JSENSE
STAFF
DEVELOPMENT
POLICY

	Next Inspection: SEPTEMBER 2024 Next Review: SEPTEMBER 2025

JSENSE (the Charity) values, **recognises and rewards** the contribution of its staff in the delivery and maintenance of quality services; their enthusiasm, skills and willingness to go the extra mile for local people; and supports and encourages their development to deliver better services.

JSENSE
Staff Development Policy

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Enclosed. **Staff Development Toolbox**

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1. INTRODUCTION

1.1 Location
JSENSE is located at Suite 5, The Belmont 89 Middleton Road Manchester M8 4JY

1.2 Mission, Vision and Values

JSENSE's Mission
JSENSE believes passionately that every child and young person with special educational needs (SEND) deserves the best possible specialised help to maximise their individual achievements and to acquire the necessary life skills which other young people learn naturally.

Vision
To continue supporting parents and carers of children and young people with special educational needs and disabilities (SEND), across the Jewish community and those who support them. We are building on our existing community networks supporting parents, carers and siblings of children and young people with SEND to develop new services and training. We are also continuing to engage with schools, teachers and SENDCOs to support their SEND pupils.

Values
- Celebrate the diversity of our community and maximise equal access to our provision.
- Act with integrity, fairness and competence to ensure a straightforward, consistent, honest and effective service.
- Exercise sound judgment, courage and empathy to deliver person-centred services meeting the diverse needs of our service users.
- We value the involvement of all people in the planning and delivery of services and seek to be as inclusive as possible.
- Respect for one another ensuring everyone feels a sense of belonging, safe, appreciated and able to be involved.
- Confidentiality and safeguarding of all users, volunteers and staff will underpin our work.
- We recognise and reward the contribution of its staff in the delivery and maintenance of quality services; their enthusiasm, skills and willingness to go the extra mile for local people; and supports and encourages their development to deliver better services.

1.3 JSENSE Charity Structure.

JSENSE is overseen by a Board of trustees who are responsible for ensuring it meets its financial and legal obligations.

The organisation employs a Director of Operations and a Project Director to oversee the day-to-day coordination of all aspects of provision. The organisation ensures that all sessional staff and volunteers are managed appropriately.

2. AIMS & OBJECTIVES OF STAFF DEVELOPMENT

2.1 What is Staff Development?

An agreed framework and procedure for the enhancement and enrichment of each individual member of staff through his/ her personal development, through job development, team development and through organisational development.

Staff development is a continuous process and involves improving the ability and capacity of individual employees, with the intention of maximising their potential so that they become more professional and proficient in delivering the service of their agency. Staff development incorporates aspects such as recruitment, induction, probation, training, supervision and appraisal. Each of these areas requires the dynamic and active involvement of both employer and employee in order that maximum benefit is achieved for the organisation and its clients and maximum job satisfaction for each individual member of staff.

2.2 Commitment to Staff Development and Equality of Opportunity.

JSENSE recognises and values the significant contribution that all our employees make in achieving our mission, vision and objectives and meeting the challenge of providing a quality service to clients and users. The organisation is committed to developing and maximising the potential of all its employees within the resources available and within a framework of equal opportunities.

The organisation is wholly committed to working in a non-discriminatory manner in providing staff development and training activities that promote equality of opportunity and challenge discriminatory or oppressive practice. This document recognises that all staff, full and sessional, qualified and unqualified, are entitled to staff development opportunities and support. The organisation will be proactive in identifying where individuals from a particular group are not taking up staff development opportunities or are facing discrimination in any aspect of their work.

2.3 Aim & Objectives of the Staff Development Policy.

The aim of this staff development document is to provide a framework and procedures which will enhance the quality of the provision delivered by JSENSE, through a process which brings together the needs and interests of employees with the requirements of, and opportunities offered by the charity. This policy provides employees with information about the ways in which our commitment is turned into practical action. This is achieved through:

Personal Development — Helping the individual to meet the requirements and demands of the job and enhance career prospects.

Job Development — Prior to appointment – consideration given to job analysis, person specification and job description.

Post appointment – the recognition of the need to reconsider the job description in light of the changing needs of the service, clients or users or due to organisational change.

