

WORKFORCE DEVELOPMENT POLICY



All reference to personnel includes both paid employees and volunteers.

Anglia Care Trust believes in training and developing personnel and trustees to help them develop their skills, potential and knowledge, so that both the organisation's and the individual's long-term aims are met. Anglia Care Trust recognises that there are many forms of learning and development, both formal and informal, to help develop the skills, knowledge and professionalism of its personnel and trustees. Methods may include:

- Attending conferences, seminars and training events
- Sharing in-house expertise, knowledge and skills
- Performance Review Programmes
- Study visits
- Distance learning
- Undertaking courses at Colleges and Further Education establishments e.g. NVQs
- Reading books/magazines

Training for the Individual

On commencement of employment all personnel will embark on an induction-training programme co-ordinated by their line manager. Thereafter individuals' training will be reviewed during their progress reviews, annual performance reviews and monthly supervision sessions.

Anglia Care Trust will endeavour to ensure that personnel are provided with the training they require to enable them to perform their duties effectively during normal working hours. Where this cannot be facilitated, or in the case of part time workers, the individual may be eligible to claim time off in lieu (hour for hour) for paid staff, with the agreement of line management.

It is Anglia Care Trust's policy to encourage personnel to pursue training that will enable their personal development as well as that of the organisation. However if the cost of a course or a series of courses exceeds £250 the following conditions will apply:

1. Any paid employee who withdraws from the course or fails to complete will be liable for full fee recovery.
2. After successful completion of the course, if the paid employee leaves the employment of Anglia Care Trust within one year of completion, the paid employee will be liable to repay 80% of the amount funded by Anglia Care Trust. This will reduce to 50% of the amount funded if the individual leaves within 2 years of completion.
3. Any deductions may be made from salary payments with the amounts and frequencies being notified to paid employees in advance.

Organisational Training Plan

The Organisational Training Plan holds a range of courses available to all personnel. It also details courses that are compulsory for each job role, dependent on the skills and competencies required for that role. Anglia Care Trust endeavours to ensure that the plan contains courses that will support personnel to conduct their role effectively, maintaining the safety of themselves, colleagues and service users.

In addition to a comprehensive induction package, all personnel will receive training on the core competencies which include:

- Child Protection/Prevent Radicalisation
- Safeguarding of Vulnerable Adults
- Equality and Diversity
- Health and Safety in the Workplace
- Professional Boundaries and Behaviour
- Personal Safety and Lone Working
- Risk Assessment
- Support Planning and Needs Assessment (Operational Staff).

In addition to these core competencies, personnel will receive additional mandatory training on a range of competencies specific to their job role and in line with service needs. These additional competencies may cover anything from mental health or substance misuse to working with young people or housing advice and guidance.

Training Priorities

Anglia Care Trust prioritises the training and development of its personnel for the following reasons:

Primary

- To ensure that personnel are able to, and will meet the current and future needs of the organisation
- To make continuous improvements in the services we provide
- To achieve a more confident, skilled and knowledgeable workforce
- To ensure personnel are given the necessary knowledge and skills to provide a safe working environment for themselves, other colleagues and service users.

Secondary

- To ensure the long-term success of the organisation
- To ensure that successes and best practices are shared with others in the organisation
- To increase creativity, innovation and adaptability
- To improve personnel and trustee retention and motivation
- To keep abreast of legislation, policy and new technology
- To encourage the development of knowledge and skills to help the individual with their personal career development, where appropriate.

Training Expenditure

Anglia Care Trust has a dedicated training budget. Personnel should discuss training opportunities with their line manager (for Trustees this will be with the Chair or Vice-Chair).

Requests for training will not be refused providing:

- There are sufficient funds in the training budget
- The individual is not “monopolising” funds for training
- That the work of the organisation is not adversely affected by the amount of time the member of personnel is away from work
- There are clear reasons why this training would be of use either for the organisation or for the individual’s personal development, knowledge or skills

Expectations of personnel attending training

Anglia Care Trust expects each member of personnel or Trustee to:

- Complete the ACT Training Evaluation form (see Appendix 1) within 2 weeks of completion of the course.
- Share what they have learned with others within Anglia Care Trust - in some cases, “mentor” other individuals and pass on the new knowledge or skills they have learned in the most appropriate ways

Competency Based Performance Review Cycle

Anglia Care Trust defines the purpose of the Competency Based Performance Review Cycle as:

- Improving the individual’s performance in their present role
- Assisting with the personal development of staff and to celebrate their achievements
- Assisting with the identification of skills to develop
- Assisting with succession planning across the organisation
- Improving the efficiency of Anglia Care Trust.

An effective Performance Review Programme has benefits for the individual, the line manager and Anglia Care Trust as a whole.

Individuals benefit by:

- Uninterrupted discussion with their line manager
- Assessing their own performance, asking themselves ‘How am I doing?’
- Having the opportunity to put their own views forward
- Being able to discuss their achievements, ambitions etc and feeling supported
- Being able to agree strengths and development needs through personal discussion

Line Managers should be able to use the process as a useful tool in helping to:

- Operate Anglia Care Trust's Performance Review Programme effectively
- Plan their team's work and motivate, manage and develop their personnel

The framework is based on 7 Competencies which will be used as the basis for supervisions as well as annual performance reviews and subsequent progress reviews. These competencies have been designed to measure staff performance and behaviour and our organisational values and objectives should be considered throughout each review.

