

## **TRAINING & DEVELOPMENT POLICY**

### **Policy Statement**

Chichester District Council will:

- a) provide all staff with training and development that is relevant and appropriate, and meets the needs of the Council's current and future objectives and key tasks.
- b) provide the opportunity for all staff to improve their job performance, raise productivity, quality and customer service in pursuit of continuous improvement
- c) develop staff potential to meet their personal aspirations for career development and job satisfaction where these can reasonably be accommodated in terms of cost and time.
- d) promote equality of access to training and development for all staff.
- e) create an environment which encourages all staff to take responsibility for their training and career development.
- f) make necessary adjustments to its training and development programmes to retain Investors in People accreditation.

### **Scope**

This policy relates to all staff employed by the District Council, and the Council will ensure that training and development is offered in accordance both with the Council's Corporate Improvement Plan and the Council's Equalities Policy.

This training and development policy statement will be brought to the attention of all employees of Chichester District Council.

### **Legislation**

Health and Safety at Work Etc Act 1974

Race Relations Act 1976 and Race Relations Amendment Act 2000

Sex Discrimination Act 1975

Disability Discrimination Acts 1995 and 2005

Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000

Fixed-Term Workers (Prevention of Less Favourable Treatment) Regulations 2002

Employment Equality (Sexual Orientation) Regulations 2003

Employment Equality (Religion or Belief) Regulations 2003

Employment Equality (Age) Regulations 2006

Equality Act 2006

## **1 Corporate Training Needs**

- 1.1 The Sustainable Community Strategy (SCS) is a high-level multi agency document that sets out the medium to long-term strategic vision and priorities for the District. The Council's Corporate Improvement Plan defines the Council's strategic and operational planning processes over a five-year period within the strategic context of the SCS. The policies and strategies embraced by the Corporate Improvement Plan will be reviewed regularly.
- 1.2 The Council will produce an annual Performance Plan setting out how it will achieve its priorities detailed in the Corporate Improvement Plan. Under each priority area there will be a number of objectives and targets to achieve. Flowing from these corporate priorities are a series of operational strategies, and each manager is required to draw up an annual Service Plan identifying the resources required (including training needs) and the key targets and objectives for their service area. Each annual Service Plan will be reviewed at the end of the year both to test its effectiveness and its continuing relevance to the higher corporate objectives.
- 1.3 Managers undertake appraisals of their staff, in the form of Performance & Development Reviews, to set individual targets and to identify the training they will require to achieve their objectives. Changes in corporate objectives will be reflected in the annual Service Plan, individual staff appraisals and the Strategic Learning & Development Plan.

## **2 The Needs of New Entrants**

- 2.1 In line with the Council's equalities and recruitment and selection procedures an employee specification will be prepared for all vacancies identifying the essential qualifications and skills required of the post holder.

Success in a post and employee effectiveness can be influenced by the impression given to a new employee during the first few weeks of employment. Therefore all staff will take part in the Corporate Induction Programme within three months of joining the Council. The content of the induction programme will be reviewed annually and any recommendations for change will be agreed by the CMT. In addition to the Corporate Induction Programme, all employees will receive a Health & Safety Induction within two months of joining. Further initial health and safety training and computer skills training where necessary will be completed within three months where

possible of the training need being identified. The Corporate Induction Programme is detailed in the current Strategic Learning & Development Plan.

- 2.2 Westgate and Chichester Contract Services (CCS) have a separate induction programme for their staff.
- 2.3 Within a new starter's first week an induction meeting with a member of the Personnel team takes place, except for Westgate and CCS staff where different arrangements apply. The new employee's line manager is responsible for ensuring that he or she has a comprehensive departmental induction and both the employee and manager may be asked for details of this by the Personnel Section and therefore records should be kept. It is advised that a comprehensive work programme detailing all tasks to be undertaken and identifying who will be responsible for the training is drawn up by the line manager. The manager should normally hold regular meetings during the employee's probation period to discuss progress and notes of these meetings should be retained.
- 2.4 A probationary review will be held in line with the Council's probationary scheme towards the end of the first five months of employment (six months for Westgate staff) and managers will identify any additional training required at this stage.
- 2.5 Once the probationary period is completed the manager may choose to carry out a preliminary appraisal with the staff member to set out their key objectives, linked to the section's Service Plan, if these have not already been agreed. The exact timing of the preliminary appraisal would depend on its proximity to the normal annual appraisals process. Any identified training and development needs would be recorded in the Training & Development section of the Performance & Development Review form.
- 2.6 It shall be the responsibility of line managers to provide all new and promoted staff with such on-the-job training as is appropriate to enable them to perform safely, efficiently and effectively.
- 2.7 Where appropriate on-line and other computer based learning may form a part of the departmental induction process for new and newly promoted staff.

