

This policy:

- Applies to all employees and volunteers (hereinafter referred to as “our people”) however there are elements within this policy that only apply to employees.
- Replaces the Learning & Development Policy (last reviewed May 2013)
- In compliance with the No Life Half Lived Strategy: *“To be effective and accountable in all that we do.”*
- Does not form part of any employee’s contract of employment and we may amend it at any time.

In line with our commitment to equal opportunities, this policy can be made available in a variety of formats, including large print, translated into another language or other media. Reasonable adjustments will also be made where required to assist individuals who have a disability.

We will endeavour to develop fair and consistent policies, procedures and practices to support our aims, values and objectives.

1. Statement of Intent

1.1 Our values are at the heart of what we do.



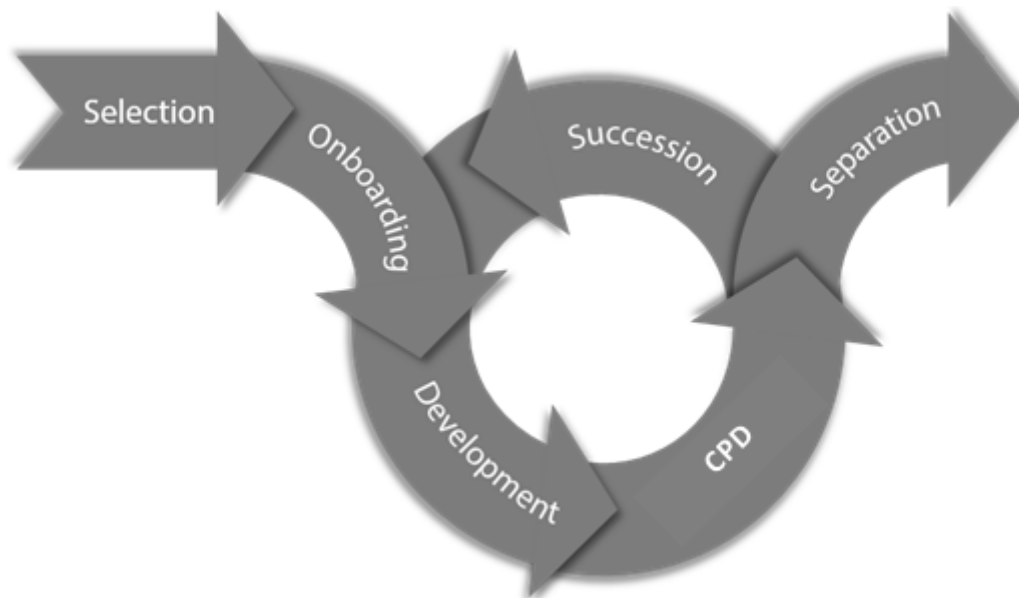
- 1.2 Furthermore, we recognise that our people are the most important asset in achieving No Life Half Lived in Scotland.
- 1.3 We will invest in and ensure our people have the capabilities and competencies required to deliver CHSS's key business objectives, understand the environment we operate in, to be able to develop and adapt skill sets quickly and flexibly. This in turn will ensure we deliver our No Life Half Lived Strategy within legal, contractual and funding requirements.



- 1.4 We are committed to creating an environment where continuous learning and development is encouraged and promoted throughout the learning journey.
- 1.5 We want our people to feel confident in their role(s), work to their highest potential, understand how they are making a difference to those living with our conditions and feel happy and proud to be working and volunteering for CHSS.
- 1.6 The ability for CHSS to evolve and be innovative is ultimately determined by the capability of our people and for that to be a reality our investment in the learning and development journey will be at the core of everything the charity does.
- 1.7 There are many different types of activities that contribute to personal and professional development. These can be delivered through a variety of methods.
- 1.8 We are committed to supporting a wide range of learning methods and learning styles and preferences will where possible be taken into account when considering learning solutions for employees and volunteers.
- 1.9 Through the induction process and ongoing learning opportunities everyone will be supported in gaining the skills and knowledge needed to succeed.

