

# CHIPPENHAM TOWN COUNCIL STAFF HANDBOOK

## STAFF TRAINING AND DEVELOPMENT POLICY

Adopted: Personnel Sub Committee 3 March 2011

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Chippenham  
Town Council

Improving  
the quality  
of town life

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## **1. Policy**

Chippenham Town Council recognises that its employees are its most valuable asset, and as such supports and encourages learning to enable the realisation of individual's professional and personal potential and to fulfil the objectives of their work

This means the Council is committed to ensuring that its staff receive appropriate and timely training, learning and development to ensure they are:

- Confident and competent in their job role
- Able to provide customer centred, high quality and evidenced informed service
- Provided with the opportunity to develop and progress in their field of expertise.

Opportunities for personal and professional development also play an essential role in the retention and recruitment of staff. Consequently, the Town Council encourages all line managers to fulfil their responsibilities to staff by enabling them to receive adequate appraisal, supervision and training and to support their personal development.

## **2. Identification of training and development needs**

Training and learning resources are constrained by service pressures making it difficult for managers to release staff for training and learning and this is further constrained by finite training budgets. Consequently, staff training and education must be agreed, prioritised and planned. This will ensure that:

- Training and education is prioritised and agreed by both the individual and their manager.
- Appropriate methods of training and learning are identified and planned.
- Once complete the individual's training and learning is reviewed and evaluated in a reasonable time by their manager.
- Planned training and learning when completed will enable the individual/section/council to contribute more fully enabling the Council achieve its objectives.
- Current and future requirements of the organisation are met.

Training and development needs will be identified in a fair and objective method (link to the Council's Equality and Diversity Policy and Procedures):

- On appointment as part of their induction programme.
- Following confirmation of appointment.
- By the individual whilst engaged in their job role.
- As part of the staff continuous improvement programme.
- As a result of annual appraisals.

- Ad hoc i.e. as a result of new developments in the work, new legislation, change in responsibilities, post requirements.

Training needs are decided:

- In personal consultation with the line manager and based on the priority needs of the work.
- Managers in consultation with members of staff.
- Legislative requirements i.e. Health & Safety, First Aid, Fire, Lifting/handling, Finance.

All staff will be required to complete an Application for Training Form (see Appendix A) which will be authorised by the Head of Human Resources before training is booked.

### **3. Funding**

The Head of Human Resources includes a realistic financial allocation for training and development in the annual budget, based on the requirements highlighted in annual appraisals and in response to changes in legislation. This budget would be approved by the Full Council.

### **4. Training providers**

Training will be sought from:

- National initiatives i.e. NVQs, RSA, ECDL, AAT, LANTRA, etc.
- Appropriate certificated and qualified training providers.
- Local colleges.
- Mentoring
- In-house qualified staff

### **5. Induction Training**

The Town Council is committed to ensuring that new employees feel welcome and valued. All new employees will receive workplace induction as well as an introduction to the Council and its policies and procedures within two months of their start date. This will ensure that:

- Essential information about the Council is imparted and that the new employee feels a sense of ownership and belonging.
- The new member of staff is familiar with Council policies and procedures related to their job role.
- The new member of staff has completed the core mandatory training programme and any other training required as part of their role.
- The new member of staff is safe and competent.

The Manager is responsible for ensuring that the new staff member completes their induction programme, and records completed (see Appendix C for Induction

Training Programme) and signed off by both the manager and the new member of staff. This record will then be filed in the employee's personnel file.

It is the responsibility of the manager to ensure that all information provided during induction is current and relevant to the new employee's job role.

## **6. Staff development**

Chippenham Town Council encourages the personal and professional development of staff and encourages them to acquire new skills. In order to support this, the Council may allocate one or more of the following:

- Time
- Funding
- Resources

## **7. Training application process**

All staff engaging in study days, training sessions, conferences, short or long courses must complete the Council's Application for Training Form (see Appendix A). This form must be signed by the line manager and authorised by the Head of Human Resources before training can be formally booked. A copy of the form will be given to the applicant, one retained by the manager and the master kept on the employee's personnel file together with details of the course content.

## **8. Annual Appraisal Policy and Procedure**

Chippenham Town Council has set out its Appraisal Policy and Procedures for Probationary Staff.

The Appraisal Procedure outlined below (see also Appendix D for Appraisal forms) will apply to existing staff and those who satisfactorily complete their probationary period of employment.

### **8.1 Policy Objectives of Annual Appraisal**

- Appraisal of current work performance
- Work planning for the next period
- Review of learning needs

### **8.2 Annual Appraisal Procedure**

The appraisal will involve a review of the extent to which the employee and line manager feel the employee has appropriately addressed the tasks identified in the Action and Personal Development Plan agreed at the previous annual appraisal.

This will involve addressing:

- the employee's achievements during the year
- consideration of the reasons why any action targets have not been met (if any)
- what resources the employee/manager would identify which would improve performance

(Where substantive issues of disagreement arise these should be noted and referred to a more senior manager or appropriate third party acceptable to both the employee and line manager, for arbitration and resolution).