Team Development	Developing the individual's capacity to become a highly productive, efficient team member and contribute to the quality of their team's overall performance.
Organisational Development	The need for an organisation to change its structure or policy to reflect a changing society, to meet the needs of clients and users and/or to enable the job to develop.

The objectives of this policy, therefore, are to ensure that:

- ***The morale and commitment of staff is heightened and their individual and collective needs are met.***
- ***All newly appointed staff, whether volunteers, sessional staff, trainees, probationers or experienced personnel, undergo a systematic process of induction.***
- ***Regularly reviewed job descriptions clearly lay emphasis on those aspects of the work that are contained in policy statements of JSENSE.***
- ***Posts are regularly reviewed so that the needs and interests of postholders are met.***
- ***A system of regular supervision, appraisal and other appropriate channels of communication is operated in a supportive, creative and constructive manner.***
- ***Through a variety of sources, training needs of staff are identified and opportunities offered that are appropriate to their developmental needs, as well as local priorities.***
- ***Equality of opportunity and access exists in the structure, process and delivery of the provision.***

The commitment, procedures and arrangements described in this document apply to all employees who work for the organisation.

This policy is designed to complement all policies and procedures of JSENSE, which impinge upon and support the development of employees. Copies of individual policies should be made available to all staff.

2.4 Management Responsibility for Staff Development.

On a management level, the Project Director is responsible for the overall implementation, monitoring and evaluation of staff development arrangements and programmes, including equal opportunities monitoring.

3. RECRUITMENT AND SELECTION

3.1 Aims of Effective Recruitment & Selection.

The success of any organisation depends on the quality of its workforce. To provide the best possible, modern services to Jewish people in Greater Manchester, JSENSE needs to utilise effective and up-to-date Recruitment & Selection processes that:

- Meet the needs of a modernising organisation.
- Provide a quality service to job seekers that is fair, transparent and equally accessible.
- Attract good recruits from across the community.
- Help promote a good image of JSENSE as an employer and service provider.
- Is consistent.
- Supports the charity's policies and commitment to, equal opportunities.

3.2 Recruitment & Selection of Staff.

- ***Full-time, Permanent Posts:*** JSENSE seeks to employ full-time staff who hold an appropriate, recognised qualification to full-time positions. If unqualified staff are appointed, they will be directed to commence appropriate professional training immediately after they take up post.
- ***Part-time Posts and Full-time Temporary Posts:*** JSENSE will employ qualified and unqualified staff to these positions. However, unqualified staff are expected to complete a recognised qualification within 12 months of their appointment.

3.4 Recruitment & Selection Training and Guidance.

JSENSE employees should have access to, and be familiar with, the contents of the Charity's Recruitment and Selection Procedures and every employee is required, as a condition of service, to comply with the charity's policy on equal opportunities in employment. Training in Recruitment & Selection will be made available where staff are expected to be involved in Interview Panels.

4. INDUCTION

4.1 Aims of Induction

The aim of induction is to familiarise the newly appointed employee with the Policies and Procedures of JSENSE, as well as the duties and responsibilities of the post. The induction process should provide a supportive and gradual settling in period and involve the new employee with a systematic programme of familiarisation, so that they can: envisage how they can contribute to the achievement of the charity's mission, vision and objectives; consider how to apply previous experiences and learning to their new post; identify potential future training and support needs and be introduced to their working environment, to relevant colleagues, to the charity and partner organisations.

4.2 The Scope of Induction

Appropriate and comprehensive induction of new employees to JSENSE is of prime importance and will take place for:

- All new staff with permanent or temporary contracts of employment with the charity;
- All employees returning to work following a six month or more absence, e.g. long-term sickness, secondment, maternity leave, in order to ease them back into their job and workplace.
- All employees who change jobs within the charity, in order to receive appropriate induction to their new job/ environment.

4.3 The Process of Induction

Induction begins when a member of staff is recruited and takes up their post. Induction periods will vary depending on the nature of the work and the level of previous experience but will normally last six months.

The responsibility/ control of the induction process lies mainly with the line manager, who will be assisted by appropriate staff, managers, management committee members, etc. The induction process should involve two aspects, induction activities and induction meetings.

Induction activities may include:

- Meeting relevant colleagues, both from within the charity and external to it.
- Reading appropriate documents, guidance and policy documents.
- Visiting locations in which work will be undertaken and other relevant places.
- Understanding tasks that serve induction purposes.
- Working with a colleague who provides additional support/ guidance for the inductee.

