



Training Policy

TRAINING POLICY

Purpose of Training

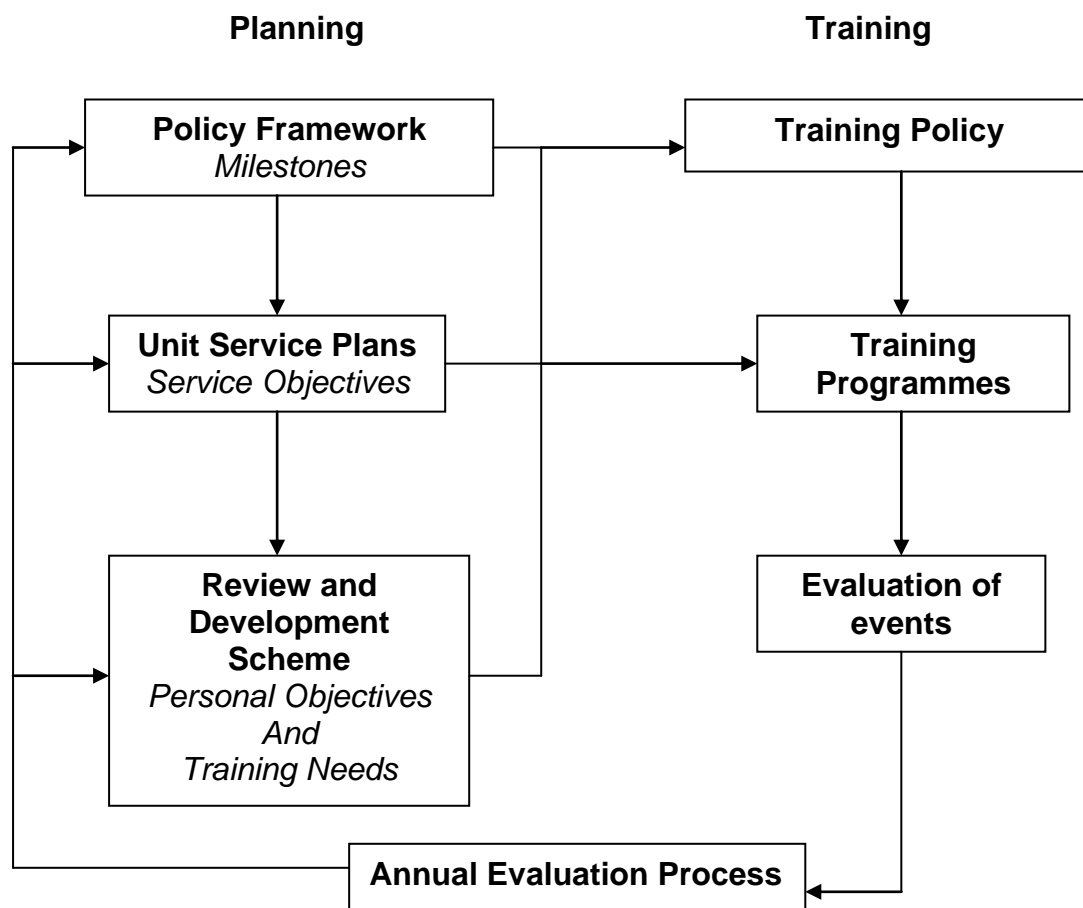
The purpose of training is to equip people with the necessary skills, knowledge and attitudes to meet the organisation's needs in relation to its objectives. By investing in people through their training we ensure we harness their full potential and focus their energies on the needs of the organisation while fulfilling their need for personal development and job satisfaction.

The Council recognise that such development is a continuing process for every employee at every level of the organisation. Training is seen as a necessary investment in order to provide the excellent services the Council demands.

Training is not a privilege to be granted or withheld from employees, but should be undertaken after a critical appraisal of the Council's needs in relation to its objectives, while taking account of the realistic aspirations of those employees.

The Training Process

The Council has set up a set of processes to link the training processes with the planning processes of the organisation. The following chart shows this linkage.