2. CHSS Learning and Development Journey

- 2.1 We have developed a learning and development roadmap to ensure our people have the right knowledge, skills and competencies to meet current and future organisational needs as identified in the overarching strategy. Learning needs may relate to an individual, a group of employees or the whole organisation.



2.2 On a wider scale, changing strategy and working systems and practices may involve development for groups of employees and volunteers with the aim of developing their potential to meet the longer-term needs of the charity.

2.3 Learning and development can also be self-driven by an individual's desire to increase their own knowledge, skills and competencies to be more effective at work, home and when volunteering.

2.4 There are other policies to which the above roadmap refers to:

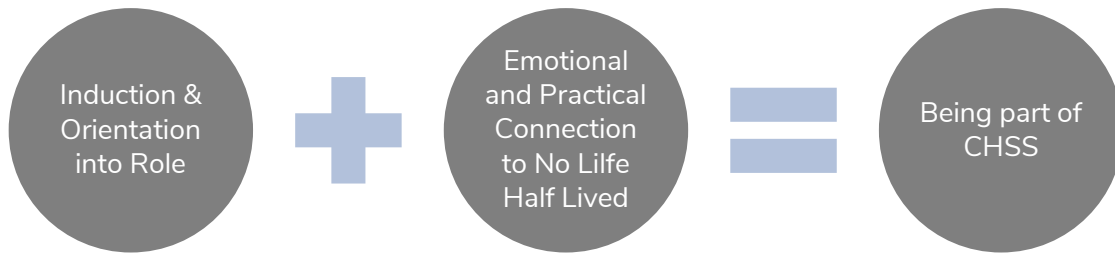
- Recruitment & Selection Policy
- Succession Planning Policy
- Management Guidance on People Leaving CHSS
- Equality & Diversity Policy

3. Purpose of Learning & Development at CHSS

3.1 We want our people to fully embrace our values with the object of delivering an excellent service user experience and this will be achieved our onboarding, development, Continuous Professional Development and Succession journey within CHSS.

Onboarding with CHSS

3.2 This is where a person is given a role within CHSS and starts the induction process to get oriented and settled into the role, integrated with our culture, and familiarised with fellow employees and/or volunteers and management. It also starts the process of establishing how their role fits into CHSS. See CHSS induction procedure.



Development

- 3.3 People will become competent and confident in their role within CHSS and may require further development to reflect changing responsibilities and external factors, which may involve additional training. This will be identified through the support and development and performance appraisal process. Critical to performance discussions are behaviours, values and competency-based discussions to set new objectives and guide an employee or volunteer through the process. See CHSS performance appraisal and support and development procedure.



Succession

- 3.4 Succession planning helps identify opportunities for growth and development for people. See CHSS Succession Planning Policy.



4. General Principles

- 4.1 All CHSS learning and development activities aim to:

- Support the organisation in achieving its strategic and operational plans;
- Support the development of our peoples' skills to enable effectiveness and satisfaction;
- Support people development to enable career progression both internally and externally;
- Reflect the learning objectives stated in the individual's personal development plans and appraisals;
- Provide opportunities to develop and learn from colleagues, peers and managers.

4.2 Our learning proposition forms an integral part of our overall people development strategy within which everyone is entitled to:

- Equal opportunities in all aspects of their development;
- An induction into their role, their team and CHSS;
- Have clear and measurable objectives to perform in their role;
- Receive ongoing support and development and an annual review;
- A manager who is committed to team and individual development;
- Lifelong learning – the concept that all learning is valuable, regardless of subject, at any stage of an individual's life and career. However, learning has associated costs and CHSS must evaluate and justify all learning investment.

4.3 All CHSS learning and development outcomes aim to:

- Support CHSS in achieving our strategic and operational plans;
- Support employee and volunteer skill development to enable effectiveness and satisfaction;
- Support individual development to enable career progression both internally and externally;
- Reflect the learning objectives stated in the individual's personal development plans and appraisals;
- Provide opportunities to develop and learn from colleagues, peers and managers.