Both parties will then complete the Action Plan for the forthcoming year which should clearly reflect organisational priorities as set out in the Annual Business Plan, developed from the Councils overall 5 year Strategic Plan and seek to build on identified strengths and / or correct acknowledged shortcomings on the part of the employee or organisation.

The agreed Action Plan will form the basis and guide the construction of the employee's Personal Development Plan for the forthcoming year.

Annual appraisals should be seen as essential employee development tools. They are in no way related to the Disciplinary Policy and Procedure of the Council which clearly sets out the grounds on which this can be initiated.

## **9. Supervision**

The Town Council supports the concept of supervision in the workplace and aims to encourage a culture where supervision is part of normal working practice for all employees.

### **9.1. Definition**

Supervision may be defined as "an exchange between professionals to enable the development of professional skills" (Butterworth and Faugier 1993).

Supervision can be seen as a structured, formal, negotiated, two-way enabling process of support and learning. This process is based on trust and designed to promote reflective practice, professional growth and development.

The 'action plan' agreed at the initial or annual appraisal should form the basis for subsequent supervisory meetings between staff members and their line manager. Such meetings should include a review of progress made on implementing agreed actions and the success, failure or need to re-define particular actions.

### **9.2. Aims**

The aims of supervision are to:

- Ensure safe, consistent practice in relation to work
- Expand knowledge and increase confidence and competence
- Assist in developing proficiency and creative professional development
- Provide an environment where reflection on good practice is encouraged and supported
- Gain access to new ideas and information by the sharing of expertise
- Improve standards and contribute to effectiveness in implementing Council's objectives
- Identify and manage stress factors in practice.

In addition, Chippenham Town Council has established the following policy objectives for supervision which are that staff should:

- be clear about the scope and content of their jobs and the results they are expected to achieve
- know how they are progressing and where they stand and have their achievements recognised
- be informed and consulted about their personal development and planned organisational changes which are likely to impact upon them particularly or generally as members of the staff team
- be able to communicate with their immediate manager about personal progress and about work related issues generally
- assist corporate planning by providing information about their skills and experience

### **9.3 Supervision Procedure**

Supervisory meetings should be planned exercises and prepared for by both the line manager and employee. Such meetings should always be arranged in advance and the main agenda items agreed by both parties before these take place. Where unscheduled meetings are necessary between line managers and staff the timing and purpose of these should be mutually agreed and should not, unless specifically agreed, be seen as part of the formal supervisory process.

It is the responsibility of line managers to agree the frequency of Supervisory Meetings. The minimum requirement is that these should be held on a 6-8 weekly basis. It is the responsibility of staff members to ensure their availability for such meetings.

### **9.4 Records**

An agreement should be drawn up and agreed by the supervisor and supervisee before starting supervision. This may be renegotiated as sessions progress, if necessary. A copy of the agreement will be retained by both parties and the master kept on the employee's personnel file.

The agreement should include the following:

- Frequency of sessions
- Location
- Confidentiality (supervision is a confidential process between supervisee and supervisor).
- Organisation and content of session
- Timekeeping
- Procedure for cancelling session.

Supervision sessions should usually be documented with a summary of the session and an action plan with dates. The content and writing up of these records should be agreed in the initial agreement.

### **9.5.1 Evaluation of supervision sessions**

Supervision should be reviewed between supervisee and supervisor regularly. Evaluation of the process is important for the following reasons:

- To account for time spent in supervision
- To demonstrate improvements in service
- To demonstrate improved knowledge and skills

## **10. Training records**

Records of all training undertaken by staff, whether external, internal, mentoring, or supervision, will be kept in the personnel files of each member of staff. A record will also be kept on an organisational record card.

### **10.1 Training evaluation**

All staff are requested to complete a training evaluation form once the training has been completed (see Appendix B). Line managers will evaluate all training in consultation with staff and report on the outcome to the Head of Human Resources and the Town Council's Personnel Sub-Committee at each Committee meeting.

## **11. Payment of travel, accommodation and other expenses**

Payment for travel, accommodation and other expenses cannot be paid out of the training budget.

All travelling and other expenses relating to training shall be authorised by the Head of Human Resources prior to each journey being undertaken. All travelling

shall be organised in the most economic manner. Full details can be found within the Town Council's Travelling and Subsistence Payments Policy.

CHIPPENHAM Town Council

**Application for Training Form**

Applicant's name			
Job title			
Course title			
Training provider			
Date		Venue	
Other information (Outline of course content)			
Costs	Course fees (external courses only)		
	Travelling (road/rail)		
	Subsistence		

Approved by line manager		Date	
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Approved by Head of Human Resources		Date	
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**For office use**

The following course has * been approved/approved and booked/not been approved * please delete those not applicable			
Applicant			
Course/Training		Course date	
Signed (Line manager)		Date	
Date received	Seen by Head of Human Resources	File	

**CHIPPENHAM Town Council**

**Training and Development Evaluation Form**

Name:

.....

Job Title:

.....

