

AGE UK EXETER

Controlled Document

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Owner (Responsibility): CEO

Pass amendments to: Governance Officer

Revision History: See end of document.

Document Location: www.ageuk.org.uk/exeter/about-us/policiesandguidelines/

Document Description

The Staff Development Policy sets out the various aspects of staff development which are utilised by Age UK Exeter (AUKE). This document compliments the Safer Recruitment Policy.

Implementation & Quality Assurance

Implementation is immediate and this policy shall stay in force until any alterations are formally agreed.

The policy will be reviewed every three years by the Board of Trustees, sooner if legislation, best practice, or other circumstances indicate this is necessary.

All aspects of this policy shall be open to review at any time. If you have any comments or suggestions on the content of this policy, please contact the CEO on info@ageukexeter.org.uk or at Age UK Exeter, Sycamores, Mount Pleasant Road Exeter, EX4 7AE, 01392 202092.

Staff Development Policy

1. Policy Statement

AUKE values its staff and is committed to supporting and developing them to enable them to carry out their work to a high standard and to develop their skills and knowledge. It seeks to be a learning organisation, that reviews and learns from its practice, and encourages staff to support and share experiences with each other.

- 1.1 Staff development refers to a range of activities used to develop the knowledge, skills, and competencies of staff. Development activities may include induction processes, formal support/supervision; team meetings, practice sharing, shadowing, coaching/mentoring, attendance at internal or external training sessions, online learning, reading, observation, and action learning sets as appropriate.
- 1.2 Line managers, in consultation with the senior management team, are responsible for providing support and development opportunities with due regard to equality of opportunity.

2. Induction

- 2.1 At the start of employment, or a new role, an induction programme will be arranged which will include:
 - Meetings and support to understand the organisation, the service, and the role.
 - Condensed training to introduce the staff member to the organisation, its history, mission, values and aims and introductions to safeguarding and professional boundaries.
 - Opportunities to establish training and support needs. Some roles will have mandatory training that will need to be completed within the induction period.
 - Planning on-the-job training and coaching.

3 Supervision and Reviews

Formal review procedures at AUKE are:

- 3.1 Probationary Review
 - All posts at AUKE are appointed subject to satisfactory completion of a six-month probationary period. This is intended to give staff an opportunity to settle into post, complete induction, and any mandatory training and to give them and AUKE the chance to establish whether there are any insurmountable problems with their employment.
 - Any issues and/or training requirements identified during the review will be followed up through regular supervision sessions. Any issues identified during the probationary period must have been satisfactorily resolved before the individual can be confirmed in post.
- 3.2 Regular Supervision ('one to ones')

- All staff are expected to participate in regular supervision sessions which are normally held bimonthly (every two months). Supervision at other intervals may be arranged depending upon need.
- Supervision is a two-way process with benefits for both parties which present an opportunity to discuss openly progress on work, problems and successes and personal issues where appropriate. Wellbeing is always put at the top of the agenda, as staff wellbeing is a high priority for AUKE. There is also the opportunity to discuss progress towards strategic objectives and action points. Both the member of staff and the line manager should prepare for the meeting.
- Supervision is an opportunity for the member of staff and/or the line manager to highlight areas for professional development, or to enhance effectiveness in role. The line manager should consider how to address any training or development needs and to make the arrangements.
- Supervision sessions should be regarded as a priority by both participants and changes to the arrangements should be kept to a minimum.
- Discussion in supervision sessions (as in Probationary Reviews and Annual Appraisals/Reviews) is expected to remain confidential unless both parties agree to share certain information and agree the circumstances for this to happen, or where the line manager recognises a need to seek guidance or clarification from a senior manager.
- Notes of supervision sessions will be written up, copied to the employee with the main copy being retained confidentially by the line manager.
- Supervision sessions for home support workers will be conducted by a mixture of face-to-face meetings and telephone calls (usually two of each over the course of the year). All other staff will have face-to-face meetings.
- The Chief Executive Officer is supervised by a delegated trustee, with formal, recorded one to one meetings taking place at least quarterly. The supervising trustee will report to the board that supervision has taken place but will not share the detail of the discussion except where there is a serious concern.

3.3 Annual Appraisals/Reviews

- All staff will have an annual review/annual appraisal. The annual review is based on reflective practice and for most staff will take a conversational format, one-one with the staff members line manager. Home support workers will have the option of completing their annual review one-one or in a group setting due to the nature of their job role. The one-one can be completed by telephone or video call if preferable.
- The review/appraisal will look back on the achievements of the past year and set objectives for the coming year in addition to acknowledging any

problems or difficulties which have arisen. The Annual Review Form can be seen in Appendix One.

- Best practice is for any difficulties, for example in performance or in managing workload or relationships to be addressed within supervision rather than raising it for the first time in appraisal. Any training needs can also be discussed during appraisal.
- The Annual Review Form will be given to the employee in advance of the meeting and should be filled in and submitted at least a few days before. It can be added to on the day, but prior completion allows time for both the manager and employee to prepare for the meeting.
- Notes from the review/appraisal will be written up and signed by the employee, line manager and Chief Executive Officer. The signed form will be retained on the employees personnel file with a copy given to the employee.

4. Training

- 4.1 Some roles require specific training or competencies. Some training sessions are therefore mandatory or strongly recommended for AUKE staff and this will be discussed during induction. AUKE currently offers condensed training, safeguarding training, manual handling, professional boundaries, and dementia training inhouse and benefits from excellent inhouse trainers.
- 4.2 Staff development and/or training needs may be identified at any point throughout the year but are most likely to be highlighted during the induction process, supervision, or annual appraisals/reviews.
- 4.3 Line managers will support staff to identify learning needs and how best those can be met.
- 4.4 Requests for specific external training should be made to the employee's line manager and will be considered case by case taking into account the wants and needs of both the individual and the organisation, and available resources. All staff can have access to Grey Matter online training suite (provided to AUKE free of charge by Age UK National). This has many training opportunities relevant to health and social care and beyond.
- 4.5 Opportunities for peer support and learning is available through regular team meetings. Opportunities are also available at external meetings, eg. AUK national training sessions, regional meetings, and CEO Away Days.

Revision History

Revision date	Summary of Changes	Other Comments
4 June 2018	New Policy reviewed by Standards Committee	Recommended to Board for approval
10 July 2018	Approved	Next review due July 2021
12 July 2023	Updated to reflect current practice	

Appendix One

Staff Annual Review

Each year AUKE managers meet with staff to reflect on their work over the past year and to look to the year ahead. We encourage staff to think about the following questions beforehand which form the basis of the annual review.

Name Role.....

Line manager

What have you most enjoyed about your job over the past year?

Is there anything you've found difficult or challenging?

Please tell us about the support you have received or need from management and colleagues?

What aspects of your role do you feel you could do better?

Please detail any additional support or training that would help you in your job and/or learning and development?

What is your work/life balance like?

How do you see the year ahead– is there anything you'd like us to think about with you?

Do you feel you are working to your current job description? Does it need to be amended? *(Please bring JD to meeting if possible)*

Agreed actions:

Signed Date

