



St. Michael's House

Staff Training, Learning and Development Policy

Written By:	Dr. Karen Finnerty
Reviewed By:	Executive Management Team
Approved By:	Executive Management Team
		Signed: <i>Anna Shakespeare, C.E.O.</i>
Policy and Planning Approval:		
Effective From:	April 2016
Reviewed:	March 2018
		Signed: <i>Anna Shakespeare, C.E.O.</i>
Next Review Date:	March 2019
Distributed To:	All Organisation
Monitoring Mechanism:	Staff Training and Development Department

CONTENTS

	Page Number
1.0 Policy Statement	3
2.0 Scope of Policy	3
3.0 Aim of the Policy	3
4.0 Definition of Key Terms	4
5.0 Related Systems, Policies and processes in St. Michael's House	4 - 5
5.1 Induction	
5.2 Minimum Required Training Standards Document	
5.3 Professional Funding Guidelines	
5.4 Supervision / Performance Management and Development	
5.5 Record Retention	
6.0 Identifying Training Needs	5
7.0 Roles and Responsibilities	5 - 7
7.1 Senior Management	
7.2 Employees	
7.3 Line Managers	
7.4 Staff Training and Development Department	
8.0 Trainer Panels	7
9.0 Open Training College	7
10.0 Types of Learning	8
11.0 Recording Monitoring and Evaluating Learning:	8

St. Michaels House Staff Training, Learning and Development Policy

1.0 Policy Statement:

St. Michaels House recognises that staff training, learning and development is an ongoing process aimed at fulfilling organisational needs and promoting individual growth. St. Michaels House believes that staff development should be an integral part of the organisation's strategic planning so that staff can perform their individual jobs effectively and, in doing so, ensure that the organisation achieves its objectives. Staff will be encouraged to develop their skills and experience, both for their own benefit and that of the service users to which the organisation delivers a service. The organisation recognises the need to continually improve skill levels and also cultivate specialist skills in new areas in order to be able to adapt to the changing and more demanding needs of our service users and the wider environment. As well as the development of professional skills related to the staff member's own role, St. Michaels House seeks to ensure the personal development of all staff is identified and nurtured.

2.0 Scope of the Policy

This policy relates to the training, learning and development of all staff in St. Michaels House.

3.0 Aim of the Policy

The purpose of the policy is to define the training, learning and development framework within St. Michael's House. This policy has been developed to:

- 1) Ensure the provision of effective training and development so that all staff have the knowledge, skills and understanding to perform their jobs to the highest possible standards to meet the ever changing needs of our service users and therefore improve their quality of life.
- 2) Ensure the provision of effective training with regard to statutory areas so that all staff are aware of their obligations and responsibilities in these areas.
- 3) Provide a working environment where continuous learning and development take place that help staff to gain more reward from their roles, increase motivation and enhance staff retention.

The above will be achieved by employing a planned approach to training, learning and development, which recognises the need to:

- 1) Ensure the organisation's goals and objectives are clearly communicated so that all staff can assist in their achievement.
- 2) Draw up training and development plans that support the needs of staff and its service users.
- 3) Ensure staff training, learning and development plays an integral part in the supervision and performance management processes of the organisation.
- 4) Continuously evaluate and assess all training and development initiatives.
- 5) Develop ways of monitoring the effectiveness of training and subsequent transfer of learning into the workplace.

4.0 Definition of Key Terms

In St. Michaels House:

Training is the organised activity aimed at imparting information and/ or instructions to help a person attain a required level of knowledge, behaviour or skill and to improve the recipient's performance. Essentially training is the process by which someone is taught the skills that are needed for the job.

A **Briefing** is a presentation of facts, instructions or essential information.

5.0 Related Systems, Policies and Processes in St. Michaels House

5.1 Induction:

Induction is an essential part of staff learning and development, and integration into the working environment. All newly recruited staff/ employees are given a timely programme of induction. During the first few weeks of the induction period staff complete the 3 Day Organisation Orientation Training Programme. This programme provides an overview of the organisation and organisational policies. It also covers key areas of mandatory training which includes: Manual Handling, Safeguarding Service Users, Hand Hygiene and Fire Safety. Coaching in immediate work processes and tasks for inducting new staff into the organisation is the responsibility of the appropriate line manager and supervisor, an induction checklist is completed for each new frontline staff/ employee, by the relevant line manager.

5.2 Minimum Required Training Standards Document:

This document sets out specific areas of training as identified by Senior Management as part of a continuous programme of learning and development for all staff in St. Michaels House. This document is reviewed annually and in line with organisational needs.

5.3 Professional Funding Guidelines:

This document outlines the support provided by St. Michaels House in assisting staff undertake approved external learning activities. This document outlines the process of application and eligibility criteria for assessing applications for academic courses of one year or more duration, courses of less than one year duration and conferences and seminars.

5.4 Supervision/Performance Management and Development:

Supervision and Performance Management is an ongoing communication process, which involves both the line manager and the individual staff/ employee in:

- Identifying and describing essential job functions and relating them to the strategic and operational objectives of the organisation
- Planning training, learning and development opportunities to sustain, improve or build on employee/staff work performance.
- Developing realistic and appropriate performance standards.

It is expected that any training gaps identified through this process should be addressed within a reasonable timeframe.

5.5 Record Retention:

St. Michaels House is committed to ensuring all records are managed appropriately to ensure confidentiality. All records must be in line with legislative requirements under the Data Protection (Amendment) Act 2003 and Freedom of Information Act 2014.

6.0 Identifying Training Needs

St. Michaels House recognises that each member of staff is responsible for their own continuing personal and professional development. Ongoing development needs should be discussed with line managers during supervision meetings and agreement reached on the most appropriate means of meeting the identified needs.

