

POWYS CHALLENGE

Registered Charity No: 1091494 Company No: 4350654

INDUCTION SUPERVISION TRAINING AND DEVELOPMENT and ANNUAL DEVELOPMENT REVIEW (Staff and Volunteers)

POLICY AND PROCEDURES

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INDUCTION, SUPERVISION, TRAINING and DEVELOPMENT and ANNUAL DEVELOPMENT REVIEW (Staff and Volunteers)

Policy and Procedures

Policy

Powys Challenge recognises that induction to post, regular supervision, training and development, are all essential parts of good practice and quality assurance in management and service provision.

The Trustees therefore intend to ensure that adequate resources, both human and financial, are available to enable these processes to be effectively maintained for both staff and volunteers. The Trustees see this responsibility as part of their commitment to their employees and volunteers and to the high quality of services to user groups.

Staff supervision will take place regularly throughout the year. In addition there will be an annual Staff Training and Development Review, which will be part of the Annual Development Review.

The Annual Development Review will not be linked to incremental increases in salary. The Review should enable staff member and line manager to reflect on the previous year's work and plan constructively for the following year's work.

The Trustees believe that the role of the line manager (supervisor) in both supervision (for staff and volunteers) and Annual Development Review (for staff) should be that of an enabler and should model good practice. The Trustees believe that this role is key for both line managers of staff and managers of volunteers.

Good management practices should be demonstrated through punctuality, planning implementation, identification of options, and directing to sources of information.

Good counselling practices should be demonstrated through listening, clarifying, reflecting, interpreting, probing and challenging.

The overall aim should be to facilitate the development of each member of staff and each volunteer so that the aims and objectives of the organisation are met and service delivery is continuously improved.

Staff Induction

All staff should undertake a period of induction.

The length of the induction process will depend on the nature of the post and the previous knowledge of the staff member.

Induction should include the following:

- **Meeting with all staff**
- **Meeting with agency staff**
- **History, aims and objectives of Powys Challenge**
- **Policies, practices and procedures**
- **Organisational matters – who does what**
- **Funding**
- **Development plans**
- **Terms and Conditions of employment**
- **Staff supervision and support arrangements**
- **Volunteer tasks and activities**
- **Volunteer processes, enquiry, training, accreditation**
- **Volunteer support and supervision**
- **Referral processes**
- **Criminal record and DRAIG checks**
- **Community links**
- **Health and safety – staff and volunteers**
- **Security**
- **Confidentiality**
- **Equal Opportunities policy and practices**
- **Job description**
- **Time management**
- **Line management and accountability**
- **Welsh Language Awareness**
- **Others specific to the post**

These areas of induction may be varied as necessary and achieved in a variety of ways - time with other staff, time with line manager, shadowing, observation, reading, and any other appropriate ways. They should be recorded on the Staff Induction and Evaluation form. Some induction topics (e.g. Welsh Language Awareness) may not all take place in the first few weeks of appointment, but should be accomplished within the probationary period.

The Trustees expect that all staff should participate in a Volunteer Core Training programme within the first year of appointment.

A Staff Induction Programme should be developed for each new staff member.

Staff Supervision – Practice and Procedure

'Supervision is the process of reflecting on what you are doing with the help of another, in order to help you to do it better.' (Atherton 1987).

The function of supervision is to provide a safe environment for:

- assessing and monitoring the practice and workload of the individual worker
- clarification of agency policies and procedures, levels of decision making and prioritisation
- information exchange
- learning and development
- modelling good practice
- problem solving
- support

Powys Challenge considers that supervision is particularly important for its staff as most work is in isolation.

Supervision frequency

Supervision by the appointed line manager will take place every six to eight weeks. In addition, the staff member will have continuous informal access to line managers for support and problem solving.

Supervision venue

Staff supervision will be undertaken at a mutually convenient and safe venue, free from interruptions.

Supervision records

Records will be kept of the supervision. These notes will identify action points for both staff member and line manager. These may then be reviewed at the next supervision meeting. It is not considered necessary for staff member and line manager to sign these notes, but this may be done if the staff member so wishes.

There is no prescribed format for supervision records. A possible model is appended (S18). The line manager will ensure that notes are typed up and sent under confidential cover to the staff member within a reasonable period of time following the session. The staff member may ask for amendments to be made if s/he feels there are inaccuracies in the notes. Notes are held in confidential staff files.