The Chart shows that training needs flow out from organisational, service and individual objectives. This ensures training is focused on the needs of the organisation. The system also ensures that training events are evaluated and their contribution to meeting objectives at each level are measured.

Training Resources

The training process will ensure that the resources required to meet training needs are fully identified, that training is properly focused and that the benefits of the training can be demonstrated.

The Council will always wish to make budgetary decisions about training in the context of overall Council finances but the Council has made a public commitment to investing in its people and will ensure wherever possible sufficient funding is made according to the needs identified.

Responsibility for Training

Management Team's Role

The Management Team has a key role to play in training by:-

1. Demonstrating a commitment to train and develop employees in relation to the organisation's objectives.
2. Ensuring that training and development plans are focused on organisation's needs at corporate and service levels and provide adequate resources.
3. Ensuring training and development actions are evaluated in relation to service and organisational objectives and the benefits clearly identified.

Managers' Role

Managers' and Supervisors' main areas of responsibility are to:-

1. Induct new employees.
2. Identify training needs jointly with employees in relation to individual objectives.
3. Formulate training plans in liaison with the Training Officer.
4. Carry out on-the-job instruction and coaching.
5. Make all employees aware of training and development opportunities open to them, select employees for training and brief them.
6. Ensure that those who are trained share their learning with others wherever possible and appropriate.
7. Evaluate the effectiveness of training events in relation to service and individual objectives with those involved.

Training Officer's Role

The Training Officer's role is to: -

1. Provide guidance on training policy processes and procedures.
2. Assist Managers to identify and quantify training needs.
3. Develop a corporate training plan annually and assist with the formulation of departmental training plans.
4. Design and organise specific training activities.
5. Publicise training activities.
6. Advise and train managers to carry out their training responsibilities.
7. Facilitate the effective evaluation of training activity in liaison with appropriate managers at individual, service and organisational levels.

Individual Employee's Role

The individual employee's role is to: -

1. Identify personal training needs in relation to their personal objectives and unit service plans.
2. Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
3. Evaluate the effectiveness of training with their line manager.
4. Share learning with colleagues wherever possible and appropriate.

Areas of Training

Training and development can be broken down into categories to aid understanding and organisation. The categories of training used by the Council are: -

1. Induction

Each new employee should be provided with information and instruction about how the Council operates and how his or her job fits in to the work of the section and department by line management. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

Supplementary Induction Training will be organised centrally to encompass the wider aspects such as the structure and functions of Local Government. The role of Councillors, decision-making and the services provided by the Council.

2. Councillor Training

Training and development for Councillors is based on individual needs and organisational requirements in relation to Democratic Renewal. These are identified through an annual assessment of needs with Councillors and the Chief Executive.

3. Management Development

Management Development is essential to the success of the Council in increasing the effectiveness of first level, middle and senior management. The corporate strategy is to provide training at all levels of management based on individual need and the running of a corporate programme call "The Stafford Manager".

4. Generic Training

There are a range of generic skills and knowledge which are not specific to one occupational area. Examples of these are telephone techniques, customer service and time management. Training will be provided in this as according to the needs identified during the annual audit of training needs.

5. Professional and Technical Training

Employees providing services in a whole range of vocational areas need to keep up-to-date with changes and developments in their particular field. A devolved budget is provided to each Department to fund this form of training. Chief Officers are responsible for prioritising and authorising such training in line with service and individual objectives.

6. Qualifications

The Council will provide training and further education in pursuit of qualifications for employees where a clear link can be made to meet service objectives. The Council operates the "Post Entry Training Scheme. It is the Council's policy to link training and further education to external national standards wherever appropriate.

7. Computer Training

An internal Information Technology Training Officer carries out training in this important area and is reviewed annually in line with the Information Technology Strategy.

8. Health and Safety

The Council, Management and individual employees all have a role in ensuring a healthy and safe working environment. Training is provided as part

of an employee's induction and courses are arranged according to the needs of the Council and in consultation with the Council's Health and Safety Officer.