

Policy

1. Policy statement

Clydesdale Housing Association (the Association) is committed to excellence in people development in order to improve how we work and achieve excellence.

The Association aims to create a culture of learning and development (L & D) throughout where individuals take responsibility in partnership with the Association for their L & D needs. The Association recognises the need to develop its people so that they are fully equipped to deliver our business objectives; both now and however they may change in the future.

The Association recognises that effective learning and development offers benefits to the individual and the Association as a whole, which ultimately contribute to the achievements of our objectives. These benefits include:

- Higher standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing of ideas and dissemination of good practice
- Effective management and implementation of change
- Encouragement of team spirit
- Increased motivation and job satisfaction for the individual
- Greater understanding of the Association's business

The Association aims to ensure that:

- Stated objectives are met
- Career development is provided for all
- Development needs are identified as part of the business planning process and reviewed regularly
- Each member of staff understands what his or her work role involves
- Each person is developed to enable them to achieve their work objectives
- Staff are prepared and equipped to deal with changes in the Association
- Each individual is encouraged to develop his or her potential

The Association upholds the principles of the L & D policy as follows:

L & D makes the Association a more effective organisation. Our continued success depends upon meeting the objectives set by the Management Committee. This will be achieved by staff who are competent in their roles.

L & D can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at L & D courses, work shadowing, formal study, coaching and mentoring.

The Association believes that L & D is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives.

Our approach to the provision of L & D is to consider the development needs identified and how these should be met. This is in line with our definition of L & D, focusing attention on the activities that add value to the business, enabling the Association to meet its strategic objectives.

The responsibility for identifying L & D needs and carrying out the agreed L & D activity is shared between the line manager and staff. The Association will encourage and support appropriate L & D. Reasonable time and financial support may be allocated.

Line managers are responsible for providing support and guidance in relation to the L & D of those reporting to them, particularly in relation to the identification of L & D needs and making sure that appropriate action can be taken as a result.

Each member of staff is expected and encouraged to take ownership and responsibility for their personal L & D needs in relation to their work, within the framework of support provided by the Association. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to L & D.

The Association is committed to the creation of L & D opportunities for all staff, and will work to ensure equality of opportunity across all L & D activity.

The Association will monitor and evaluate L & D activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of L & D.

The Association's L & D policy provides the framework within which decisions can be made and supported with regard to the development of individuals and groups within the organisation.

2. Objectives

To ensure that the Association has people with the appropriate knowledge, skills and behaviours to meet its business objectives in both the short and longer term and to allow our people to achieve their potential and career aspirations.

3. Policy aims

The Associations L & D policy aims to:

- Ensure fairness, clarity and consistency for all Association staff members.
- Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken.
- Promote a culture of sharing knowledge and skills with work colleagues.
- Assist Association staff members with their continuous professional development.
- Assist a development discussion between staff and their line managers during appraisals.
- Promote consideration of alternative learning methods

4. Budgets

Applications for L & D fees to be subsidised fully or partially by the Association will be subject to availability of funds in the budget and relevance to Business Plan objectives.

5. Equality and diversity

The Association is committed to ensuring equality of opportunity in the development of its people. This means that we have a range of initiatives to ensure that this is achieved. These include: diversity and equal opportunities awareness; the monitoring of the take up of different development events; and a range of development opportunities to meet individual's needs and personal circumstances. If any individual feels they have been denied access to development they should in the first instance discuss the matter with their line manager. If they remain dissatisfied then they may discuss the matter further with Jane Guthrie, Depute Chief Executive or Joe Gorman, Chief Executive.

Procedures

1. Identifying L & D needs

Individuals - these should be identified as part of the appraisal process. When individuals work objectives have been agreed they should, with their line manager, then consider the development needs to enable them to meet those work objectives. At the same time individuals should consider their longer-term career aspirations and identify the development needs arising from these. These should always be discussed with line managers who will need to take account of the needs of the whole team and operational requirements before agreeing.

Team - these too should be identified by Line Managers and as part of the Business Plan.

Organisational - these may arise as the result of new projects, changes in legislation, the introduction of new policies or procedures etc. and should be considered by the Senior Management Team.

