### Policy 60: EMPLOYEE TRAINING AND DEVELOPMENT POLICY

Last updated by: SH, RS

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Links to policies:
1. Introduction

a) Age UK York (AUKY) and its Board of Trustees (the Trustees) have responsibility to ensure that the aims of AUKY are fulfilled;

b) While the highest possible level of service provision is paramount, the Trustees also bear in mind the motivation and satisfaction of AUKY workers and the value accorded to AUKY by quality assessments and funding bids to outside agencies.

2. Responsibilities

a) AUKY and the Trustees adhere to and work within all relevant legislation;

b) AUKY and the Trustees acknowledge their responsibility towards their service users and towards their paid staff and volunteers. These responsibilities include:

   • Ensuring that all AUKY workers and service providers are appropriately and adequately trained;
   • Seeking to assist with the motivation and the achievement of the aspirations of all paid staff and volunteers;
   • Offering advice and assistance on career development where possible, including from external sources if required;
   • Providing resources for training and development to support the achievement of its aims and objectives.

c) Employees are required to undertake the training essential both for their specific areas of provision and so that they work towards the overall AUKY objectives of professional, ethical and non-discriminatory service;

d) The situation for volunteers is set out more fully in their own policy, Policy 63, but volunteers will not undertake any service provision work for which they have not received adequate training.

3. Resource implications

a) The Trustees recognise that there are resource implications where training is concerned;

b) Wherever possible, in-house training will be undertaken;

c) Wherever possible, the Chief Officer will undertake price negotiations where outside trainers are used but not at the expense of quality training;

d) 'Trickle-down' arrangements will be made wherever possible;

e) Employees will discuss with their line managers or other special managers within AUKY the importance of specific training topics/sessions or courses, bearing in mind the overall AUKY objectives of professional, ethical and non-discriminatory service;

f) Employees who undertake training on an individual basis in accordance with 3 e) above, will be permitted time off to do so at convenient times and so that the overall service provision is not put at risk. The question of reasonable time off will be dealt with by the relevant line manager in discussion with the CO.
4. Induction

a) Induction consists normally of 2 sessions, although the second session may be omitted for new Trustees;

b) The first Induction session will always include:

- The culture of AUKY, the Yorkshire and Humber Region and the Age UK National body
- Confidentiality
- Health and Safety
- Adult safeguarding
- Dementia Awareness
- Equality of opportunity
- An element of Handling and Moving
- An element of First Aid
- Communication within AUKY
- Awareness raising on AUKY Policies
- Other information, which will be updated from time to time

c) The second Induction session will depend on the needs of the particular participants, as identified during the appointment and commencement of employment of each worker, but could include:

- Effective listening
- The regular supervision and appraisal process
- Responsibility boundaries
- Career development

5. Ongoing training and development

a) Staff and their line managers and supervisors will identify and review staff training and development needs on an ongoing and regular basis. This will occur through:

- Self-identification by staff themselves;
- Identification and evaluation by line managers and supervisors at regular appraisals;
- Review of changes required during the development of AUKY service provision;
- The development of individual training plans, discussed and agreed with each employee;

b) The provision of training and development is a management responsibility. However both managers and employees share responsibility for ensuring that agreed training and development opportunities are undertaken;

c) Service safety representatives will be given time off with pay to undertake training in accordance with Safety Representatives and Safety Committee Regulations 1977;

d) Employees will be given time off with pay to undertake training by an outside provider essential for the performance of service provision duties;
e) Senior management will identify any training needs where an outside trainer can be brought in to provide training to a group of employees;

f) Methods of meeting identified training and development needs could include:

- ongoing day to day management and support work based NVO provision
- secondments and work shadowing
- seminars, conferences, workshops
- coaching and mentoring
- using open learning methods academic/professional qualification courses

g) Evaluation of training activities against objectives will be made. Methods should include:

- action plans and evaluation forms
- individual debriefing
- achievements of nationally recognised awards
- annual appraisal meetings.