The nature of the activities undertaken will depend on the nature of the post held and on the postholder's previous experience and learning.

Managers should support new staff through this process and they should jointly complete the induction checklist within the first six months of employment.

Induction to the Work Situation. This should include, where appropriate:

- Effective welcome and explanation of induction procedure.
- Tour of workplace, history of the charity, office, equipment, resources, room usage, First Aid, etc.
- Job analysis, job description, main duties and responsibilities, prioritisation of main tasks, reason for post.
- Supervision – supervision of postholder plus postholders supervisory responsibilities (if any).
- Charity structure – structure and development of staff, work action plans.
- Team meetings – frequency and remit.
- Budget – part-time hours, equipment, materials, furniture, funds, etc.
- Regulations and procedures – financial, health and safety, pay and conditions, travel claims, accidents, incidents, complaints, grievance and disciplinary, and others as contained in the Staff Handbook.
- Administration – Identification badges, annual leave card, statistics, attendance, banking, records, reports, building maintenance and repairs, equipment storage.
- Liaison with other agencies – information, contacts (GMHSCP, The Fed, Greater Manchester Neshomo, Keren, Hatzolo, Youth Services, Social Services, Education Welfare, etc).

Area Induction. This should include, where appropriate:

- Demography – neighbourhood/ community, age breakdown, gender, ethnicity, deprivation, etc.
- Schools – information, contacts if required.
- Agencies – information, contacts if required.

Induction meetings with the postholders line manager are held to back-up the information gathering undertaken by the inductee and to provide them with the opportunities to reflect on and learn from induction activities undertaken. The spacing and frequency of these meetings depend on the post held, the postholder's experience and the extent to which they have other contact with their line manager. The ***minimum*** number of induction meetings between the inductee and the line manager is three during the first thirteen-week period.

Induction meetings will occur as follows:

1. The **first meeting** normally takes place on the first day of employment. It includes briefing on health and safety matters, a reminder of the mission, values and objectives of the charity and the inductee's contribution to its achievement, an explanation of the induction process and instructions and guidance about the early stages of employment. During the first two months, meetings are of greater frequency than thereafter. A regular pattern of induction activity and supervision sessions will be established.

2. After **6 weeks** there is an induction meeting at which the line manager and inductee review the period to date, check on unmet information or learning needs and plan the remainder of the period. At this meeting, the inductee is informed how their work is progressing in terms of their probation.

3. At **the end** of the period, the inductee and line manager review the period and the learning gained, identify further training or support needs and agree the main work tasks and targets for the next stage of employment

Upon satisfactory completion of the probationary period, staff are confirmed in post. Further details are set out in section 5 of this document.

➔ See Toolbox for Induction Checklist

5. PROBATION

5.1 Aims of Probation.

All new employees to JSENSE must undergo a period of employment probation. This is a 13-week period during which time appointed staff are given special support in order to enable them to settle in their new post. It is also a period in which the new member of staff will be made aware of the importance of probation and that they will be expected to demonstrate their competence with the tasks outlined in their job description and their suitability for the role.

At the end of the probationary period, the charity will indicate in writing the result of the probationary period. The process outlined in the section on induction will also apply to workers undertaking probation. In exceptional circumstance it may be necessary for the probationary period to be extended for a longer period, a maximum of 26 weeks (to be determined by their Line Manager and agreed with the Board).

5.2 The Process

The procedure for probation is as follows:

1. At the commencement of employment, the probationary staff member will be given full details of arrangements and processes of the probationary period:

    - Induction process.
    - Assessment process.
    - Frequency of probationary tutorials.
    - Supervisory arrangements.

2. The responsibility for the probationary process will rest mainly with the probationer's line manager. Probationary assessments will be carried out every four weeks.

3. Copies of the completed assessment reports should be retained by the probationer, line manager and Project Manager.

4. Whilst the assessment form is clearly for assessing the probationer's performance, it is also a process which will provide a comprehensive and fair assessment and which indicates training needs.

5. The assessment forms must be used in a mutually constructive manner with the probationer given the opportunity – at every stage – to express problems, difficulties, concerns and agreed objectives in an atmosphere of mutual trust and agreement.