### **3 Training and Development Needs of Existing Staff**

- 3.1 Corporate aims and annual key tasks will be cascaded down through the organisation through its communication and corporate planning mechanisms, supplemented by the appraisal process. The appraisal process will provide feedback on past performance and will set out work objectives, targets and training and support needs for the following year. It will also provide the employee with the opportunity to identify his/her training needs and career aspirations. The resulting development needs will be recorded in priority order and thought given as to how these needs can best be met. Managers should follow the guidance given in the Council's Performance & Development Review Guidance Notes.

- 3.2 Line managers and Personnel must consider all types of learning experience, including both internal and external course attendance, National Vocational Qualifications, mentoring and secondment.
- 3.3 Liaison between managers and the Training & Development Officer will take place to allow the most cost-effective corporate training to be provided for common training needs.
- 3.4 It is important that managers are aware of current Continuous Professional Development (CPD) requirements for their staff, as often most of these can be met by activities other than course attendance.
- 3.5 Staff with at least five years' service upon retirement will normally be invited to attend a pre-retirement course within two to three years of their known retirement date.
- 3.6 All training and development provision must be planned, delivered and monitored on the basis of equal access for all, including part time staff and shift workers. Time-off and day release for a part-time employee undertaking training will normally be given pro rata to his or her working hours. When a part-time employee is required to attend a training course on their day off time off in lieu or payment will normally be given based on their hours of attendance unless otherwise agreed.
- 3.7 In addition to the Corporate Induction Programme, all non-managerial staff will participate in other corporate training from time to time as appropriate. This training is detailed in the current Strategic Learning & Development Plan.

#### **4 Management Development Requirements**

- 4.1 This Council is committed to the management development of staff at supervisory and management levels. Managers have been classified into two categories for assessing competencies and needs. These are Executive Director / Assistant Director level and Manager level (grade 6 – 10 staff who manage teams).
- 4.2 Competencies have been produced for both of these levels with a view to ensuring that managers are equipped to perform to the standard necessary for them to achieve the Council's strategic objectives.
- 4.3 All managers will be required to attend management training. This will include Manager's Toolkit modules and up-dates on subjects that are essential for successful line management. Staff newer to management or where some update training would be helpful, may be requested to attend the Council's first line management programme. For development reasons, this can also include some staff who do not currently have any management responsibilities. See current Strategic Learning & Development Plan for details.

- 4.4 Management development training ensures that managers have the necessary skills and competencies to meet the Council's stated targets and priorities, and to manage and empower staff. Management development gives managers at all levels the confidence and necessary skills to follow through their part in meeting the Council's overall objectives, which reflect the priorities set out in the Corporate Improvement Plan. To this end, all management development training is reviewed against the Council's corporate objectives on a regular basis.
- 4.5 In addition to the above, staff nominated by their Executive Director may be considered for participation in an accredited professional management qualification training course. Currently this is the Council's Higher Education Certificate in Management programme being provided by the University of Chichester. Staff wishing to partake in this programme must be nominated by their Executive Director. The development activities of the programme are customised to take into account issues relevant to Chichester District Council. See current Strategic Learning & Development Plan for programme details.

### **Health and Safety and Computer Skills Training<sup>5</sup>**

- 5.1 The Management of Health and Safety at Work Regulations require risk assessment of work activities to identify training requirements. Provision has to take account of the capability of those undertaking the training. It must also include information on the hazards of the work, the safety arrangements and limits and emergency procedures. Training is also required when there are changes to the work or changes in responsibility.
- 5.2 There is also a requirement to ensure that such training takes place during work hours and is repeated periodically where appropriate. The requirements for health and safety training and / or maintaining qualifications includes temporary workers. Staff may be required to complete coursework for competency training such as risk assessment, manual handling and first aid training.
- 5.3 Health and safety legislation on specific hazards may determine that additional factors should be included in training on issues such as manual handling, asbestos, hazardous substances, display screen equipment etc.
- 5.4 It is not only necessary to train new entrants in the use of computer systems and health and safety, but to ensure that existing employees' skills and knowledge are kept up-to-date. The Council has committed itself to providing in-house support for ICT and health and safety training and has developed a comprehensive training programme for these areas. Line Managers, with appropriate advice and support from the ICT and the Health and Safety teams, shall assess the training needs of their staff. The Council shall ensure that a comprehensive training programme is included in all new ICT projects or when a new system of work is introduced.