St. Michaels House believes the identification of training needs should be an ongoing process for all staff. Individual staff learning needs will be identified with the line manager during regular supervision sessions. Collective learning needs may be identified within staff groups or teams and discussed with the appropriate line manager. Each line manager has the lead responsibility for the development of their staff, for assessing their learning and development needs and identifying suitable learning methods.

St. Michael's House acknowledges its responsibility to provide an environment, which is conducive to effective performance, and to promote training, learning and development opportunities for all staff. The training needs identified may be met through on-the-job coaching, internal or external courses, projects or further education. This process will enable plans to be made and priorities and budgets to be agreed to ensure that all staff are provided with the appropriate training to enable them to carry out their job effectively.

St Michael's House recognises that the Performance Management and Development process plays an important part in identifying the support, coaching and training needs of staff. This process provides a forum for discussion with staff on their role, responsibilities and the training requirements to support them deliver a high quality service.

7.0 Roles and Responsibilities

7.1 Senior Management

The principle function of Senior Management in training, learning and development is to provide an environment where continuous development can take place and where staff are supported and enabled to meet the changing demands and priorities of St. Michaels House service users and service provision.

Senior Management are responsible for prioritising learning that focuses on areas which:

- Enable the organisation to fulfil it's strategic objectives
- Pertain to any organisational statutory/ contractual obligations
- Enable effective responses and management of legislative changes
- Are essential to ensure the quality of service provision
- Enable management development in relation to those who have managerial/ supervisory responsibilities.

7.2 Employees

St. Michaels House believes that staff development is most effective when the individual person takes responsibility for identifying any opportunities for self-development which will enhance work performance through increased skills and knowledge.

St. Michael's House encourages its staff to pursue education programmes to develop fully their skills, knowledge and abilities in order to realise their full potential. The courses should be relevant to the work in which the staff member is engaged.

St. Michaels House expects all staff to take a proactive approach to furthering organisational wide learning and development.

All staff are responsible for ensuring attendance at courses they are booked on.

All staff must keep a record of their own education and training. All staff must notify the Staff Training and Development Department of all learning undertaken for inclusion in their individual training record on wiztec.

7.3 Line Managers

Line managers are responsible for ensuring that effective induction training is provided for all new staff in a timely fashion.

Line managers are responsible for assisting staff to identify learning needs and for ensuring that they review these with staff on a regular basis during support and supervision sessions. The individual's record of training/ learning should also be discussed at these sessions.

Line managers should ensure that staff are supported and enabled to meet the changing demands of the organisation and its service users so that the organisation achieves its strategic objectives.

Line managers facilitate staff development and/ or personal development through assisting them to broaden, deepen and thereby further enhance their existing skill base.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for all staff who have undergone training and development. Line Managers should seek feedback on any training. Line Managers should then ensure that all staff implement the skills that they have gained through training and ensure that feedback on training is shared with the organisation.

In the event that a staff member is unable to attend training on a given day it is the responsibility of the line manager to notify the Staff Training and Development Department within a reasonable timeframe and to reschedule the staff member to attend this training on the next available date.

7.4 Staff Training and Development Department

The Staff Training and Development Department is responsible for:

- 1) Formulating the training, learning and development policy and strategy for the organisation.
- 2) Formulating the organisation training plan and ensuring that it is costed, time-tabled, co-ordinated and reviewed.
- 3) Managing the organisation training budget based on the approved training plan.
- 4) Approving funding for staff to complete external educational courses.
- 5) Ensuring all staff meet their responsibilities in completing continuous professional development required by relevant professional bodies.
- 6) Continuously improve/upgrade the specialist expertise of all staff.
- 7) Provide opportunities for individuals to improve their personal skill levels.

8.0 Trainer Panels

The organisation currently has a small number of specialist trainer panels. Trainer panels help build the capacity of the organisation to facilitate areas of mandatory training to meet organisational needs. Only accredited trainers may deliver training in their respective area at the request of the Staff Training and Development Department. Trainers can also act as advisors and experts to units in deciding whether or not the specific training is required. On occasion, accredited external trainers are employed to deliver training where an internal trainer is not available or content expertise is not available internally.

9.0 Open Training College

The Open Training College was established by St. Michaels House in 1992. The College provides accredited training and consultancy services nationally to the human services and non-profit sector. The college plays a key role in the training, learning and development of St. Michaels' House Staff:

- The College is involved in supporting and delivering on areas of mandatory training in partnership with St. Michaels House Departments,
- The College develops online training modules for the organisation and
- St. Michaels' House staff complete a range of undergraduate courses delivered by the College.

10.0 Types of Learning

The types of training, learning and development opportunities St. Michael's House staff are supported to participate in include but not limited to:

- Attending internal or external training days/ workshops
- Attending internal or external briefing sessions
- On the job training including learning from other members of staff via job shadowing, mentoring, in-house skill sharing, staff away days etc.
- Attending conferences/ forums
- Further Education
- External courses of study
- E- Learning
- Group Learning
- Networking
- Self- directed Learning
- Project Work
- Secondments
- Temporary Additional Responsibilities

11.0 Recording Monitoring and Evaluating Learning

The Staff Training and Development Department is responsible for ensuring that a central record of training is created and maintained, through the use of the Wiztec system and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money. Evaluation of training is an ongoing process for the Department to ensure all training continues to be appropriate, up to date and relevant to the staff, situation and wider organisation environment.

The Staff Training and Development Department has responsibility for ensuring that a clear procedure is in place for recording, monitoring and evaluating learning activities. All trainers ensure that the procedure is followed for each learning activity. Details of each learning activity should include: a description of learning; agreed objectives; method of learning; resources needed; evaluation of outcomes.

All staff are required to keep a record of their own learning. This can be in the form of a personal development portfolio.