The headings for assessment are:

- Professional knowledge and skills.
- Application of professional knowledge and skills.
- Management of staff.
- Relationships with children and young people, colleagues, other professionals.
- Overall commitment to probationary period Tutorials.

- Ability to organise time effectively.
- Acceptance of responsibility.
- Administrative procedures.

5.3 Unsatisfactory Probation.

Where an employee is not satisfactorily meeting the demands of their job description, they should be made fully aware of the areas of concern. It is therefore important at the commencement of the employment that the charity explains, in writing, the arrangements for the probationary period, including arrangements for induction, supervision, guidance, support and assessment. There is, of course, an onus on the charity to draw to the attention of workers any shortcomings and to help them improve their performance by providing the opportunity for further training and guidance. However, unsatisfactory work during the 13-week period can lead to dismissal.

6. SUPERVISION

6.1 Aims of Supervision.

Supervision is a process by which an individual can reflect on what they are doing, with the help of another person, in order to improve their performance. Supervision is essentially a two way process which aims to:

- Promote the autonomy and development of the individual member of staff within the framework of the action plan for the charity and their work.
- Establish work priorities, action plans, work programmes and ensure employees' practice is compatible with the job description.
- Help employees evaluate outcomes and their performance, assess their needs and training requirements and receive feedback on practice.
- Help employees to learn by reflecting on their experiences.
- Provide/ demonstrate professional support and concern in a positive way and provide personal and professional support and assistance with problem solving, e.g. resource procurement, administrative procedures and relationships with children, young people, staff and Management Committee members.
- Ensure the delivery of the charity's policies, practice and needs relating to work with service users are fulfilled by agreeing, reviewing and revising individual member of staff's work programme.

Supervision operates within a number of boundaries:

- It is a line management responsibility to enable employees to carry out the charity's purpose and activities.
- It is a line management responsibility to enable employees to carry out their job descriptions.
- Line management processes are subject to the charity's grievance and disciplinary procedures.

6.2 Management Supervision.

Managerial supervision is the responsibility of line management and a matter for the employee and the person to whom they are responsible. The line manager is responsible for directing the work of their staff, in order to improve their performance and to help them to contribute to the achievement of the charity's mission and vision.

6.3 Process/ Structure for Management Supervision.

1. All staff employed by JSENSE have the right to regular managerial supervision. Full time staff and part time staff working over 16 hours a week should be supervised once every 8 weeks. Part time staff working under 16 hours a week should have termly supervision sessions, one of these being the annual appraisal. Managers and part time staff may agree, through negotiation, to have team supervision, provided individual's rights are not weakened by the arrangements.

2. The venue and time of supervision should be negotiated and agreed so that it is free from interruption and is as comfortable, convenient and accessible as possible.

3. The agenda and format should be mutually agreed. Suggested items include:

    - Setting aims and objectives for practice.
    - Establishment of work priorities and activities to be undertaken.
    - Evaluation of previous objectives.
    - Problem solving.
    - Personal and professional development.

4. Each supervision session should last approximately 1 hour. It should not be less than ½ an hour. It is the responsibility of both the manager and the employee to prepare for supervision sessions.

5. There should be agreement on what should be recorded in the supervision notes with a record of agreement kept on action and decisions. Both parties should sign the notes, with copies to both. The line manager should send a copy to their line manager.

6. The content of supervision sessions should be treated as confidential within the line management structure, but both parties should be clear about when information might be disclosed, e.g. in writing references or in grievance or disciplinary procedures.

7. Where a dispute arises between the manager and employee, which they fail to resolve between themselves, the charity's grievance or disciplinary procedure should be followed.

6.4 Non-Managerial Supervision for Full Time Staff.

In certain situations, non-managerial supervision arrangements may be agreed between an employee and their line manager. It would not replace managerial supervision and would usually be considered for employees who need support and advice that is not available within the Service. Support of this kind would usually only be for those who are:

- New in post or in their first year of employment.
- Isolated within their team for reasons of race, gender, disability, etc.
- Working with oppressed or minority groups.

This concept is mainly a supportive process and often the supervisor works for another authority, agency, institution, etc. It is important that any non-management supervisor should be someone who is acceptable to both the employee and their line manager. Frequency of meetings must also be mutually agreed. Any payment for non-managerial supervision will only be considered for the duration of one year.