## **6 Equalities**

- 6.1 Equalities training forms an essential element of induction and management training and all staff will be required to undertake periodic equalities awareness training. It is the Council's objective that all recruitment interviewing panels will include at minimum one manager who has completed the Council's official recruitment and selection training, including knowledge of all relevant equalities legislation and related Council policies. Where no member of the panel has received this training, a member of the Personnel Section must attend the interview.

## **7 Member Training Requirements**

- 7.1 The Council recognises that the demands for training are not confined to staff and that councillors too have development needs to enable them to properly fulfil their role. The Council therefore organises a comprehensive programme of induction training for all new councillors and refresher training for re-elected members following the Council elections every four years. A number of factors will determine the extent and manner of future training such as new legislation, and the development needs that councillors themselves identify.

## **8 Strategic Learning & Development Plan**

- 8.1 It is the responsibility of each section manager to prioritise the training needs of his / her staff and to document them in the Service Plan for their section. This is based on the individual training needs identified during staff appraisals within Performance & Development Reviews. By prioritising training needs according to the importance of the business objectives they relate to, the Council can target the funds available for training, so the positive effect on business performance is maximised.
- 8.2 Training budgets are decided by the Corporate Management Team (CMT) based on the learning and development needs presented within individual Service Plans.
- 8.3 The Senior Personnel Manager will liaise with the Executive Director of Support Services and the Economy and CMT to identify those changes in high level corporate objectives which will impact on strategic learning and development requirements for the year ahead.
- 8.4 On an annual basis, the Senior Personnel Manager will prepare a Strategic Learning & Development Plan for approval by CMT, incorporating the various requirements emerging from the corporate planning process, the planned corporate training courses for the year ahead, the training sections of the Service Plans for each section, ICT training, health & safety training, the needs of councillors and the impact of new legislation. This report will also include a review of the previous year's activities.
- 8.5 Once the Strategic Learning & Development Plan is approved, Executive Directors will have the authority to vary any planned training expenditure

within their budget to meet previously unforeseen needs. Whilst it is the responsibility of each Director to monitor the training expenditure within their own service, the Senior Personnel Manager will monitor corporate training expenditure throughout the Council.

## **9 Review Mechanisms**

- 9.1 Managers will be expected to discuss the objectives of each designated training event with the employee prior to attendance and to conduct a debriefing session following the event. Attendees on short courses and qualification training events, both internal and external, will be required to complete course evaluation forms indicating their assessment of the effectiveness of the training event.
- 9.2 The contribution of learning and development on performance, productivity etc will be reviewed at the employee's annual Performance & Development Review. In respect of those staff that participate in management development programmes, the prospective participant's Executive Director or Assistant Director or equivalent must discuss their participation with the Training & Development Officer prior to the commencement of any programme. They will also normally be required to provide written feedback to the Training & Development Officer after the completion of the programme assessing the difference in their staff member's performance and attitude. In addition to the above, the outcome of training events should be discussed at Team Briefings.

## **Practical Implementation Standards**

### **10 Short Course Reservations**

- 10.1 Technical and professional short courses and up-dates and Continuous Professional Development (CPD) should be organised by sections as authorised by their Executive Director or Assistant Director. Before any training events are booked, an individual and their manager must consider what they are expecting to learn from the particular learning experience, whether it represents value for money (use of time, course fees, travel costs etc) and how they anticipate it will help them achieve their key tasks.

### **11 Qualification Training**

- 11.1 Professional qualification training expenditure is managed corporately and staff will be supported in this training on the basis of agreement between the relevant Executive Director and the Senior Personnel Manager, where funding is available.
- 11.2 Qualification training will only be provided and funded where it is appropriate and necessary for an individual to do a particular job. Executive Directors will need to be convinced that the individual needs a particular professional or technical qualification to successfully undertake his/her duties.

- 11.3 The employee applying to undertake such training will need to complete the appropriate form from Personnel which is then countersigned by the Executive Director and the Senior Personnel Manager. The form includes an undertaking in terms of the repayment of fees and expenses as a result of:
- a) unsatisfactory progress for which no acceptable explanation can be provided; or
  - b) resignation from the Council's employment within a period of two years from the date of completion of the qualification or the course of study.