Supervision content

See above – functions of supervision.

Volunteer Supervision – Practice and Procedure

Supervision of volunteers is essential in order to meet the needs of volunteers for validation and to enable volunteers to work in professional manner. Supervision of volunteers can also help to ensure that the activities of volunteers fall within the objectives and goals of Powys Challenge and that creative ideas are brought into planning processes.

Powys Challenge believes that:

- casework supervision is the responsibility of the referring officer.
- where there is no case officer, responsibility for volunteer supervision belongs to Powys Challenge staff.
- regardless of case work supervision, Powys Challenge staff have responsibility for support and pastoral care for volunteers in the course of their work with offenders.

The Trustees accept that most supervision of volunteers will be done informally, and often by telephone. It is important that the volunteer feels supported, including during periods where s/he is not actively engaged in work for Powys Challenge.

Where more formal supervision is appropriate, the staff member responsible must ensure that there is adequate time to devote to the task and that the venue is conducive to constructive work. The good practice methods sited above (Staff supervision – practice and procedures) should be followed.

Brief records of contacts with volunteers should be kept whenever possible. Such records provide evidence of supervision and also permit points of reference in cases where instructions about specific work are given. Records also enable audit trails to be undertaken. Such audit trails are part of quality assurance procedures.

Volunteers must have easy access to staff at all times, and have contact numbers for all staff, in case problems arise during the course of their work which need immediate support or advice.

STAFF TRAINING AND DEVELOPMENT

Needs Assessment – Practice and Procedure

Staff training and development is recognised by Powys Challenge as being integral to the provision of effective service provision.

Training serves two main purposes:

- 1) **Ensuring that the job role is competently performed.** A Person Specification for any post identifies essential and desirable skills, qualifications, personal requirements and competencies. No staff member fulfils all aspects of these tasks but all are capable to growth and development, both in terms of work and wider lives.
- 2) **Enabling staff to adapt.** Powys challenge recognises that jobs change; paper systems replaced by databases; new areas of work added to an original brief; organisational changes. Training and support enables staff members to adapt to such changes in as stress free a manner as possible.

In addition, training also offers individuals the opportunity for career development, either in-house, of such opportunities arise, or with new employers.

It is expected that all staff will have a Training Needs Assessment undertaken annually.

On first appointment, a Training Needs Assessment will be carried out with the relevant line manager. Subsequent Training Needs Assessment will be carried out initially by the staff member, and then discussed with the appropriate line manager in order to prioritise needs and discuss ways in which needs can be met.

The Staff Training and Development Plan will form part of the Annual Development Review process.

It is important to recognise that training needs can be met in a number of ways. Most of which do not entail external training leading to qualifications. It is up to the staff member and her/his line manager to determine the most appropriate way of meeting needs, bearing in mind the constraints of budgets and time.

The following pages illustrate various methods of meeting training and development needs and then lists areas of training which may be required.

Not all employees will need training in all the elements listed. This may be because staff may be competent in these areas, or because some areas are not requirements of the post held.

Staff training records will be held as part of personnel files.

Employee Development Methods:

- On-the-job coaching
- Planned work experience
- Membership of a working group, task force, quality circle
- Internal workshops
- Individual or group projects
- Planned visits to other (similar) organisations
- Guided reading
- Simulations
- Attachments/transfers/exchanges, secondments
- Open learning courses
- In house courses
- External courses
- Qualification training

NB Where a staff member wishes to attend an external training course, the relevant request form must be completed and forwarded to Head Office. The form must specify what needs the course will meet and what benefits will accrue to Powys Challenge as a result of attendance.

Approval will be subject to training budget and the appropriateness of the course.

