

## TRAINING & DEVELOPMENT POLICY

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The information in this document is available in other languages or on tape/CD, in large print and also in Braille.  
For details contact the Association on 0141 578 0200 or e-mail: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

<b>Regulatory Compliance</b>	n/a
<b>Financial Impact</b>	Low
<b>Risk Assessment</b>	Low

# TRAINING AND DEVELOPMENT POLICY

## **Policy Statement**

This policy is to ensure that all employees are equipped with the knowledge, skills and experience which will enable them to carry out their jobs to a competent standard. Hillhead Housing Association recognises that its employees need to be equipped for changes which take place in their jobs due to new technology, new working practices and procedures within the Housing Sector. It also recognises that education and training play a valuable part in the development of personal potential. With these factors in mind, this policy is designed to be an integral part of the Performance Management & Staff Appraisal system.

The objective of the policy is to ensure that training provided within the Association is planned, takes account of individual requirements and is directed towards achieving the Association's business objectives in the most effective way.

## **1. IDENTIFYING TRAINING NEEDS**

Training needs are identified in four main areas:

- i) Training to optimise the development of individuals.
- ii) Initial on the job training, supplemented over a period with formal training in order to assist and encourage staff to perform their duties effectively.
- iii) To update skills and knowledge of all employees.
- iv) To ensure the Association's employees have the relevant skills required to achieve business goals and objectives.

## **2. TRAINING RESPONSIBILITIES**

All members of staff have a responsibility to take the initiative in enquiring about training where they feel they have particular needs, and to undertake any training that may be provided.

Line Managers are responsible for ensuring their staff are adequately trained. This responsibility includes identifying training needs, accepting the need to release staff for any necessary off the job training or seminars, and monitoring the effectiveness of training. If changes in working practices are planned, managers should consider whether fresh training needs are likely to arise.

Details of forthcoming training events are notified to staff as they are received and are also displayed on the Staff Training Notice Board within the Association's offices.

## **3. APPRAISALS**

Managers are responsible for regularly agreeing training and development needs with each employee in the context of business objectives, setting targets and standards.

Appraisals take place annually. The aim of the appraisal is to appraise the employee in relation to the Association's goals and objectives, to set targets and discuss development needs of both the individual and the Association's requirements.

#### **4. TRAINING RESOURCES**

The Association will provide the following resources to ensure that it meets its training and development needs.

- i) A training budget which is agreed annually.
- ii) The Association is a member of SHARE (Scottish Housing Associations Resource for Education) and actively encourages its staff to participate in local training programmes administered by SHARE.
- iii) Staff are encouraged to attend other training courses, seminars and conferences that are relevant to their career development and extends their knowledge in their particular discipline. The main bodies offering such additional training programmes are the Chartered Institute of Housing & Scottish Federation of Housing Associations.
- iv) Training facilities (ie rooms etc) will be made available subject to operational requirement.
- v) Training material (ie videos, manuals etc) will be provided where appropriate.
- vi) Training equipment (ie TV/Video OHP, etc) will be provided where appropriate.

#### **5. METHODS OF TRAINING**

##### **5.1 Induction Training**

An induction checklist forms the basis of the induction training programme and will be completed by the employee and their line manager within the first few weeks of employment. On completion the checklist is signed by both the employee and line manager and is retained within the personnel file. The employee may also retain a copy for future reference. Initial training requirements will be discussed and agreed at this stage.

##### **5.2 In-Service Training**

The Association has a policy of giving assistance to employees who pursue a course of study directly relevant to their work. These courses normally lead to professional qualifications, diplomas or degrees and may be followed either by day release study or by correspondence course. In all cases, approval for attendance will be subject to organisation and budgetary restraints and can only be given by the Director.

##### **5.3 Day Release Courses**

The Association allows for paid leave for attendance on day release courses and for attendance at examinations, plus, where it is a mandatory element in the course, up to one week in any year for attendance on a block study

course. One day's study leave per examination will also be granted. Staff may supplement this by using annual leave.

The Association meets the full costs of the course and examination fees.

At the discretion of the Director, the Association will bear the cost of essential text books with all books so purchased being the property of the Association and being lodged in the Association's library.

#### **5.4 Correspondence Course**

The Association meets the full cost of the course, books and examination fees.

Where the course is monitored by continuous assessment rather than by examination the Association allows paid leave of one day per module up to a maximum of 5 days study leave per year.

#### **5.5 Work Based Qualifications**

All employees are encouraged to obtain a Scottish Vocational Qualification where appropriate. Details of SVQ's available can be obtained from the Chartered Institute of Housing (Scotland). The Association allows for paid leave for attendance on external workshops that are related to the assessment.

#### **5.6 Professional Subscriptions**

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

#### **5.7** Failure to make satisfactory progress on a course of study may give rise to the Association reclaiming the amount of fees loaned. Satisfactory progress will not necessarily be determined by level of achievement alone. Contributing factors such as, non-attendance or the deliberate non-submission of required work would be taken into account.

Where a repayment of financial assistance is required, this shall not include salary paid in respect of time spent at approved courses of study.

## **5.8 Short Courses**

Employees who wish to attend a one/two day training event should first consult their Line Manager. The Line Manager will consider the relevance of the proposed training and the effect, if any, on the department in which the person undertaking the training works. Attendance at short courses will require the approval of the Director.

## **5.9 Continuing Professional Development (CPD)**

Where employees are members of any relevant professional body, the Association will support and encourage employees to maintain a CPD Log. Most professional bodies such as the Chartered Institute of Housing, Chartered Institute of Personnel & Development offer its members CPD packs.

## **6 MENTORS**

All students on recognised qualification courses will be given the opportunity to have regular meetings with a designated person within the Association who will mentor and help the student to complete the course.

## **7 EVALUATION**

Evaluation of training and development is reviewed in line with individual training and development plans and the Association's business plan and objectives.

Following attendance at the course, the Head of Corporate Services will submit evaluations to staff via Microsoft Teams and training records will be updated accordingly. Any future action/training will be agreed with the staff member's Line Manager.

The Post Course Evaluation enables the Association to evaluate to what extent the training outcome has been met.

## **8 RECORD OF TRAINING**

Training records, including evaluation forms/reports for all employees will be maintained by the Head of Corporate Services.