



Bournemouth Council for Voluntary Service

Registered Charity No: 1081381 - Company Reg'd in England & Wales No: 4024662

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STAFF TRAINING & DEVELOPMENT POLICY

POLICY STATEMENT

Bournemouth Council for Voluntary Service recognises that its staff, volunteers and trustees with their commitment, skills, knowledge and abilities are its most valuable resource. The organisation is committed to providing opportunities for training and development in the belief that increasing skills and knowledge will produce confident, highly qualified individuals working as an effective and efficient team which will assist the organisation in achieving its aims and objectives.

This policy applies to staff. The Volunteer Policy and the Trustee Recruitment Policy will include details of how training needs of volunteers and trustees will be assessed and met.

Training priorities will be linked to the Business Plan and agreed between project managers and the Chief Executive. Training and development should be a conscious and integrated aspect of the work of all BCVS staff.

Individual training and development needs will be identified through an annual performance appraisal, on going supervision meetings and requests from employees. Needs identified will be met through a variety of activities depending on the nature and extent of the requirements, and will be recorded in supervision and appraisal records.

The primary responsibility for training and developing each employee rests with his/her line Manager. Staff, however, are also expected to take responsibility for their own self-development.

As part of the organisation's continuing commitment to training and development, employees are asked to provide feedback on the value and effectiveness of the training and development they undertake. This information will be used to assess and improve the training process.

'Training' does not only mean attendance on formal courses. It can also mean attendance at conferences, workshops, seminars, shadowing a colleague, or distance learning.

It is recognised that training will not automatically lead to promotion or increased remuneration of staff. The intention is that it will develop skills and knowledge and lead to changed attitudes and increased motivation.

1 THE TRAINING BUDGET

Training budgets will form part of the core funding and will be managed by project managers. The criteria used to determine the budget should include:-

- The current financial situation of the organisation
- The requirements of the Business Plan
- The current and future work programme(s)
- The outcomes of staff supervision and appraisals in terms of training needs identified
- Records of training requested and agreed/denied
- The limits set by funders

2 HOW TRAINING NEEDS ARE IDENTIFIED

2.1 RECRUITMENT AND INDUCTION

BCVS's recruitment and selection procedures allow for the successful applicant's strengths and weaknesses to be identified in terms of the key areas of their work. The line manager should give appropriate feedback to the new staff member concerned and assist in identifying relevant training opportunities to address any weak points.

All new members of staff should have induction as a part of their probationary period. It is the responsibility of the line manager, in liaison with the Chief Executive to arrange an induction programme that:

- Ensures an understanding of BCVS key Policies
- Explains the structure and functions of the CVS
- Explains the work of the Project concerned
- Ensures knowledge of the work of other CVS projects and the possibilities for collaborative work and support
- Introduces the new person to colleagues

The 6-month probationary review is an opportunity to review progress and development needs.

2.2 SUPERVISION

Formal supervision sessions are a forum in which training needs can be identified and learning options discussed and agreed.

2.3 STAFF APPRAISALS

The purpose of the annual appraisal is to clarify objectives, identify changes in the nature of the work done and probable new directions. It also aims to review the strengths and weaknesses of the individual staff member with a view to planning actions to assist development. These might include changes in work practice, identification of training needs, and consideration of long term future plans.

Line managers have responsibility for ensuring that appraisals are conducted at the appropriate times.

2.4 COMPLAINTS

In the context of the identification of training needs, complaints are a positive way of highlighting areas of improvement. Complaints will be dealt with in accordance with the BCVS complaints procedure and where this identifies training needs these will be dealt with by line managers.

2.5 CHANGES IN THE WORK OF THE ORGANISATION

BCVS is not a static organisation but an organic one. Consequently new areas of work identified in work programmes may necessitate training in order to meet targets.

3 INFORMATION ABOUT TRAINING OPPORTUNITIES

Information about training may be circulated to BCVS staff in a number of ways including:

- ❖ Staff meetings
- ❖ Supervision sessions
- ❖ E-mails

4 ORGANISING TRAINING

There may be ongoing training needs that BCVS believes to be essential for all staff or certain groups of staff and, or one off needs identified in response to a particular issue.

Examples might include Health and Safety, Confidentiality, Equal Opportunities or Information and Technology skills.

Project Managers will be responsible for organising in-house training, in consultation with the Chief Executive (and where necessary, the Board).