The Competency Based Performance Review Cycle for Anglia Care Trust involves:

1) Competency Based Performance Reviews (paid staff only)

Performance Reviews are held annually in April and are one to one discussions between personnel and line managers.

Performance Reviews aim to:

- Review performance against each of the 7 competency areas by using a set of indicators to provide evidence of meeting each area
- Agree on the level of achievement against each competency area
- Identify and discuss areas of development needed and set an action plan to support these needs.

2) Competency Based Progress Reviews (paid staff only)

Progress Reviews are held in month 6 of each year and are one to one discussions between personnel and line managers.

Progress Reviews aim to:

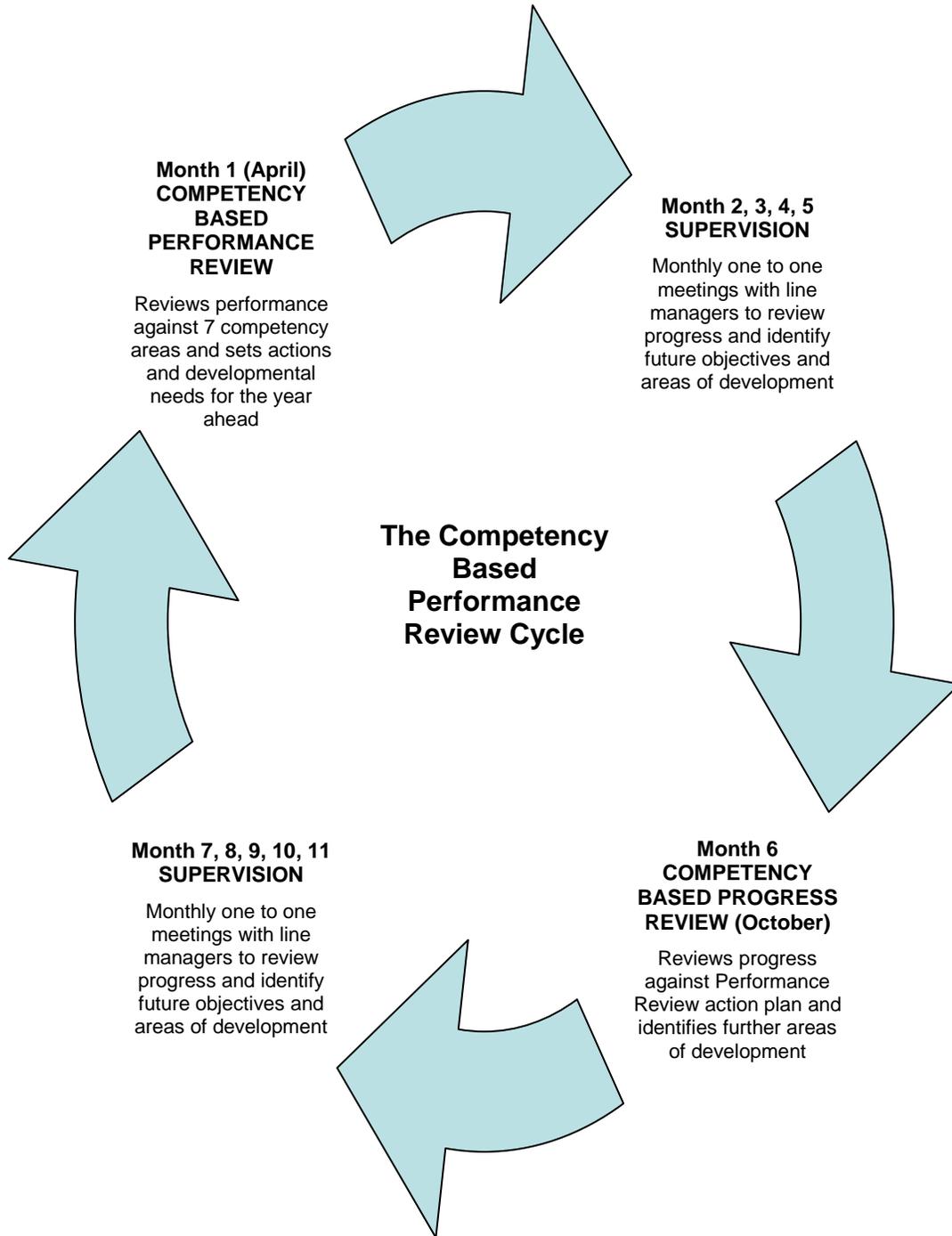
- Review actions set in previous performance review
- Identify any progress achieved against each competency area
- Identify further development needed and set an updated action plan to support these needs.

3) Supervisions

Supervisions are held monthly and are one to one discussions between personnel and line managers. For volunteers these supervisions could take the form of one to one sessions or monthly volunteer forums.

Supervisions aim to:

- Discuss caseload, issues and concerns
- Discuss the health, safety and wellbeing of personnel
- Review progress against the team action plan and competency areas
- Review progress against objectives set in Performance and Progress Reviews
- Identify any training, coaching or mentoring requirements
- Discuss aims and objectives for the following month.



Date of next review – October 2019

