



Training Policy

effective from May 2007

1. Purpose of learning

LDCVS believes that staff development and learning 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.

The central aim is therefore 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 LDCVS and service users.

To achieve this aim, learning and development needs will be regularly reviewed and staff will be encouraged to play an active part in identifying their own learning needs, selecting appropriate learning methods and in assessing the outcomes and effectiveness of their learning.

Options for training and development may include:

- on the job training / learning from others in the organisation
- internal workshops / training for groups or teams
- self-paced learning / open learning books, videos
- off-job courses / run by LDCVS or other providers
- secondments and placements / visits to other organisations
- mentoring.

2. Training and development process

a) Induction

An induction programme helps new staff to familiarise themselves with the organisation, get to know others and to become more quickly at ease in a new work environment.

All new staff will take part in an induction programme including an introduction to LDCVS staff, our mission, goals and targets, equal opportunities policy, working practices and procedures.

Two or three months after their initial induction, staff will receive additional targeted training in the organisation of CVS, funding structures and key planning and development issues, to ensure that they are able to effectively represent the organisation to outside agencies.

Training in immediate work processes and tasks and for inducting new staff or volunteers into the organisation will be the responsibility of the appropriate line manager or supervisor.



b) Identifying and assessing training needs

LDCVS believes that this should be an ongoing process for all staff, volunteers and committee members.

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.

The LDCVS Chair will ensure that the learning needs of the Exec Committee are reviewed at regular intervals.

Learning needs of volunteers will be identified by the appropriate Line manager or supervisor.

c) Recording, monitoring and evaluation

The Management team has responsibility for ensuring that a clear procedure is in place for recording, monitoring and evaluating learning activities. Line managers will ensure that the procedure is followed for each training activity.

Details of each training activity will be received on a form, appendix a, that will include: a description of the training; agreed objectives; method of learning; resources needed; evaluation of outcomes. The staff member will complete the form with their Line manager who will also be responsible for ensuring that the training is monitored and that the outcomes and effectiveness of the training are fully discussed and recorded.

The form will be retained by the line manager, with the employees records, to provide a clear record of learning for annual review and evaluation.

Where appropriate, training forms will be also be used for recording training activities of Executive committee members and volunteers.

All staff will be encouraged to keep a record of their own learning in the form of a personal development portfolio.

d) Training review and reports

Line managers will provide feedback on staff training and development activities to the Executive committee. Line Managers will review progress on a regular basis at Management Meetings.

e) Annual training plan and budget

The development of an annual training plan will be initiated by the management team in consultation with Line managers. It will include areas of training development specified in



the LDCVS Strategic plan and training needs identified by individuals, teams and staff groups.

The development of this plan will be undertaken as adequate resources for training are built into funding submissions.

Time off for learning, reimbursement of travel costs and payment of membership fees will be at the discretion of the Chief Officer. CVS will not usually contribute to the costs of textbooks.

CVS will aim to commit 3% of its staff salary budget to implementation of the annual learning plan.

f) Training requests

All training requests will be considered sympathetically. However, the availability of training resources will depend on factors such as budgetary constraints, work commitments and training priorities necessary to fulfil the organisation's objectives. In practice, there may be occasions when a training request is postponed or refused due to other priorities.

A further budgetary consideration will be the extent to which skills acquired through training can be applied within the organisation, within a reasonable time period.

Individual staff members may be interested in obtaining accreditation or a nationally recognised qualification. LDCVS will be sympathetic to requests of this sort, where the learning has a demonstrable relevance to LDCVS objectives, and in co-operation with the staff member will seek to provide appropriate support and assistance.

Any training request should be approved by the line manager and in the case of desirable training Trustees approval should be sought through the Chief Officer.

g) Reimbursement of Training cost

Where training is essential for the proper fulfillment of a job, LDCVS will pay 100% of the costs incurred; where training is desirable rather than essential for the job. LDCVS will pay a percentage of the course fee only, to be negotiated in each case. CVS will not contribute towards travel or incidentals such as course materials.

Where CVS contributes more than £500 towards enabling an employee to study for a qualification to meet CVS Forward plan commitments, reimbursement of costs by the employee will be required in the following situations:

- 100% of fees would be reimbursed to LDCVS if the employee left during the period of study or did not complete the study programme
- 50% of fees would be reimbursed to LDCVS if the employee left by their own volition within a period of 12 months following completion of the period of study
- monies owed to LDCVS will be deducted from the employee's salary payment or other money due to the employee.

The procedure will be that a member of staff and line manager would agree a recommendation for Trustees approval.

Appendix a

Lancaster CVS training request form

Name: Team: Job title:

Training need & objectives	Strategic objective or action	Training activity (Title/Provider/Address)	Date & duration	Cost + travel & materials	Outcome measures

Employee's signature: Date: Manager's signature: Date:

Evaluation of activity

Initial response to training <i>* ways in which it has improved knowledge</i>	Outcomes 6 months on <i>* ways in which it has improved performance in terms of speed/time/effectiveness</i>	Organisational benefit	Further training

Employee's sig:	Employee's sig:		
Mngr's sig:	Mngr's sig:		
Date:	Date:		