



Staff Development and Training

MAY 2015

Induction

STaSS will support all new employees, students and volunteers with a full induction process and appropriate review at the end of a specified probationary period.

Appraisals

STaSS practice is for regular, recorded monthly (pro rata for part time staff) supervision meetings with line managers or supervisors. Issues relating to performance, tasks, development and support needs will be raised on an on-going basis within these. Annual appraisal is in addition to this and is an opportunity for employees to be able to give and receive feedback about their performance and development. Appraisal is an opportunity to reflect on your achievements, work and performance over the past year and to set new targets and objectives for the coming year. It is not to address under-performance, which will be dealt with using a different procedure. It is good practise for any employer to regularly appraise their employees. It is also a requirement of the PQASSO Quality Assurance system that the organisation has a formal annual appraisal system.

Feedback from colleagues, service users and partner organisations can be provided as evidence for use in appraisal, which will also include supervision notes and your own assessment of achievements and job competencies.

Personal Development Plan and Objective setting

Each year you will identify new work objectives in partnership with your Manager. These will be recorded and form your personal development plan. They will relate to your appraisal, your job role and any issues and opportunity that may have arisen in the previous years' supervision.

As a guideline to preparing your PDP and setting your objectives you will consider:

- 1) Your current job role and work plan. Are there any areas coming up which require you to have particular skills or to broaden your knowledge? If so, what, and how could these be acquired?
- 2) Feedback from colleagues used in your appraisal.
- 3) Consider if there is also scope for some more 'personal' or career development objectives.
- 4) You and your Line Manager will need to list SMART objectives that you can pursue in order to achieve your objectives.

Remember that a Personal Development Plan and objectives can be met by a range of activities – see 'Development and Training' for a suggested list.

Staff without objectives set in appraisal will not be able to access training and development opportunities to support their work.

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Reviews

Progress on your achievement of objectives and development activities in the Personal Development Plan should be reviewed in supervision to check for progress and to note any issues. Your objectives will be re-written annually as part of the appraisal process.

Training and Staff Development

STaSS is committed to the on-going development of its staff, students and volunteers, and to delivering the highest quality services. The changing nature of HIV in itself requires that Staff are regularly up-dated and that they acquire new skills to best meet the needs of the people using the services. There is a small annual training budget for the whole organisation; this includes training of volunteers and the Board. However not all training involves costly courses.

Training and Personal Development is split into four main categories:

- a) Skills, competencies, experience required to successfully achieve agreed work plan goals for the coming year, including diversity and equality
- b) Other work related training and experience which may be of a more general nature or which may be qualification orientated.
- c) Personal and professional development preferences that may only be peripheral to the work plan but which could benefit the agency.
- d) Personal and professional developments, which will benefit the future career or life, plans of the individual.

After successfully completing induction training and probation employees will be able to access personal development opportunities when they have a completed Personal Development Plan (PDP).

Identification of Training Needs

This should usually happen in Supervision, with your Line Manager. The STaSS Annual Delivery Plan shows the priority areas in each Department for work in each year; and you should discuss with your Manager what your role will be in that work; and thus what skills or knowledge might be most useful.

As you undertake your job, you may discover tasks where training would be beneficial; again discuss this with your Manager. Annual Appraisal may show up areas where your Core Competencies or job competencies could be improved, in which case training may be appropriate. Finally, should your performance not meet with required standards in any area, training may be offered or recommended. This training may be obligatory if it is part of a strategy designed to improve standards of conduct or performance.

Each year you should develop (in partnership with your Manager) a simple Personal Development Plan (PDP) with learning objectives which incorporates work-based development needs with service objectives and personal objectives. This is completed as part of the appraisal process.

It is likely that early in their STaSS career a worker may find their Personal Development Plan comprised almost entirely of activities which would fall within category a). As they demonstrate their abilities and commitment within their work role the emphasis will be likely to shift.

It is entirely legitimate to include some development within the Plan which does not have an immediate bearing on the employee's work when it maintains and develops skills or abilities not currently required at work or may enhance their future career or life plans. Obviously the immediate needs of the agency always come first and the element of extra-curricular development may be limited.

When deciding whether or not to approve a particular training and development opportunity, Line Managers will also take into consideration the time that the post holder will not be 'doing their usual job' and the impact of this on colleagues and the agency as well as the actual costs of the course and expenses, including travel, time and subsistence.

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Ideas for Staff Development

- Attending training sessions
- Work shadowing
- Secondment to a different organisation
- Information gathering, research and reading
- Visiting other organisations
- Attending meetings, conferences, seminars and workshops
- Project work with others, alone and inside and outside STaSS
- Working on other aspects of STaSS work.
- Sitting on boards, committees and working groups
- Volunteering
- Working with a mentor from another organisation
- Supervision and consultation
- Distance learning and open access approaches
- Networking with peers locally, regionally and nationally
- Presenting seminars and training.

Longer courses for professional development

In the first few years of employment, it is not the policy of STaSS to support staff on long qualification courses (although you may of course undertake such work at your own cost and in your own time). Such development opportunities may be supported after a minimum of three years employment with STaSS; subject to the following:

- Any known or identified Training Needs specific to your current Post have already been undertaken or scheduled.
- The course content can clearly be demonstrated to bring added value to your role within STaSS, to the agency overall and to service provision.
- Your Line Manager is satisfied that you can satisfactorily balance the needs of your post with the time and demands of such study, without jeopardising the quality of your work.
- STaSS will only support such study by contributing either paid Study time (half a day a week maximum) or making some financial contribution to course fees; but not both.
- If a financial contribution given, the amount will be determined by the specific circumstances and priorities of the agency at that time. As a service-providing Charity, STaSS cannot commit to using resources to benefit Employees at the possible cost of services. Because the financial situation of the Charity varies each year; and each Employee and Role is unique, this 'cost-benefit' analysis can only be made at the time of each individual request. The assessment is to be made by the Line Manager and the Executive Director. They will consider the benefits to the Post holder, their added skills and abilities in their job at STaSS, the added benefit to STaSS Service Users, and the financial situation of the agency overall at that time. Therefore no specific guidelines can be given or instances taken as precedents.
- It may be possible for STaSS to support an individual member of staff in applying for funds or bursaries to support training.
- Repayment of fees or a portion of the fees and time if you choose to leave STaSS any time from starting the course to 3 years following completion of the course. You will be asked to sign a form agreeing to this if approval is given to support a long training course.

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This policy has been explained to me and I have also read and understood its content. I promise to abide by it during my engagement with STaSS.

Signed _____

Print Name _____

Date _____

Policy Review

The Director and Board of Trustees are responsible for reviewing this policy annually and ensuring that it is compliant with current legislation and good practice.

REVIEWED MAY 2015, NEXT SCHEDULED REVIEW MAY 2016

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