Areas of Training

1	Management	
	1.1	Recruitment and selection of staff
	1.2	Staff review and development training
	1.3	Staff supervision
	1.4	Managing Discipline
	1.5	Financial Management
	1.6	Accessing funding
	1.7	Contract Management
	1.8	Quality Assurance methods
	1.9	Monitoring and Evaluation
	1.10	Report Writing
	1.11	Health and Safety
	1.12	Equal Opportunities
	1.13	Objective and Target setting
	1.14	Presentation
	1.15	Communication with external agencies and the press
	1.16	Powys Challenge ethos, Policies and Procedures
2	Working with Volunteers	
	2.1	Recruitment and selection of volunteers
	2.2	Interviewing and assessment of volunteers
	2.3	Training and preparation of volunteers
	2.4	Support and supervision of volunteers
	2.5	Retaining volunteers
	2.6	Volunteer administration
	2.7	Newsletter production
	2.8	Health and Safety for volunteers
	2.9	Rights and Responsibilities for volunteers
	2.10	Confidentiality
3	Contextual – criminal justice system, partner agencies	
	3.1	Criminal Justice System
	3.2	Probation Service
	3.3	Social Services
	3.4	Working with young people
	3.5	Risk Assessment
	3.6	Devising individual programmes
	3.7	Disclosure of criminal convictions
	3.8	Working with statutory agencies/partnerships
	3.9	New Deal/Employment Service
	3.10	Mentoring

4	Information Technology	
	4.1	Microsoft Word
	4.2	Microsoft Excel
	4.3	Microsoft Access
	4.4	Microsoft Powerpoint
	4.5	Microsoft Publisher
	4.6	Other software
5	Equal Opportunities <i>(NB - EO training, although a separate subject area, is integral to all other training programmes)</i>	
	5.1	Understanding Equal Opportunities legislation, policies and procedures
	5.2	Race, gender, sexuality, disability issues
	5.3	Anti-discriminatory practice
	5.4	Welfare Rights
	5.5	Welsh Language
6	Health and Safety	
	6.1	First Aid at Work
	6.2	Risk Management
	6.3	Dealing with violence
	6.4	Anger management
	6.5	Lone working
7	Office Management	
	7.1	Time Management
	7.2	Organisation of resources and information
	7.3	Petty cash
	7.4	Minute taking
	7.5	Production of publicity materials
	7.6	Data management
8	Interpersonal Skills	
	8.1	Assertiveness
	8.2	Stress Management
	8.3	Interview skills
	8.4	Counselling Skills
	8.5	Negotiation
	8.6	Communication
9	Other <i>Staff may identify other areas where they feel they may need training</i>	

VOLUNTEER TRAINING AND DEVELOPMENT

Background

The Volunteer Core Training is accredited through the Open College network. The intention is to provide a central core of training, plus additional modules, some of which will be compulsory, others optional.

Volunteers are also offered additional training, either as one off training events or as part of support group programmes.

All volunteers undergo the same Core Training. Each volunteer may choose whether to undertake the additional requirement leading to Open College Network accreditation.

Training is one way in which volunteer development can be encouraged and through which volunteers can become more skilled at the tasks they are required to perform. Provision of high quality training also recognises the value placed on volunteers.

Volunteers may be asked to undertake externally provided specialist courses. Where this is the case, they are asked to feed back information to staff and disseminate information through support groups.

