



MERSEYSIDE WASTE DISPOSAL AUTHORITY

Staff Development Scheme

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1. Staff Development Scheme

The Authority believes that if employees have a clear understanding of how their work fits into its Corporate Plan, strategy and objectives and if they are given the chance to realise their full potential at work they will be motivated to provide services of the highest quality.

It is the policy of the Authority to promote this through its Staff Development Scheme (SDS).

2 Scope

The Staff Development Scheme will apply to all employees of the Authority.

Failure to comply with the Staff Development Scheme procedure – e.g. refusal to carry out or attend development meetings – may lead to disciplinary action. However, an individual will not be forced to accept development opportunities where they do not wish to do so, provided that they attend development and review meetings, meet objectives and perform his or her job to the required standard.

3. Aims

- To provide employees with a clear understanding of how their work fits into the Authority's overall corporate plan.
- To provide regular analysis of their training and development needs within a framework set by the Authority's objectives.
- Provide an opportunity for positive and constructive two-way review of work progress.
- Allow agreement of an individual plans.
- Provide for a discussion of training needs for your current role and career development.
- Allow for identification and discussion of difficulties or obstacles to your effectiveness.
- To enable employees to achieve their full potential at work.
- Provide a way of balancing your personal needs and ambitions with the Authority's overall aims and objectives.

4. Training Agreements

When the Chief Executive approves day release and/or financial assistance for a course of study, it is the Authority's policy that a formal Training Agreement is made with the employee concerned.

5. Training to Implement the Staff Development Scheme

Training will be provided for all managers involved in conducting Staff Development Meetings.

All new employees will be briefed on the objectives of the Staff Development Scheme and the procedures involved at their Induction meeting.

Corporate Training will be undertaken by all staff to inform them of the aims, objectives and implementation of the Staff Development and Scheme.

6. Confidentiality

Information associated with Staff Development Meetings will remain confidential between the manager and employee. However, it may be necessary, for monitoring and evaluation purposes that the Corporate Services Manager or a member of the Executive Management Team will be granted access to the staff development paperwork, this will also include where access to paperwork, including historical paperwork, is sought in order to resolve a disagreement or hear a grievance.

Paperwork will be kept securely by the relevant Managers. Completed Individual Action Plans will be signed by both the employee and the manager and a copy will be given to the Corporate Services Manager.

7. Distinction between the Staff Development Scheme and the Capability Procedure

The Staff Development Scheme is about enabling employees to achieve their full potential at work. It is not about dealing with an employee's inability to perform to the standard required in their particular job. Should such an issue arise, it will be dealt with under the Authority's separate Capability Procedure.

8. Job Description Reviews

The Staff Development Scheme is designed to provide employees with a clear understanding of how their work fits into the Authority's overall corporate plan and to provide for regular analysis of their training and development needs within a framework set by the Authority's objectives.

A review of the job description may be triggered by the Staff Development Meeting. Any necessary changes made to job descriptions must be agreed by both the manager and employee. The Corporate Services Manager is responsible for changing and reissuing the revised job description.

9. Disagreements

A Staff Development Meeting is the two-way-process in which manager and employee will agree appropriate work objectives and training and development needs for the year ahead. Both the manager and employee will therefore sign an agreed review record at the end of the meeting.

The Staff Development process is about reaching agreement on the required work objectives and training needs of both the Authority and the employee. However, from time to time this may not be possible.

If disagreements do arise, in the first instance the manager will be responsible for trying to resolve any area of disagreement with the employee during the meeting. Where this is not possible a period of two to three working days should be allowed after which a further effort to reach agreement should be made by the two parties. If disagreements remain unsolved, the unsigned review record, including details of the reasons why there is disagreement, should be forwarded to the relevant Director. This should take place within seven working days of the original meeting.

The Director will review the case at a meeting involving both the manager and the employee, and will make a decision which will be final.

Where disagreement occurs between the Manager and Director the referral will be to the Chief Executive.

Where disagreement occurs between the Chief Executive and a Director, all endeavors will be made to resolve any dispute which may include the use of another Officer or through mediation. If no resolution can be found the matter will be referred to the Authority.

10. Grievance/Disciplinary Procedure

The procedure described in the previous paragraph should be followed if there is a failure to agree objectives and training and development needs for the year ahead.

However, if an employee has substantial grounds to believe that the Staff Development Scheme is not being properly applied to him/her, they may raise the matter under the Authority's Grievance Procedure as set out in Section 10 of the Local Conditions of Service, which includes the right to Trade Union representation.

If however, the employee refuses to undertake duties that have been assigned to their post or a continual failure to meet agreed objectives the Authority may invoke the Disciplinary Procedure.