Non-managerial supervision is normally carried out on an informal basis and is centred on the needs of the employee rather than the needs of the organisation. Although the process is normally seen as 'informal', it should be structured and regular and as rigorous as managerial supervision.

7. INFORMATION & SUPPORT

7.1 Aims of Information Provision and Support.

To ensure, through effective communication channels, clear and simple methods of consultation and networking groups, staff are supported and provided with up-to-date and relevant information in order to meet their work objectives.

7.2 Management Support

The charity is committed to providing flexible, responsive and practical support to full, part time employees and sessional staff. This support will focus on:

- Enabling and developing staffs' access to resources and budgets within imposed restraints.
- Working with staff teams to provide resources and information to colleagues, partner agencies and most importantly, children and young people.
- Working with staff teams to offer training opportunities.
- Enabling staff to be advocates for the work with local councillors, Local Area Partnerships and other agencies at a local, City and Regional level.
- Relaying employees' concerns and issues, through the appropriate channels, to the Management Committee.

The Project Director welcomes, and will consider positively, requests for additional staff support groups for developing particular work or networking/ supporting one another. Alternatively, discuss your ideas at the appropriate staff meetings.

7.3 Staff Meetings.

All employees have the right and responsibility to attend regular staff and team meetings, as well as other meetings called by the Project Director or Director of Operations. Within the charity, meetings will occur as follows:

- ***Staff Meetings*** – All staff meet to share information, plans and consult on key policy issues, finance and resources. Staff will normally meet once a month.
- ***Team Meetings*** – All staff in a particular team meet to discuss their project's issues, including staff from partner organisations where appropriate. This would often include meeting with volunteers, children and young people to establish 2 week/ 8 week/ termly programmes. Frequency of meetings is between 2 – 8 weeks.

Meeting dates should normally be set at least 4 weeks in advance, although a yearly or half-yearly schedule would be recommended. However, where circumstances dictate the need to re-scheduled dates or call urgent meetings, this may supersede such arrangements.

All employees have the right to put items on the agenda for the meetings detailed above. Employees must send apologies, with reasons, if they cannot attend either of the meetings they are required to attend. Employees should arrange leave, wherever possible, so that staff meetings do not coincide with time off.

7.4 Information Exchange, Consultation and Decision Making.

JSENSE understands that the Management Team in conjunction with Trustees formulate policy and therefore require the highest standard of information and advice from employees on which to base their decisions. JSENSE is therefore committed to consultation, debate and information exchange within its staff team to ensure that relevant and up-to-date information is forwarded to the Management Team. The charity is also committed to the active involvement and participation of children and young people in decision-making and in identifying priorities for service delivery.

Managers at all levels should ensure opportunities to share good practice with colleagues within staff meetings.

Employees have a responsibility to keep themselves up-to-date and fully informed about developments in the charity and for vulnerable and young people in the area and in general.

8. APPRAISAL & REVIEW

8.1 Aim of Appraisal.

Appraisals are an effective way to motivate employees by praising their achievements, by making them feel part of a bigger picture and by addressing problems which stop them performing to their best ability. The aims of appraisals, therefore, are:

- To make sure employees know what their objectives are and how they will achieve them.
- To give employees an understanding of how their work fits into the objectives of their team and the organisation as a whole.
- To praise achievements, discuss weaknesses and identify solutions.
- To give employees a chance to talk about issues and ask for help.
- To improve communication between managers and employees.
- To encourage employees to take responsibility for their personal and professional development.

8.2 Appraisal Scheme.

JSENSE's most valuable assets are its staff. The performance of every member of staff contributes to the overall success of the organisation, so each individual must be encouraged to work to the highest standards.

8.3 The Process.

All JSENSE staff, permanent or temporary, qualified or unqualified, part-time or full time or sessional will receive:

- An Annual Appraisal.
- A six monthly Review Meeting and ongoing supervision.
- A Personal Development Portfolio.