Development needs should be reviewed formally at least twice a year during the appraisal process and informally throughout the year.

2. Meeting needs

Individual - once the appraisal process has been completed the Corporate Services Assistant (CSA) will formulate the L & D plan. The CSA will ensure a L & D form is completed as part of this process.

Team - again the CSA will support line managers in organising L & D, and identifying the most appropriate solution. Wherever possible the CSA will provide a tailored solution to the particular need identified.

Organisational - once a broad need has been identified a more specific L & D needs analysis will be carried out by the Senior Management Team. This will enable them to specify the requirement and determine the most appropriate way of meeting the needs.

3. Evaluation

L & D must contribute to both business success and personal development and overarching this is the need to ensure that the Association achieves value for money. For these reasons there must a robust process of evaluation in place.

4. Roles and responsibilities

Management Committee

It is recognised that the Management Committee, whilst not actively involved in the daily running of the organisation, have certain responsibilities in terms of L & D and will adopt this policy and procedure to ensure responsibilities are effectively managed.

Senior Management Team

The Senior Management Team will:

- Demonstrate a commitment to train and develop their people in relation to the organisation's objectives.
- Ensure that L & D plans are focused on the Association's needs at corporate and service levels and provide adequate resources.
- Ensure L & D actions are evaluated in relation to service and organisational objectives and the benefits clearly identified.

Line manager

It is the role of the line Manager to:

- Actively promoting the Association as an L & D organisation.
- Induct new staff/staff new to a post and coaching in immediate work processes.
- Discuss L & D needs with individual employees formally twice a year during the appraisal process and to review this throughout the year.
- Review and evaluate the effectiveness of L & D on individuals and teams to demonstrate a clear benefit to the overall requirement to improve services to our customers.
- Encourage and support staff to be proactive about self-development at work and facilitate reinforcement and application of L & D in the workplace.
- Being aware of equality and diversity issues and how they impact on staff L & D opportunities.

All Employees

It is the responsibility of all staff to:

- contribute to identifying and meeting their own job-related development needs:
- agree personal development plans with their line manager.
- recognise that L & D is a two-way process and to accept responsibility for their L & D and its application in their work.
- evaluate the effectiveness of their own L & D
- Share their knowledge and skills with others
- Maintain a record of all L & D in their learning log

Corporate Services Assistant

It is the responsibility of the Corporate Services Assistant to:

- Provide guidance on the L & D policy processes and procedures.
- Develop a corporate L & D plan annually and assist with the formulation of departmental L & D plans.
- Book ad-hoc L & D events/seminars/conferences for staff and Committee
- Maintain and update staff and Committee L & D records
- Collate L & D evaluation & feedback forms
- Prepare quarterly/annual report on the budget and effectiveness to Committee
- Publicise L & D activities.
- Ensure all learning logs are stored in a confidential location and are kept up to date.

5. Areas of learning and development

L & D can be broken down into categories to aid understanding and organisation. The categories of L & D used by the Association are: -

a) Induction

Each new employee should be provided with information and instruction about how the Association operates and how his or her job fits in to the work of the section and department by line management. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

b) Committee learning and development

L & D for Committee members is based on individual needs and organisational requirements. These are identified through an annual assessment of needs with Committee members and the Chief Executive and Depute Chief Executive

c) Generic learning and development

There are a range of generic skills and knowledge which are not specific to one occupational area. Examples of these are IT training, customer service time management etc. L & D will be provided in this as according to the needs identified during the formal appraisal process or on an ad-hoc basis.

d) Professional learning and development

Employees providing services in a whole range of vocational areas need to keep up-to-date with changes and developments in their particular field. L & D will be provided in this as according to the needs identified during the formal appraisal process or on an ad-hoc basis.

e) Qualifications

The Association will provide L & D opportunities and further education in pursuit of qualifications for employees where a clear link can be made to meet service objectives. L & D opportunities will be provided in this as according to the needs identified during the formal appraisal process.

f) Workplace based learning and development

Workplace based learning falls into 3 categories:

- i. **On the job learning and development** – This is basic or general on-the-job L & D, typically learning through observing, reading and/or being assisted by a colleague with more experience of performing a task, is usually:
 - delivered on a one-to-one basis usually in the office
 - a specified, planned and structured activity
- ii. **Coaching and mentoring** - Coaching and mentoring are L & D techniques based on the use of one-to-one discussions to enhance an individual's skills, knowledge or work performance – often for the current job, but also to support career transitions.
- iii. **Job rotation, secondment and shadowing** – The L & D and associated with the experience of secondment, the temporary loan of an employee to another department or role (or, sometimes, to an external organisation), is valuable for both employee development and organisational development. Job rotation and shadowing are similarly useful forms of development, particularly in supporting employees in developing the skills and competencies required for moves to new or higher-level roles.