PAPERWORK

- ✓ Individual's Job Description
- ✓ Corporate Plan
- ✓ Annual Service Plans
- ✓ Staff Development and Review Record

Staff Development Process

1. The Chief Executive's staff development will be undertaken by the Chief Executive's Appraisal Panel and will normally take place in September / October. This will initiate a review of the Authority's Corporate Plan which will usually be considered by Members in November each year.
2. Once the Corporate Plan has been agreed and the budget for the forward year has been approved (usually early February), the Staff Development Process can begin. Normally this will be in the form of a cascade starting at Director level. The process will inform the development of the Annual Service Plans which are due for approval in April and therefore all interviews should be completed by the end of March each year.
3. All staff will undergo their Staff Development Meeting (SDM) with their relevant line manager, in private, to discuss and agree their individual objectives and any potential training and development needs for the year ahead.
4. Line managers must ensure that they have the correct paperwork, which should include the employee's most recent job description and the previous review record (if applicable). Line managers may wish to consult with the Corporate Services Manager for general information and advice.
5. The SDM should include a review of the previous year's objectives, if applicable, and any information from the progress meetings.
6. In the context of the SDS, all objectives set for the employee should be related to the objectives being developed in their Section's Annual Service Plan and derive ultimately from the overall aims and objectives of the Authority's Corporate Plan.
7. There is no prescribed number of objectives, targets or tasks, but the package of objectives should present a challenge which will develop the individual but which is also realistic and capable of being achieved within the timescales identified.
8. The SDS is a two-way exchange and is not simply concerned with the line manager's assessments of an employee. Both line managers and employees view on what has been achieved should be recorded along with what they identify in relation to the support needed for the employee to enable set objectives to be met.

9. The line manager should summarise what has been agreed at the meeting on the relevant form. This will form the content of the agreed SDM record and should be signed by both parties within seven working days of the meeting.
10. A copy of the signed SDM record, which includes the any training and development identified, will be issued to the employee, in person, by their manager.
11. A copy of the individual's training plan which must detail any training and development needs identified will be submitted to the Corporate Services Manager for inclusion in the Authority's overall Draft Corporate Training and Development Plan.
12. In May all corporate training and development needs will be reported to the EMT by the Corporate Services Manager, for approval. Resources, if available, will be allocated from within the Authority's Training Budget to finance the Authority's training and development plan.
13. The Corporate Services Manager will notify Managers of the approved training plan.
14. If, during the Staff Development Meeting, there are agreed amendments to the employees Job Description, is should be given to the Corporate Services Manager who will make the necessary amendments.
15. The Corporate Services Manager will re-issue the amended Job Description to the employee

1. GENERAL INFORMATION

What is a Staff Development Meeting?

Staff Development Meeting (SDM) is an essential part of the Authority's commitment to developing staff and to delivering a high quality service. Its purpose is to enhance work effectiveness and facilitate career development; it involves discussing ways in which your work could be developed and ways in which any difficulties and obstacles to progress could be removed.

Among other things, Staff Development Scheme ensures that you are clear about your responsibilities and have a formal regular opportunity to discuss any help you may need in meeting them. All staff should be included in the Authority's Staff Development Scheme and receive the appropriate training.

Through the process we aim to:

- Provide an opportunity for positive and constructive two-way review of work progress
- Allow agreement of an action plan
- Provide for discussion of training needs for your current role and career development
- Allow for identification and discussion of difficulties or obstacles to your effectiveness
- Provide a way of balancing your personal needs and ambitions with the Authority's overall aims and objectives.

This process does not replace good management practice, nor is it used as a disciplinary tool. The details of the review discussion remain confidential between yourself and your manager, however access will be granted to the Corporate Services Manager or a member of the Executive Management Team for monitoring and evaluation purposes or where access to paperwork, including historical paperwork, is sought in order to resolve a disagreement or hear a grievance.

How is Staff Development and Review carried out?

There are three key stages in the Staff Development and Review process:

1. **Preparation** (taking stock and looking ahead)
2. **Discussion** (through a formal, regular review meeting)
3. **Recording** (noting the agreed actions and objectives)

Who will carry out my review?

Your reviewer will normally be your direct line manager.

How often will it take place?

If you are newly appointed, you should expect to be reviewed after completion of your probationary period. Thereafter, you should expect to have a review annually.

In addition, there will be a follow-up meeting to review progress half way through the review period.

Who can I contact for advice?

You should speak to your line manager in the first instance if you have any queries about the operation of the Authority's Staff Development Scheme. The Corporate Services Manager is happy to answer any queries on the operation of the Scheme or training opportunities.

B FREQUENTLY ASKED QUESTIONS

How should I prepare for my review?

You will need to collect together the documentation to bring to the meeting. This may include your job description, a prepared list of tasks/key activities, your last review form, any training records you may have and any project proposals and plans, and training opportunities you may think relevant to your area of work.

As part of your preparation, you should:

- ✓ Take stock of your progress against personal and professional plans, e.g. achievements and responsibilities since your last review (or your appointment, if you have not been through the process before).
- ✓ Think about your successes and difficulties and consider what lessons you can learn for the future.
- ✓ Look ahead to the coming review period and outline your key personal and professional plans. Think about what might hamper their achievement and about any training and development needs you have, now or longer term.

You may find it helpful to draft a list of points for discussion in line with the Staff Development Meeting Agenda, and pass it to your line manager, who will also be preparing by reviewing your progress, well before the meeting date. He/she may then add further points for discussion and return the list to you, before the meeting date.

What should I expect at the meeting?