Annual Appraisal is a structured, confidential discussion between a line manager carrying out the review and the employee whose performance and development are being reviewed. Appraisals involve:

- Preparation for the meeting – by both the line manager and the employee. The employee should be given a copy of the appraisal form in advance of the meeting and briefed to ensure that they understand the purpose of appraisal and the areas to be discussed.
- During the meeting - the employee will discuss their performance over the last year and set objectives to achieve for the coming year. These objectives should link with the organisation action plan.
- Appraisal meetings should involve two way discussion and an opportunity for the employee to inform their line manager if they are being provided with enough support/ training to do the job and to develop new skills and areas of knowledge as appropriate. For new starters, the meeting will start with informal discussion about the nature of the job and the employee's likely areas of strength and weakness. The line manager should look at the contents of the portfolio to achieve as full a picture as possible of their colleague's professional history / progress; use appropriate questioning techniques to discuss progress; negotiate and agree objectives for the coming year and identify strategies / resources

needed to achieve them. Objectives should have professional relevance and be of demonstrable benefit to the individual and the organisation.
- Ending the meeting – sections 1,3,4 and 5 of the appraisal form should be completed, any queries/ questions answered. The form signed by both parties at section 2 and a copy of the completed form given to the employee.

The appraisal meeting will only benefit the employee and the organisaion if it is followed by **regular supervision meetings** and a **six monthly Review Meeting.** These processes will help the staff member to stay focused on their objectives and give them the opportunity to check that their work plan is still in line with the team's/ organisation's priorities. These meetings can also be used to monitor progress, address problems and emerging development needs, give support and praise, etc. A date should be scheduled for a Review Meeting at the end of the annual appraisal meeting. During this meeting, both parties should:

- Identify achievements and constraints in working towards targets.
- Agree any modifications to targets.
- Agree date for annual appraisal to reflect on the previous year and to plan for the new cycle.

All staff should be encouraged to keep a **Personal Development Portfolio.** This is a folder / file which contains information and evidence relevant to their development at work. Staff members should prepare for their appraisal or review meeting by getting their portfolio up to date. It will include documents such as:

- Organisation Mission, Vision and Values.
- Organisation aims and objectives.
- Learning Log to record training and development activities.
- Appraisal and Review Forms.
- Job description.
- Certificates of Attendance at training events.
- Certificates for formal qualifications.
- Work documents that demonstrate achievements and success.

8.4 Disagreements.

If there is any disagreement about the content of the appraisal form, the way it has been conducted, or either party feels they have been unfairly treated and the issue cannot be resolved in the meeting, notes should be made in section 2 and the issues should be referred to the Director of Operations in order to find a solution. If a solution cannot be resolved at this level, it should be referred to the Trustees.

8.5 Benefits of Appraisal and Review.

The success of the Appraisal and Review Scheme is wholly dependant upon the individuals involved. JSENSE accepts that the scheme requires an investment of productive time. However, the return for staff in the form of structured and purposeful development and for the organisation as a whole in the form of a better trained, developed and motivated workforce, is worthwhile.

9. TRAINING & DEVELOPMENT

9.1 Aims of Training & Development.

JSENSE aims to provide all staff with access to appropriate training and development opportunities irrespective of race, gender, disability, sexuality and whether they are full or part-time. All staff are encouraged to take responsibility for their own personal and professional development.

For the charity, the aims of training and development are:

- To ensure that we have a skilled and competent workforce to deliver our objectives and ensure best value in everything we do.
- To enable staff to acquire the knowledge, skills and new ways of working required to do their current jobs more effectively and thus contribute to the achievement of organisational objectives.
- To motivate staff by offering them opportunities to maximise their potential by acquiring new knowledge and skills required to equip them for a wider range of jobs and enhance their career progression.
- To encourage employees to access opportunities for lifelong learning, which seeks to encourage individuals to obtain educational and vocational qualifications outside of normal working hours.

9.2 Training & Development Methods

Training and development can be achieved through a wide range of methods in addition to attendance on training and development courses, seminars or conferences. Employees should discuss the most appropriate ways by which they can be provided with training and development, with their line manager. Examples of options could include:

- Induction training.
- Delegated work from line manager.
- Project work.
- Coaching, guiding, peer support, mentoring.
- Supervision.
- Job swap, shadowing, observation, work based learning, inter-project learning.
- Visits, exchanges, study tours.
- Residential courses and team meetings.
- Research, literature reviews, reading.
- Portfolio development.
- Open/ distance learning.
- Courses leading to qualifications.
- Internal/ external secondment opportunities.