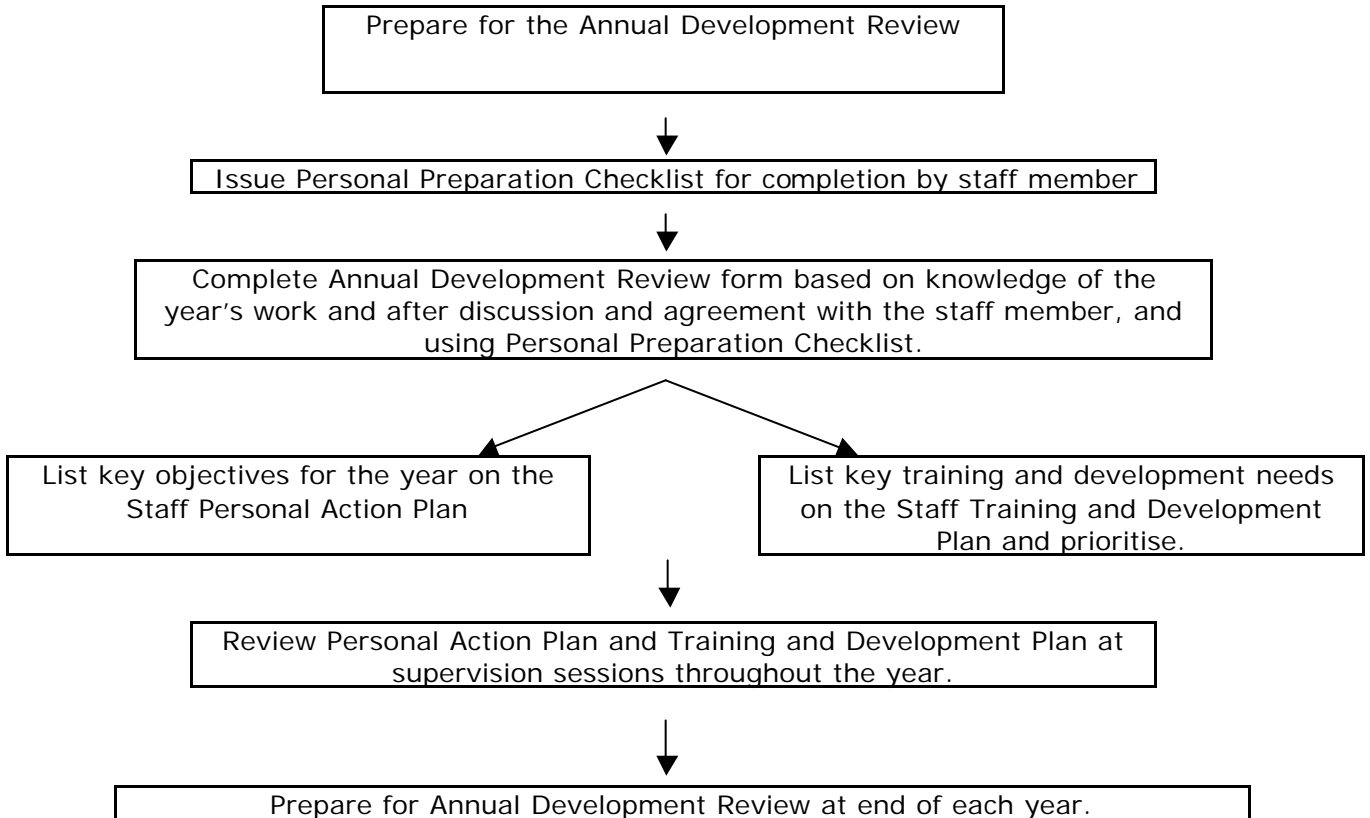
Powys Challenge staff are required to keep records of volunteer additional training, both internal and external, in order that there shall be good matching of volunteer skills with client needs.

ANNUAL DEVELOPMENT REVIEW

Each member of staff should review her/his performance annually with her/his line manager. The date and venue should be mutually agreed. The function of the review should be explained.

In advance of the meeting, the staff member should complete the Annual Development Review Personal Preparation Checklist. A copy may be brought to the meeting and discussed jointly. The key questions listed on the Annual Development Review form should be discussed and the form completed. Objectives and action points will then be transferred to the Staff Personal Action Plan. Training and Development Objectives will be transferred to the Staff Training and Development Plan.

DIAGRAM OF PROCESS



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Appendices

Form Title	Reference
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Staff & Volunteer Induction checklist	SV44

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STAFF INDUCTION – PLANNING AND EVALUATION

Name: _____ Post: _____ Base: _____ Start Date: _____

INDUCTION AREAS	METHODS OF INDUCTION	EVALUATION AND IDENTIFIED LEARNING NEEDS
Meeting with all staff		
Meeting with agency staff		
History, aims and objectives of Powys Challenge		
Organisational matters – who does what		
Funding		
Development plans		
Terms and conditions of employment		
Staff supervision and support arrangements		
Volunteer tasks and activities		
Volunteer processes, enquiry, training, accreditation		
Volunteer support and supervision		
Referral processes		
Criminal record and DRAIG checks		
Health and Safety – staff and volunteers		
Security		
Confidentiality		
Equal Opportunities – policy and practices		
Community links		
Job description		
Time management		
Accountability		
Welsh Language Awareness		
Others		

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STAFF INDUCTION PROGRAMME

Name: _____

Post: _____

Week beginning: _____

Dates	Morning	Afternoon	Evening
<u>MONDAY</u>			
<u>TUESDAY</u>			
<u>WEDNESDAY</u>			
<u>THURSDAY</u>			
FRIDAY			

Entries should identify who, what, where, when and why.

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STAFF SUPERVISION RECORD

Name _____

Date, Time and Place _____

Supervisor's Name _____

We agree that any items of a personal nature will remain confidential except with the agreement of both staff member and line manager.

