

# STAFF TRAINING & DEVELOPMENT POLICY



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# 1 VALUES

- 1) Forward Emphasis is a development agency committed to social change through support work with community development groups throughout Ireland and Northern Ireland. Forward Emphasis values will underpin all aspects of its work, at all levels within the organisation.
- 2) Forward Emphasis' development as an effective organisation acting in accordance with its values includes staff development and training (SDT).
- 3) SDT therefore embraces all Forward Emphasis staff, whether full-time or part-time, permanent or temporary.
- 4) The role and function of management includes primary responsibility for ensuring the provision of SDT. Forward Emphasis is committed to and striving for a management style that will reflect Forward Emphasis' desire to promote democratic and participating models of organisation.

## **2. PURPOSE**

- 1) The policy's primary purpose is the enhancement and enrichment of each member of staff through organisation, job and personal development.
- 2) The policy seeks to provide learning opportunities for all staff so that by performing their individual jobs effectively they can contribute to Forward Emphasis' values, aims and objectives.
- 3) SDT as a planned and structured activity is designed to help an individual or group of people to achieve quality of performance and service.
- 4) SDT process uses organisational structures and procedures to facilitate access to learning, education and training.

### **3. AIMS**

- 1) SDT policy aims to enable staff to gain increased satisfaction from work within Forward Emphasis, and to develop individual careers through enhanced qualifications.
- 2) The policy aims to help staff develop skills, knowledge and attitudes necessary to make a more effective contribution to Forward Emphasis' work and thereby ensure a co-ordinated approach to the achievement of Forward Emphasis' aims and the promotion of its work.
- 3) In helping staff to make a more effective contribution to Forward Emphasis' work, the policy further aims to confirm and emphasise Forward Emphasis' commitment to community development principles.

## 4. OBJECTIVES

- 1) Forward Emphasis identifies these objectives as necessary to achieve its SDT aims to monitor and maintain clear staff recruitment and selection procedures ensuring equality of opportunity in employment:
  - (i) To provide a comprehensive induction procedure for new staff.
  - (ii) To develop, maintain and monitor structures and systems providing management, support and evaluation for all staff.
  - (iii) To maintain SDT records for each member of staff.

## 5. THE POLICY

- 1) Responsibility for and central co-ordination of SDT rests with the Head of Business Improvement, who will ensure:
  - The maintenance of confidentiality (with access to an employee's SDT record being available only to that individual, the Director, the appropriate Line manager and Head of Business Improvement).
  - A co-ordinated and organisation-wide overview of and approach to SDT.
  - The effective implementation of SDT through its integration into development and operational plans.
- 2) The Head of Business Improvement will:
  - Delegate to each Line Manager responsibility for implementing SDT within his/her Unit
  - Ensure appropriate training for each Line manager to enable such delegation
  - Periodically review and where necessary supplement such delegation
  - Assume direct responsibility for the SDT needs of Line Managers.
- 3) Lead responsibility for ensuring the implementation of Forward Emphasis' Equal Opportunity Policy will rest with The Deputy Director (Organisational Development).
- 4) Responsibility for the induction of new staff to Forward Emphasis and for supervising their introduction to their job responsibilities will:
  - Rest with the Training Department (who will be entitled to request support from other Forward Emphasis staff):
  - Rest with the Director in the case of newly-appointed Line Managers.
- 5) There are no exclusions to the type of training Forward Emphasis is prepared to offer, in order to assist in the achievement of its development and operational plans.

- 6) No individual will be excluded from training on the grounds of age, sex, colour, religion, or any other criteria, which could be deemed to be discriminatory or divisive.
- 7) Training provision in Forward Emphasis may arise from needs identified by:
  - The Management Group
  - Line Managers
  - Individual staff or groups of staff
  - The recognised Union
- 8) The Training Department will:
  - provide advice assistance and support to Line Managers to enable them to fulfil their training responsibilities
  - provide advice and practical help to all staff on matters relating to training and education
  - In the provision of such advice, use internal or external resources and expertise.
- 9) Provision of training is dependent upon:
  - Setting priorities where there are competing demands which cannot all be met
  - Forward Emphasis' ability to allocate funds for financial assistance towards training.
- 10)
  - (a) Action arising from the identification of SDT needs will normally be agreed between the individual member of staff concerned, and his/her immediate supervisor.
  - (b) Grievances arising within this procedure will be referred to and processed through the appropriate Trade Union negotiation machinery.