9.3 Assessing Training Needs.

JSENSE is committed to being responsive to needs emerging throughout the year as services evolve and change. The charity aims to adopt a strategic approach to training and development by reviewing training needs systematically and in a variety of ways:

- Every member of staff has an ***annual appraisal*** where, together with their line manager, they agree a set of objectives and targets for the year. After this, the staff member and their line manager discuss what training and development the staff member needs in order to do their job, meet their objectives and to enhance their skills and personal development. This information is recorded in section 5 of the appraisal form, and should be fed back to the Project Director;
- Every 12-18 months, a Skills Audit is undertaken with all staff, in order to identify trends in current training needs, as well as specific individual needs.
- The results of any discussions with managers about collective development requirements will also inform the training and development that is offered for staff.

9.4 External Training.

Anyone seeking approval or financial assistance to attend ***any external training course, seminar or conference***, should complete an External Course Application Form, approved by his or her line manager. Managers are responsible for assessing the appropriateness of external training courses against the needs of the individual, the team and the charity. The completed form should be forwarded to the Director of Operations for approval, ***regardless of whether there is a cost implication or not and regardless of whether funds are being sought from any budget***. Day-to-day approval of training shall be the responsibility of the Project Director. Where decisions are disputed, they may be referred to the Board. It is very important that the Project Director is aware of all training courses attended by staff so that central training records can be kept updated.

We aim to provide opportunities for employees at all grades / levels to work towards the achievement of nationally recognised qualifications. Unfortunately, due to financial constraints, some opportunities may be limited.

9.5 Seconded Staff.

Any JSENSE staff seconded out to voluntary / community sector organisations, will continue to be supervised, appraised and supported by line management from the charity. Arrangements for this management should be agreed by all parties prior to the secondment.

9.7 Training Resources

The charity has a fixed training budget and therefore cannot offer considerable flexibility in the allocation of that budget. However:

- Any requests for organising specific training for particular staff or teams, can be made in writing to the Project Director.
- Any proposals for training, seminars, residentials, etc, seeking monies from the Training Budget, must also be made in writing to the Project Director.

These requests/ proposals, whilst welcomed positively, will be considered in the light of financial constraints and relevance to the objectives of that particular group and the charity as a whole.

Child care expenses will be given for training events on weekends where that training is agreed by line management. Such expenses should be claimed from the training budget. Any travel expenses should be claimed, as for any other session of work, from the relevant team budget.

9.8 Monitoring & Evaluation

Training and development is an investment in the future of the organisation and to ensure maximum benefit is gained from this investment, training and development programmes must be carefully planned, monitored and evaluated, so as to ensure effectiveness, value for money and equality of opportunity. Monitoring and evaluation of training is undertaken at various levels:

- At the end of each event, short course, seminar, staff conference, programme.
- At the end of each Training Programme.
- Every 18 months through the Skills Audit.
- From time to time through random surveys in order to evaluate work impact.

The Project Director reports annually to the Board on:

- The training status of employees.
- Attendance at training programmes, including information relating to equal opportunities monitoring.
- Costs and evaluation of training programmes.
- Recommendations of training priorities for the coming six months.

10. EXIT PROCEDURES

10.1 Aim of Exit Procedures.

Where it is known that a member of staff is retiring or taking up another post, that member of staff should meet with their line manager at least once for an exit interview, for the following purposes:

- To assist the line manager to undertake appropriate job analysis and prepare to appoint a successor if there is to be one.
- To allow them to reflect on their work and learning in the post and suggest changes which may be made during the post review, prior to a new appointment.
- To allow time to discuss outstanding issues.
- To reflect on personal learning and the transference of learning and skills into a new work environment.
- To receive feedback on the contribution they have made to the charity.

For the charity, exit interviews allow the opportunity to:

- Ask the basic question, ‘why are you leaving?’.
- Collate information which can be used as a starting point of the recruitment and selection process and will assist any review of the post.
- To ensure that all the relevant information has been passed on by the postholder before leaving the post.

10.2 The Process.

The detail of the Exit Interview can be determined by the line manager taking into consideration the nature and level of the post within the charity. However, the following process should be considered:

1. Exit interviews will be arranged by the appropriate line manager in consultation with the employee.
2. The interview should have an agenda mutually agreed prior to the meeting.
3. The line manager will have responsibility for ensuring a mutually agreed report is prepared and passed on to the Project Director.
4. The Project Director will be responsible for monitoring the reports and ensuring they contribute to any review of the post and compilation of its Job Description.