Agenda items will be drawn up by both staff member and line manager separately in advance and exchanged in advance of the meeting, unless otherwise agreed.

Item No	Topic, Issues and Action	When by	Who By	Done

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Cont:

Item No	Topic, Issues and Action	When by	Who By	Done

Date, time, place of next meeting

Signatures (if required) _____(Staff member)

_____ (Line Manager)

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STAFF TRAINING REQUESTTo **Powys Challenge**

From _____

Date _____

Name of course _____

Date/s of course _____

Training organisation, address and telephone no _____

Cost _____

Venue _____

Final booking date _____

Please attach course details and state briefly the reason why you think this training will be of benefit to you and Powys Challenge. How will you disseminate information you have gained to other staff and volunteers?

Signed: _____

Date: _____

Office Use:

Application authorised: Yes/No

Place booked: Yes/No

Fee paid: Yes/No

Reason for rejection:

Signed: _____ Date: _____

(NB This form to be copied to applicant)

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ANNUAL DEVELOPMENT REVIEW

PERSONAL PREPARATION CHECKLIST

Private and Confidential

Name: _____

Job Title: _____ Base: _____

Date of review meeting _____

With _____

Please use this form to help you prepare for your Annual Development Review if you would find it helpful. If you do use it, you are not required to share it with your line manager unless you choose to do so.

- 1 What are the key responsibilities of your job? (Year 1)**
To what extent have last years' objectives been met? (Year 2 onwards)

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5 What additional skills, knowledge or experience would you find helpful in your present job?

6 What other issues do you want to raise at the review?

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ANNUAL DEVELOPMENT REVIEW

Private and confidential

Name: _____

Job Title: _____ Base: _____

Date: _____

1 List the key areas of the job (First Review)

OR To what extent have last years' objectives been met?

State which objectives have been met in full, which have been partially met and which are still to be achieved. Note any objectives, which have been changed during the year due to changes in circumstances. (Second and subsequent reviews)

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STAFF PERSONAL ACTION PLAN

Name: _____

Job Title: _____

Base: _____

Date of Review: _____

Action Plan year: _____

Transferred from Annual Development Review Form

Key Objectives (ie expected results)	Business Plan Objective(s) to which this relates	Actions agreed in order to achieve objective	Agreed Review Date	Comments from Review

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Cont:

Key Objectives (ie expected results)	Business Plan Objective(s) to which this relates	Actions agreed in order to achieve objective	Agreed Review Date	Comments from Review

Staff member's signature: _____

Line manager's signature: _____

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STAFF TRAINING AND DEVELOPMENT PLAN

Name: _____

Job Title: _____

Date of Review: _____

Action Plan year: _____

Transferred from Annual Development Review Forms

Training and Development Objective	Method	Code	Business Plan Objective(s) to which this relates	Date to be achieved	Actioned by	Reveiwed

Staff Member's Signature: _____

Line Manager's Signature: _____

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STAFF & VOLUNTEER INDUCTION CHECKLIST

Name: _____

Post: _____

Base: _____

Start Date: _____

SUBJECTS	METHOD	LEARNING NEEDS
Powys Challenge		
• History		
• Aims and Objectives		
• Constitution		
• Role		
• Terms and Conditions of Employment		
Powys Challenge		
• History		
• Philosophy, Aims and Objectives		
• Policies and Practices		
• Organisation		
• Staff Roles		
• Funding		
• Current Project roles		
Powys Probation Service		
Powys Social Services		
New Deal		
• Staff Supervision and Support		
• Development plans		
• Publicity		
• Volunteer tasks		
• Newsletters		
• Volunteer enquiry/training/accreditation		

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• Referral procedures		
• Criminal Record and DRAIG Checks		
• Petty Cash		
• Monitoring system		
• Volunteer Support/Supervision		
• Community Liaison		
• Liaison with agency staff		
• Project evaluation		
• Who's who		
• Health and Safety		
• Security		
Partnership Agencies		
• Philosophy, Aims and Objectives		
• Powys Probation Service		
• Powys Social services		
• Employment Services		
• Personnel		
• Procedures		
Functions of the Post		
• Job Description		
• Time Management		
• Work Planning		
• Line Management and Accountability		
Other		