1. Nature of training activity:

2. Training provider:

3. Dates training undertaken and duration:

4. Objectives expected to be achieved:

i

ii

iii

5. Outcomes and observations (What was achieved? What was not achieved?)

6. Follow up (What further action will now need to be taken, if any?)

Signature of trainee:

.....

Date:

.....

Comments of manager:

Manager's signature:

.....

Date:

.....

**CHIPPENHAM TOWN COUNCIL**

**INDUCTION TRAINING PROGRAMME AND CHECKLIST**

**Name:** ..... **Start Date:** .....

**Post:** ..... **Service:** .....

**Induction Mentor (Name & post)** .....

.....

.....

**Introduction**

**Welcome to Chippenham Town Council**

Induction is important for you and us. It provides the opportunity for you to get to know your duties, those you work with and the Town Council, enabling you to settle in to your new job quickly. It also ensures that we identify at an early stage those areas where you need additional support as well as those in which we are able to learn from your previous experience.

To help you through the process, you will have an Induction mentor. She/he will work through the Attached Checklist with you, ensuring that all areas are properly covered. Your induction Mentor may be your line manager or someone else where you work who know where things are, our procedures and all other aspects of your new job you will encounter. Please ensure you maintain regular contact with your Induction Mentor, letting her/him know what you have learned during your early weeks with us.

Your Induction Programme is in five parts. Part A covers your job and workplace while Part B deals with Health and Safety matters. Part C focuses on the Service users where you work and Part D, looks beyond your induction to start planning and providing your ongoing development.

Please make good use of your Induction – it provides the basis for what we hope will be a long and happy career with us.

**Susan Wilthew**  
**CLERK & CHIEF EXECUTIVE**

**Employee Name:**

**Mentor Name:**

**Part A: Your Job and Workplace**

**1. Role, Responsibilities & Standards**

<b>Topic</b>	<b>Date Covered</b>	<b>Employee Signature</b>	<b>Mentor Signature</b>
• Organisation structure			
• Job description			
• Tasks, duties and other routines			
• Teamwork			
• Standards of Practice			
• Monitoring and Evaluation of Standards			
• Who's who			
• Communication processes			

**2. Terms & Conditions of Employment**

<b>Topic</b>	<b>Date Covered</b>	<b>Employee Signature</b>	<b>Mentor Signature</b>
• Hours of work			
• Pay and related conditions			
• Sickness – notification and pay			
• Holidays			
• Notice and termination of employment			
• Grievance and disciplinary procedures			
• Insurance, accidents and possessions			
• Pay slip			
• P45 and bank details			
• Probationary period			

**3. Place of Work and Domestic Information**

Topic	Date Covered	Employee Signature	Mentor Signature
• Tour of the premises			
• Cloakroom/toilets			
• Fire exit and evacuation procedure			
• Introduction to colleagues			
• Tea and meal breaks			
• Car parking			
• Telephones			
• Other facilities			

**Part B: Health and Safety at Work**

**4. Basic Health & Safety**

Topic	Date Covered	Employee Signature	Mentor Signature
• Regulations, responsibilities & recording			
• Fire – Evacuation procedures, prevention, alarms, extinguishers			
• Smoking and drinking			
• Elementary first aid – what, who and where			
• Personal Hygiene			
• HIV and other infectious diseases			
• Moving and handling			

**5. Use of Equipment**

Topic	Date Covered	Employee Signature	Mentor Signature
• Use of equipment specific to your job			
• Transport – Use of vehicles			
• Fault reporting			
• Repairs to equipment			
• Protective clothing			

**6. Dealing with Emergencies**

Topic	Date Covered	Employee Signature	Mentor Signature
<ul style="list-style-type: none"> <li>• Reporting of Accidents/Incidents</li> </ul>			
<ul style="list-style-type: none"> <li>• Calling Ambulance/Doctor/Police/Fire Service</li> </ul>			

**Part C: Users of the Service and Service Procedures**

**7. Service Users**

Topic	Date Covered	Employee Signature	Mentor Signature
<ul style="list-style-type: none"> <li>• Customer Charter</li> </ul>			
<ul style="list-style-type: none"> <li>• Confidentiality</li> </ul>			
<ul style="list-style-type: none"> <li>• Data Protection</li> </ul>			
<ul style="list-style-type: none"> <li>• Dealing with complaints</li> </ul>			

**Part D: Training and Development**

**8. Probationary period**

Topic	Date Covered	Employee Signature	Mentor Signature
<ul style="list-style-type: none"> <li>• Work Reviews and Appraisals</li> </ul>			
<ul style="list-style-type: none"> <li>• Training needs identified and planned</li> </ul>			
<ul style="list-style-type: none"> <li>• Training provided</li> </ul>			
<ul style="list-style-type: none"> <li>• Training monitored and evaluated</li> </ul>			
<ul style="list-style-type: none"> <li>• Probationary review date agreed</li> </ul>			

**Name of Employee:**

**Date Induction Completed:**

**PLEASE PASS COMPLETED FORM TO THE HEAD OF HUMAN RESOURCES FOR REGISTERING ON YOUR PERSONNEL FILE. A COPY WILL BE RETURNED TO YOU TO KEEP.**