During the meeting you will be discussing with your line manager your progress over the review period before agreeing an action plan for the future, taking into account the Authority's overall aims and objectives.

The discussion and/or decisions are then recorded and you will be given opportunity to add your comments. The formal framework for the meeting and the arrangements for recording the discussion will be in accordance with the Authority's Staff Development Scheme.

The meeting will take place in the Authority's offices and the arrangements should ensure that the discussion is uninterrupted and confidential. You should plan for the meeting taking at least an hour.

The details of your discussion remain confidential to you and your line manager after the meeting. The formal training needs will be sent to the Corporate Services Manager for collation and consideration by the Executive Management Team.

What happens to the records afterwards?

You will be given a copy of the documents. The original copy will be retained by your line manager, to be accessed only by the Executive Management Team, the Corporate Services Manager or your line manager.

The action plan can be used by yourself and line manager to monitor your progress during the review period, and will be used as a starting point for the preparation stage of the next review. It can also provide a useful record if you need to draw up a CV and can act as a reminder to your training and development activity.

The Corporate Services Manager will keep an electronic record of all your training and development activity on the secured HR system.

How will I benefit from this process?

Surveys carried out on the Staff Development process have identified the following benefits for the Authority and individuals involved:

- Improved communications
- A formal opportunity to review progress and plan for future activity and development
- Clarification of roles, responsibilities, aims and priorities
- A formal record of experience and learning over time to complement a CV or Continuing Professional Development (CPD) activity
- An opportunity to draw on the ideas of all staff and for organisational learning
- More open styles of management and leadership
- Better targeting and planning for training and development on an organisational basis

- Enhanced overall performance through more effective and motivated staff

Also, they have found that the more participants put into the process, the more they get out of it!

As an employer we believe that the benefits of an effective scheme include:

- An overall contribution in forwarding our equality and diversity policy
- Improved communications and cohesion between staff within sections
- Enhance overall performance through the consideration of individual and organisations objectives

What are the line manager's responsibilities?

A line manager should prepare by familiarising themselves with the Staff Development Scheme and by attending all training associated with the scheme. They should also ensure that they have information on the overall and specific aims and objectives of the Authority.

For each member of staff, you should decide what preparatory documents you need to undertake the review. These will include job description, personal specification, a prepared list of task/key activities, the last review form, training records and any project proposal and plans.

It is important that you ensure a record of any discussion and agreed action plan is made (taking into account the individual and Authority objectives) and completed afterwards and that action is taken on training and development needs. You must pass information to the Corporate Services Manager on any common training or development needs you identified through the staff reviews.

The Corporate Services Manager will provide managers (via EMT) the approved corporate training plan.

What are the employee's responsibilities?

- ✓ To attend all scheduled Staff Development and Review meetings.
- ✓ To prepare appropriately for the meeting.
- ✓ To identify your progress against your personal and professional achievements and responsibilities.
- ✓ To look ahead and identify any future aims and objectives which may be agreed in the meeting.
- ✓ Identify what training and development opportunities you feel you may need to help support you.
- ✓ Identify any areas of difficulty you have found, if any and think of solutions which may help you tackle those difficulties.

STAFF DEVELOPMENT SCHEME

Employee Name:

Meeting Date:

Draft Agenda

The following is a draft agenda. Please let your manager know of any other agenda items you would like to add, either before the above date or at the start of the review.

- General discussion re: achievements and progress since last review
- Targets for next 12 months
- Training/Development required to help meet targets
- Views on your future development and career aspirations
- General discussion re: how we can improve the way we work

Preparing for your Meeting

Please bring your job description to your review.

It would be helpful if you could consider the following questions prior to the review.

1. What have been your main achievements since your last review?
2. Which skills have you developed in that period?
3. What areas of difficulty have you found, if any?
4. Are there any staff development activities that were planned that did not happen?
5. What aspects of your role do you wish to improve/develop?
6. Are there any skills you have that you feel are not being fully utilised and you would be interested in developing?
7. What do you feel should be your key targets/objectives for the next 12 months?
8. What training and development do you feel you need to support you?
9. For the future, what career developments or personal aspirations do you wish to be considered?

Staff Development Meeting Record

PART 1

Name:

Job Title:

Period covered by review:

Review Date:

PART 2

Summary of Discussion

1. Record the achievements related to key objectives of the job over the review period.

2. Record the objectives to be met by the next review date. (Record any development and training needs required to support the objectives on the individual training and development plan).

3. Record any views on your future development and career aspirations.
(please be aware that any development opportunities are not guaranteed approval)

4. Record any action points agreed during the review

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PART 3	
Line Managers Comments	
PART 4	
Employee's Comments	

Signed (Line Manager).....Date.....

Signed (Employees).....Date.....

INDIVIDUAL TRAINING AND DEVELOPMENT PLAN

SECTION		EMPLOYEE NAME	DATE		
TRAINING AND DEVELOPMENT NEED	CORPORATE OBJECTIVE	HOW NEED IS TO BE MET	ESSENTIAL/DESIRABLE (please detail justification)	TARGET DATE	COST (£)

Signed (Employee)..... Date.....

Signed (Manager)..... *(Please forward this form to the Corporate Services Manager)*