

# **ORKNEY ALCOHOL COUNSELLING & ADVISORY SERVICE TRAINING AND DEVELOPMENT POLICY (Employee)**

## **1 Policy Statement**

### 1.1 Introduction

The purpose of the policy is to outline the framework within which the training and development of employees operates and the roles and responsibilities for providing training.

1.1.1 The policy shall apply to all Orkney Alcohol Counselling & Advisory Service (OACAS) employees. It relates to one of organisation's key goals as set out in the Business Plan:

“create a working environment in which employees & volunteers can find job satisfaction, take a pride in the agency...”

1.1.2 Training and development shall be based on several key principles:

- The key strength of the organisation lies in its employees & volunteers. The priority given to developing the individual within the job is premium.
- Training and development is based on needs and does not reflect a list of wants. It will be closely correlated with organisation's goals and objectives and will be capable of being evaluated against these.
- Training and development will be flexible, reflecting organisational change.
- Training and development will reflect current models of good practice.

### 1.2 Nature and Scope

#### 1.2.1 Relevance

Training and development is a continuous process whereby individuals are provided with the relevant knowledge and skills which will:

- Develop them within their job role
- Contribute towards meeting organisational objectives.

#### 1.2.2 Training Opportunities

The organisation will promote and endorse a wide range of training opportunities including short course attendance, effective supervision, coaching, and post-entry qualifications where appropriate.

#### 1.2.3 Essential/Non-Essential Training

From time to time the organisation will require individuals to attend set courses/training days as part of professional and/or organisational development.

### 1.3 Responsibility for the Policy

#### 1.3.1 Manager

The Manager will co-ordinate the implementation of the policy and the distribution of funds in accordance with assessed needs, which may be included in the Business Plan, and report to the Board of Management annually on the effectiveness of the policy's operation.

#### 1.3.2 Training & Development Function

The Manager and the Board of Management (after consultation with counsellors and practice supervisors) will have corporate responsibility for directing the training strategy and for producing an annual corporate training plan.

#### 1.3.3 Manager

The Manager will provide internal consultancy on a wide range of issues. This will include:

- Providing a range of in-house courses where appropriate.
- Contracting external expertise in order to deliver specific training needs.
- Carrying out training needs analysis by consulting counsellors and practice supervisors on an ongoing basis
- Assisting employees by advising them on a wide range of training issues.
- Providing advice to individuals on development opportunities, post-entry qualifications
- Inducting new employees
- Providing regular management and briefings
- Selecting employees to attend training course and conducting pre and post course evaluation.
- Drawing up personal development plans as part of a performance management process.

#### 1.3.4 All employees have an important part to play in training and in particular to:

- Discuss with management the training they require.
- Take part in various training activities.
- Share information, skills and knowledge with colleagues.

#### 1.4 Resources

Within budgetary and other resource implications, the organisation will attempt to fulfil the training demands outlined in the policy.

The training budget will be reviewed annually

#### 1.5 Implementation & Review

An annual report shall be submitted to the Board of Management in order to help review the effectiveness of training provided.

#### 1.6 Equal Opportunities

The policy will be implemented in accordance with organisation's Equal Opportunities Policy.

#### 1.7 Further Information

Any queries regarding the operation of the policy shall be forwarded to the Manager in the first instance or alternately the Chairman or an appropriate member of the Board of Management.

### **2 Post Entry Qualifications**

#### 2.1 Approved Courses

For assistance to be received, a course must:

- Be relevant to the role of the post-holder.
- Be the recognised, necessary qualification for that area of involvement.
- The qualification will improve the employee's job performance or will equip him/her to perform anticipated future duties\.

If necessary advice can be obtained from the Manager.

#### 2.2 Steps Towards Approval (Employee)

- Find out more about the course, seeking advice if necessary.
- Check that you meet the course entry requirements.
- Arrange to discuss the course with your immediate line manager.

#### 2.3 Steps Towards Approval (Manager)

- Check the relevance of the course and whether it will improve the employee's future performance.
- Investigate attendance arrangements in order to anticipate any cover issues.

- Ensure sufficient funds are available within current budgets.
- If the application has your support forward it to the Board of Management.

#### 2.4 Fees and Allowances

Up to full reimbursement of fees and release to study is allowed where the Board of Management approves the course.

##### 2.4.1 Travel Costs

Travel expenses (plane/train/boat/bus fares) incurred as a result of attendance on an approved course will be reimbursed. Reimbursement may also be claimed for approved journeys (mileage for cars) that are required as part of a course. Confirmation of such journeys will be required.

##### 2.4.2 Subsistence Allowance

Subsistence Allowance may be claimed in accordance with the current policy

**Amended on September 9<sup>th</sup> 2004**