4.4 Employees have the right to ask for time off to carry out training that will improve their performance at work. Young employees aged 16 to 18 have the statutory right to reasonable paid time off for study or training under sections 63A-C of the Employment Rights Act 1996. See CHSS Time Off to Carry Out Training Procedure.

5. Making Learning and Development Accessible and Inclusive

3.1 Where an individual has special requirements, CHSS will make reasonable adjustments e.g. covering extra costs where required to allow someone to attend a course, providing large print versions of course notes etc.

3.2 To help ensure participation in learning from part time staff, CHSS will try to offer training / courses on a variety of days of the week where attendance is mandatory. However it is not possible to accommodate every working pattern and individuals may be asked to change their working days in order to attend. They are entitled to time off in lieu or payment for extra time worked in such circumstances.

6. Championing Learning and Development at CHSS

6.1 Responsibilities for learning and development at CHSS are shared across functions and individuals. Appendix 1 summarises the responsibilities for learning and development for all.

6.2 The following can give advice and interpretation on this policy:

- Director of Corporate Services
- Assistant Director (People Development)
- Head of Human Resources & Organisational Development
- Organisational Development & Human Resources Lead
- National Training Lead

7. Breach of this Policy

7.1 Should any person breach this policy, it will be considered as misconduct. The procedure to be applied will depend on whether they are:

- An employee – this will be dealt with under CHSS's grievance and/or disciplinary policies and, in serious cases, may be treated as gross misconduct leading to summary dismissal.
- An agency worker or an individual on placement – this will be dealt with through the relevant agency/placement provider.
- A Volunteer – this will be dealt with under CHSS's Volunteer Complaints Policy. A potential consequence may be the removal of the Volunteer.

8. Monitoring and Review

8.1 This policy will be maintained and implemented by the Corporate Services Department in partnership with the People Development Directorate and the People Development Group.

8.2 The policy will be reviewed every 3 years or earlier if deemed appropriate. In the event that this policy is not reviewed within the above timescale, the latest approved policy will continue to apply.

Who is Responsible for Learning and Development at CHSS



1. Senior Management

The Senior Management team comprising Chief Executive, Directors and Heads of Department are responsible for promoting and ensuring learning and development across CHSS. They are also responsible for:

- Contributing to the overall aims and objectives of the charity;
- Ensuring employees and volunteers are given the opportunities to undertake appropriate activities to feel confident about performing their roles;
- Encouraging maximum participation and learning from all to support team and individual development; and
- Ensuring learning and education interventions provide value for money at all times

2. Line Managers

Employee and volunteer development is a major part of management responsibilities at CHSS. Support is essential to;

- Ensuring individuals new to CHSS and/or departments are properly introduced to the organisation and the role (induction) being undertaken;
- Setting and reviewing objectives during performance management process(es) with a view to identifying learning and development needs and options;
- Coaching and guiding individuals to develop in their roles and identifying needs of those reporting to them and making sure appropriate action is taken as a result;

3. Our People (Employees and Volunteers)

CHSS believes that individual development is most effective when our people take responsibility for identifying opportunities for self-development which will enhance role performance through increased skills and knowledge. This includes taking an active role in planning their personal journey, undertaking agreed developmental activities and reflecting on what they learn, how they can apply the knowledge and their future goals.

4. People Driven Development

This function is responsible for:

- The delivery of existing volunteer, community engagement, participation and training work and for developing and delivering services to deliver the people driven elements of the No Life Half Lived strategy.
- Working across directorates to embed people driven practices and thinking across all our work.
- Acting as a focal point for information on training and development through the national training team and link in with the work on developing our organisational development approach.
- Developing, implementing and managing best practice learning and development programmes and processes which meet strategic and corporate needs in conjunction with the Head of Human Resources & Organisational Development.

5. People Development Group

The People Development Group is responsible for ensuring that staff and volunteers are trained to have the skills and competencies to support the delivery of the No Life Half Lived Strategy. The remit of the group is found on the Intranet.