The project manager will be responsible for identifying a suitable trainer, liaising with the trainer, arranging the administration of the event and ensuring evaluation with advice and assistance from the Senior Advisor.

In certain cases the training may also include volunteers and members of the Board.

5 ACCESS TO TRAINING FOR INDIVIDUALS

Access to training for individual staff should be agreed by the line manager and authorised by the Chief Executive. Training will include conferences, seminars and workshops as well as formal courses, as all are learning opportunities.

In considering access to all types of training account will be taken of:

- ❖ Budgets and the cost of training
- ❖ Relevance of the training to the duties of the postholder

- ❖ Appraisal and supervision records
- ❖ Appropriateness of courses or other training opportunities
- ❖ Time and workload implications

In addition, the manager will consider how much training the individual has had already and whether there are equal opportunities considerations (see Equal Opportunities Policy).

6 ATTENDANCE ON TRAINING COURSES RUN BY BCVS

There is no charge for attending courses run by BCVS provided there is space on the course, the course is breaking even financially and no paying customers want a place. However, there are still considerable costs involved in staff attending such courses in paid time, and therefore managers will need to apply the considerations set out at (5) above.

The Chief Executive may set an upper limit on how many BCVS staff attend any one course, as this could bias the event towards the concerns of one organisation.

7 OUTCOMES FROM TRAINING

In cases where staff attend external courses or conferences or BCVS core courses, objectives will have been set by the relevant project. The Line Manager has responsibility for ensuring that appropriate feedback or debriefing occurs after staff have attended a training event, and is disseminated through staff meetings or internal memo where appropriate. Using supervision sessions, the line manager has responsibility for assessing whether the training has been implemented in the workplace.

Objectives for in-house training should be agreed by the trainer and relevant project manager. All in-house training should be evaluated and the project manager should give feedback to the Chief Executive regarding the extent to which objectives have been met.

A central record of training received by staff should be held within each project by project managers.

8 SUPPORT FOR COURSES/STUDY LEAVE

BCVS recognises that some courses, especially those leading to formal qualifications, require a longer commitment of time, and wishes to be able to assist staff to undertake relevant courses of study. Such a commitment however, has to be balanced against the limited staff and financial resources.

Where a course is of value in terms either of benefit to BCVS or for the ongoing personal development of the individual all or some proportion of the financial cost and time involved may be supported. In reaching a decision account will be taken of the considerations as at 5, the benefit to BCVS and the length of service of the individual. BCVS will not provide financial support or time for courses with no direct benefit to the organisation during an

employee's first year of service but will give consideration to allowing some flexibility in working hours in order to enable staff to pursue such training where this does not conflict with operational requirements. Such flexibility must not impede the organisation in achieving its objectives.

'Direct benefit' might include increasing the knowledge and skills of the individual leading to an improvement in performance or an expanded role within agreed BCVS objectives.

'Indirect benefit' includes increased motivation of the individual, promotion of BCVS as a responsible employer, assisting in the achievement of career aspirations beyond the scope of the current post or role and other non-post specific learning and development.

Whenever BCVS provides support of any kind to an employee in order for them to attend a training or development event 'proof of attendance' may be requested. No employee will be required to attend or participate in any event for which the costs and time commitment are not met in full by the organisation. Where an agreement is reached whereby only a proportion of costs and time will be covered then the employee is free to choose whether or not they participate and no criticism, either express or implied, will follow as a result of them declining the opportunity provided this decision is made before any costs have been incurred by the organisation.

Such courses of study, particularly those that are accredited and/or lead to a formal qualification, may involve a large financial commitment from BCVS. If BCVS contributes more than £1,000 towards the cost of such a course (including travel, study time, materials, etc.) then the individual will be asked to sign an agreement including:

- A commitment to attend all classes, complete all course work and pass their exams satisfactorily
- If unable to attend the course to notify their line manager immediately.
- If the individual fails to complete the course or leaves the service of BCVS either prior to the completion of the course, or within one month of the date of completion of the course, then 100 percent of all the training costs are to be paid back to BCVS in full by the individual.
- If the individual leaves the service of BCVS at any point after one month of the date of completion of the course, then the training costs required to be paid back by the individual will reduce on a sliding scale of 1/12th for each month that passes
- An employee by his or her signature agrees to the deduction of any monies owed from his or her wages.

Signed:



Chair of BCVS Board



Chief Executive BCVS

Date policy agreed: December 2014
Reviewed: 2019

