



STAFF DEVELOPMENT SCHEME

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Staff Development Scheme

1. Policy

The Authority believes that if employees have a clear understanding of how their work fits into its overall 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.

2. Aims

- ✓ To provide a planned structure for managing training and development, which clearly relates the objectives of the Authority and its Sections to individual training and development plans.
- ✓ To enable employees to achieve a high standard of performance in the workplace which is necessary to enable the Authority to meet its objectives
- ✓ To give employees a clear sense of involvement in the Authority's plans for the future
- ✓ To encourage Managers to see employee development as a key responsibility
- ✓ To enable employees to achieve their full potential at work
- ✓ To promote effective communication between Managers and employees.

3. 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 he or she does not wish to do so, provided that he or she attends development meetings, meets objectives and performs his or her job to the required standard.

4. Training Agreements

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When the Chief Executive approves day release and/or financial assistance for part-time 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. This training must be undertaken before any such meetings are held.

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

6. Confidentiality

Information associated with Staff Development Meetings will be strictly confidential.

Paperwork will be kept securely by the relevant Managers. Completed Action Plans will be copied to the employees by managers.

Where access to paperwork, including historical paperwork, is sought in order to resolve a disagreement or hear a grievance, the agreement of both participants will be required.

On request the Assistant Corporate Services Manager will be granted access to paperwork by managers as part of the monitoring and evaluation process.

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 a case arise, it will be dealt with under the Authority's separate Capability Procedure.

8. Relationship with 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

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and to provide for regular analysis of their training and development needs within a framework set by the Authority's objectives.

Each postholder also has defined in their job description the broad objectives and key tasks of their post. Clearly these should be consistent with the overall corporate aims and objectives of the Authority and therefore with the specific objectives agreed at the individual's Staff Development Meeting.

The job description is one of the documents which will help to prepare participants for that meeting.

9. Disagreements

A Staff Development Meeting is a two-way-process in which manager and employee will normally agree objectives and training and development needs for the year ahead. Both will therefore sign an agreed individual Action Plan at the end of the meeting.

However, disagreements may arise from time to time. In the first instance the manager will be responsible for trying to resolve any area of disagreement with the employee during the development 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 individual Action Plan, including details of the area of difficulty, should be forwarded to the relevant Assistant Director. This should take place within seven working days of the original meeting.

The Assistant Director will review the case at a meeting involving both participants and will make a decision which will be final.

Where disagreement occurs between the Director and an Assistant Directors the referral will be to the Clerk to the Authority via the Assistant Corporate Services Manager)

10. Grievance 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

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the Local Conditions of Service, which includes the right to Trade Union representation.

PAPERWORK

- ✓ Individual's Job Description
- ✓ Corporate Plan
- ✓ Service Plans
- ✓ Meeting Action Plan/Form

Staff Development Process

1. By April each year, each section's service plan will have been agreed. The section plans will incorporate the aims and objectives of the Authority's Corporate Plan.
2. In April all staff will undergo their Staff Development Meeting with their relevant Manager, in private, to discuss and agree their individual objectives and training and development needs for the year ahead.
3. Managers must ensure that they have the correct documentation, which should include the employee's most recent job description. Managers may wish to consult with the Assistant Corporate Services Manager for general information and advice.
4. The Staff Development Meeting should include a review of the previous year's Action Plan, if applicable, and any information from progress meetings.
5. In the context of the Staff Development Scheme, all objectives set for the employee should relate to the objectives of their Section Service Plan and derive ultimately from the overall aims and objectives of the Authority's Corporate Plan.
6. There is no prescribed number of objectives, 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 Action Plan timescale.

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7. The Staff Development Interview is a two-way process and is not simply concerned with the manager's assessments but also with the employee's view on the support needed from the manager to enable objectives to be met.
8. The manager should summarise what has been agreed at the meeting on the relevant form. This will form the content of the agreed Action Plan and should be signed by both parties within seven working days of the meeting.
9. A copy of the Action Plan, which includes the individuals training and development plan will be issued to the employee, in person, by their manager.
10. A copy of the Action Plan detailing the training and development needs identified will be submitted to the Assistant Corporate Services Manager for inclusion in the Authority's overall Draft Training and Development Plan.
11. In April/May agreed section training and development needs will be reported on the relevant form, to the Assistant Corporate Services Manager, who will discuss the managers identified priorities with the Assistant Directors to agree an Authority Training and Development Plan for the year ahead. Resources will be allocated from within the Authority's Training Budget to finance individual training and development plans.
12. Once the priorities have been determined in the Authority Training and Development Plan, both the manager and the employee will be notified by the Assistant Corporate Services Manager.
13. If there are agreed amendments to the employees Job Description, this must be attached to the Action Plan Form and given to the Assistant Corporate Services Manager who will make the necessary amendments.
14. The Assistant Corporate Services Manager will re-issue the amended Job Description to the employee.

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ACTION PLAN

STAFF DEVELOPMENT INTERVIEW – Date.....

EMPLOYEE NAME.....TITLE.....

Key Tasks/Objectives	Area of Focus	Training and Development Need Identified	Completion Date

Amendments to Job Description (*tick as appropriate*) Yes No

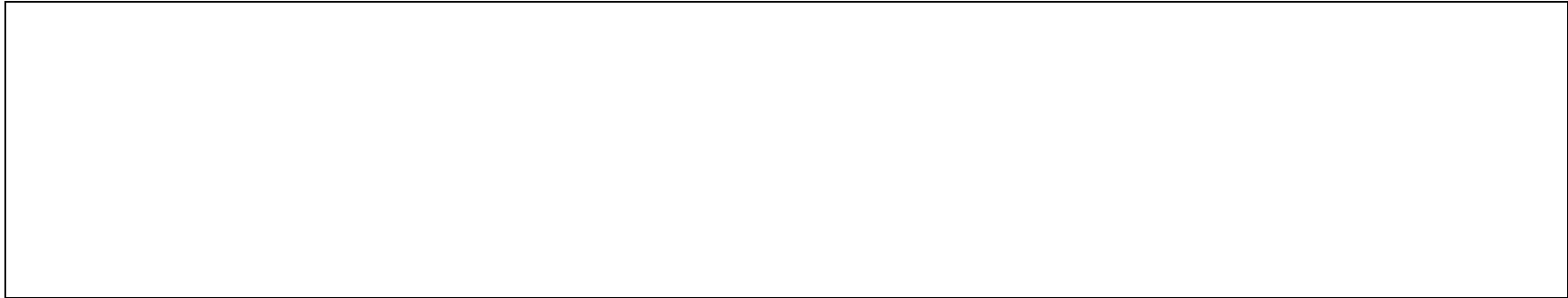
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Signed (Employee)Date.....

Managers Signature.....Date.....

Any additional information/comments.

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SECTION TRAINING AND DEVELOPMENT ACTION PLAN

This Template should give a summary of your Sections Training and Development needs which should be forwarded to the Assistant Corporate Services Manager. This plan will then be used to develop an overall Authority Training and Development Plan.

The identified Training and Development needs should be derived from individual Staff Development Interviews. If group training needs are identified, they also need to be added to your overall Section Training Plan.

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

Employee Name	Role	Training and Development Need Identified	Suggested Activity	Priority H/ M/ L	Timescale	Cost (if known)	Comments/ Justification
		<i>Training need as identified within the Staff Development Interview Process</i>	<i>Course, Conference, Coaching etc</i>	<i>High/ Medium /Low</i>	<i>By When?</i>	<i>Course Fees etc.</i>	
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