6. Financial Assistance

Once approval for L & D has been given, employees are entitled to financial assistance as follows:

Qualification courses

- Tuition/course fees
- Registration fees
- Examination fees
- Reasonable expenditure on books and other essential equipment
- Travelling expenses
- Reasonable additional costs e.g. binding of thesis

The Depute Chief Executive may approve payment for re-sitting of examinations, where the failure or unsatisfactory progress has been due to exceptional circumstances, and if the employee has followed their studies diligently.

Non Qualification Courses

- Course fees
- Travelling expenses
- Reasonable additional costs

7. Professional Subscriptions

The Association will meet student or full membership fees for recognised professional institutions and/or registered bodies where the membership is directly relevant to the work of the Association. If an employee is a member of more than one professional institution, reimbursement is limited to the fee payable to the principle institution.

8. Associated forms

The following forms have been prepared to assist the implementation of this policy and procedure:

- Application to attend professional/L & D event – appendix 1
- Evaluation form – appendix 2
- Learning Log – appendix 3

9. Policy and procedure review

This Policy and associated procedures, will be reviewed every three years or sooner in the event of changes in legislation, organisational structure or other material reason.

Approved by the Committee of Management on:	
Signed:	Signed:
Secretary/Chairperson	Senior Staff Member



Application to attend learning or development event

Name: _____

Area of L & D: _____

Course title: _____

Course date: _____

Name of course provider: _____

Location of course: _____

Leave required: _____

Special arrangements

required: _____

(E.g. alternative format for course materials, dietary requirements etc.)

Expected outcomes

(what service improvements will
this learning & development
address)

Agreed/ Signed:

Date:

Approved:

Date:



Application to attend qualification Learning & Development event

Name: _____

Area of L & D: _____

Course title: _____

Course date: _____

Name of course provider: _____

Location of course: _____

Leave required: _____

**Special arrangements
required:** _____

(E.g. alternative format for course materials, dietary requirements etc.) _____

Expected outcomes

(what service improvements will
this L & D address)

Undertaking to repay a loan for professional or vocational fees

I,..... , agree that I will continue working for Clydesdale Housing Association for 12 months after completing any course you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the course (or the institution makes me leave), I will refund you an amount to cover the period of service I would be due to work. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Agreed/ Signed:

Date:

Approved:

Date:



Evaluation & Feedback Form

Please use this form to tell us how you rate a course that you have attended by answering the questions below. Where possible please use the right hand column to give further detail to your answers.

Name:

Area of L & D

Course title:

Course date:

Name of course provider:

	Strongly Agree	Agree	Disagree	Strongly Disagree	If you have entered disagree or strongly disagree then please give further details
New knowledge, ideas and learning:					
I feel that my personal learning objectives were met					
The L & D has equipped me with enhanced knowledge, understanding and/or skills					
The L & D event covered everything I had expected it to					
Is there additional material you think the course should have covered? If so, what?					
Practicalities:					
I feel that the course was conducted well (e.g. engaging form of L & D delivery, length of course, professionalism of trainers, good venue)?					

Applying the Learning:	Yes	No	N/A	If you answer Yes approximately how many hours per week will it save you? If you answer No or N/A please give further details.
Time savings – has the L & D lead to				
Shorter time to reach proficiency?				
Less time required to perform the task				
Less supervision required				
Better management of time				

Effect on Work Performance:	Yes	No	N/A	If you answered Yes approximately how many hours per week will it save you? If you answered No or N/A please give further details.
Increased productivity - has the L & D lead to				
A faster work rate				
Time saved not waiting for help				
Decreased downtime				

Any other comments