The sums to be repaid shall comprise all course fees, subsistence, travel expenses and any other financial assistance provided (not including salary costs) during the entire course of study except where the date of resignation occurs more than 12 months after the date of the completion of the qualification or course of study - in which case the repayment requirements shall be reduced by 50%.

- 11.4 The individual's progress will be monitored closely by both his/her own manager and by Personnel. Where an individual fails exams then the situation will be reviewed and a decision taken as to whether the Council will fully or partly support resits. Each case will be looked at on its merits.
- 11.5 In cases where an individual fails examinations on more than two occasions, it is likely that the Council will terminate its support.

## **12 Fees and Leave**

- 12.1 The Council will normally pay for all course and examination fees plus any other associated costs for the first attempt at an examination although this may be varied where the Senior Personnel Manager and the relevant Director or Assistant Director considers it appropriate for the employee to make a contribution.
- 12.2 Staff will normally be granted paid leave to attend courses and examinations. Paid revision leave will also be granted for qualification courses, on the basis of one half-day leave for each examination sat. Paid leave for a part-time employee undertaking qualification training will normally be given pro rata to his or her working hours (see 3.6). The time span for making up any deficit in time will be decided by the staff member's line manager taking into account other commitments, including caring responsibilities, that the employee may have.
- 12.3 Where exams are resat, then the payment of exam fees will be reviewed jointly by the relevant manager and the Senior Personnel Manager and a decision made as to what funding and time-off (if any) can be given.
- 12.4 Absence during working hours to attend training will be credited at the rate of 7 hours 24 minutes for a full day and 3 hours 42 minutes for a half day. For attendance on mandatory training courses, staff at grade 5 or below (or

equivalent) will be allowed to claim back appropriate travelling time that exceeds their normal travel to work time. Time spent away from home other than travelling time is excluded. The above also specifically excludes travel in relation to professional qualification training.

### **13 Expenses and Allowances**

- 13.1 Staff attending a training course or conference are eligible to claim the subsistence allowances approved by the Council. Receipts will be required in all claims.
- 13.2 Staff attending residential courses or conferences may additionally claim the out-of-pocket allowance.
- 13.3 Staff will be reimbursed for the above in accordance with the current Subsistence Allowances and Qualification Training Subsistence Allowances shown on the Staff Intranet.
- 13.4 Travel expenses will only be reimbursed at the cost of the Standard Class rail fare. Only in exceptional circumstances will mileage rate be paid for the use of a car. Prior approval should be obtained from the Personnel Section and the minimum rate as paid to Essential Car Users will apply.

### **14 Professional Subscriptions**

- 14.1 The Council will reimburse the annual subscription to a professional body for staff undergoing approved qualification courses, provided that membership is a pre-requirement to attending the course. The Council will pay one professional subscription after qualification for all qualifying staff.

### **15 Unsatisfactory Progress**

- 15.1 If any member of staff fails to complete a course satisfactorily without good reason, has unauthorised absence from training sessions, or receives adverse reports in areas such as attendance, application and commitment, this may be treated as a formal matter within the Council's disciplinary or capability procedures.
- 15.2 It is the responsibility of all staff attending qualification training courses to notify the Senior Personnel Manager immediately of any perceived deficiencies in the quality of the course materials or in the capabilities of the course lecturers which they consider could impact on their ability to successfully complete the course or pass the qualification.

### **16 Records of Training**

- 16.1 The line manager for the staff member attending any technical or professional short courses or CPD events must up-date his or her training record on the computerised system, Trent "People Manager". All corporately organised

training provided by Personnel, Health & Safety or the ICT section is up-dated on the system centrally.

- 16.2 In addition the Council will keep and monitor a full record of all expenditure on training and related expenses.

**17 Staff appraisals - Performance & Development Reviews and Job Chats**

- 17.1 Managers are required to ensure that staff Performance & Development Reviews and Job Chats are carried out annually with each member of staff setting out the agreed objectives and training requirements for the year ahead, linked to the section's Service Plan.

- 17.2 The Performance & Development Review forms include separate Competencies for Executive Director/Assistant Director level, Manager level (grade 6 – 10 staff who manage teams) and Officer level (grade 4 staff upwards who do not manage teams). In advance of the appraisal, appraising managers must assess their staff member against each Competency. Job Chats apply to other staff and do not include Competencies.

- 17.3 The Personnel Section will record details of appraisal dates and will supply regular reports to CMT to enable them to monitor compliance with the appraisals process and equalities monitoring obligations.

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