



Title	Learning and Development Policy
Purpose	<p>This policy has been developed in line with Maryhill Housing’s overall values and People strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis. Maryhill Housing aim to promote a culture of learning within the organisation. This policy is based on the principles that the organisation:</p> <ul style="list-style-type: none"> • thinks of its workforce as an asset and believes that it should invest in that asset; • believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth; • considers it appropriate to base such learning and development opportunities on the requirements of the business, and decisions about investment in staff learning and development will be made accordingly; • believes that responsibility for learning and development should be shared between Maryhill Housing and its employees; • wants to empower its staff members to take ownership of their own development, with support from their managers and the organisation as a whole; • believes that its line managers have a key role to play in people development; • regularly reviews its overall level of budget invested in staff learning and development to ensure that adequate and appropriate resources are provided. <p>An effective Learning and Development policy can help the organisation:</p> <ul style="list-style-type: none"> • keep staff motivated in their work • build loyalty within the organisation • provide staff with the skills to progress their career • fill identified skill gaps within the organisation • help the organisation stay ahead of its competitors.
Scope	<p>This policy applies to:</p> <ul style="list-style-type: none"> • All MH employees
Definitions	<p>For the purpose of this policy the following definition will apply:</p> <p>Learning and Development- learning and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their experience, knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at</p>

	learning courses, conferences or seminars, visits to other organisations, work shadowing, formal study, coaching and mentoring.
Policy Statement	<p>All employees are entitled to: <i>f</i></p> <ul style="list-style-type: none"> • equal opportunities in all aspects of their development; <i>f</i> • an induction into their role, their team and the organisation; <i>f</i> • information on the organisation's values and the Corporate objectives of the organisation; <i>f</i> • clear and measurable objectives for their performance at work; • a twice yearly review of their performance; <i>f</i> • a manager who is committed to staff development; <i>f</i> • coaching to enhance development and career progression <p>This policy aims to:</p> <ul style="list-style-type: none"> • Ensure fairness, clarity and consistency of L&D opportunity for all employees. • Support employees to develop their skills and experience. • Promote a culture of sharing knowledge and skills with work colleagues <p>Enhance Maryhill Housing's reputation as an employer of choice with skilled, motivated and loyal employees</p> <p>Purpose of Learning and Development</p> <p>Learning and development needs to take place to meet individual, team and ultimately the objectives of the organisation.</p> <p>Maryhill Housing believes that learning and development is a continuous process. There is an expectation that staff will keep up to date with developments within their own area of expertise.</p> <p>The responsibility for identifying learning and development needs and carrying out agreed learning and development activity is shared between the Line Manager and the staff member. Maryhill Housing will encourage and support appropriate learning and development in the following ways:</p> <ul style="list-style-type: none"> • supporting mandatory L&D where legislation requires the organisation to fulfil legal obligations. • Line Managers are responsible for providing support and guidance in relation to the learning and development of those reporting to them, particularly in relation to the identification of learning and development needs and making sure that appropriate action is taken as a result. • Each employee is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Maryhill Housing. This includes analysing their own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development. • HR will monitor and evaluate learning and development activity

to review and improve future learning provided. All staff are expected to participate in the evaluation of learning and development.

Promotion of Learning and Development

Any new learning and development programmes offered to staff will be publicised through the organisation's normal communication channels, including the intranet, email and at team meetings. The organisation will make use, where appropriate e-learning, whereby adequate time will be provided to allow staff to complete this learning.

Learning budget

An annual budget is approved each April for learning and development activities. Applications for learning fees to be subsidised fully or partially by Maryhill Housing will be subject to availability of funds in the training budget and meet the requirements of the business.

Responsibilities

Employees

Maryhill Housing believes that employee development is most effective when the individual staff member takes responsibility for identifying any opportunities for self-development which will enhance work performance through increased skills and knowledge.

This includes taking an active role in planning your own personal development, undertaking agreed development activities, and evaluating the effectiveness of these. Learning needs and opportunities will also be identified by the Line Manager in conjunction with the staff member.

It is the responsibility of the employee to complete the required training paperwork and submit to the HR Department for booking and monitoring of the L&D budget.

Attending all L&D that has been arranged (whether internal or external) or to give reasonable notice to cancel. Reasons for cancellation must be discussed and agreed with their line manager. Where applicable, employees must take all reasonable steps to ensure that cancellation fees are not incurred.

Line Managers

Line Managers are responsible for assisting staff members in identifying learning needs and for ensuring that they review these with their team on a regular basis. This should be captured within the annual appraisals and regular 1-2-1 meetings.

Line Managers have an important part to play in encouraging/facilitating their team members' involvement in learning and development activities, both as participants or organisers and in providing guidance/feedback with regard to the skills and knowledge

required for their current role.

Line Managers have a responsibility to monitor and evaluate the effectiveness of learning for staff members who have undergone learning and development.

Line Managers should seek feedback on any learning, including quality and cost effectiveness. Line Managers should also ensure that staff members implement the skills that they have gained through learning and ensure that feedback on learning is shared with Maryhill through completion of Learning and Development evaluations.

Senior Management

Senior management is responsible for actively encouraging learning and development as a means to enable Maryhill Housing to meet its business objectives, to have our staff competently trained and to enhance personal growth. They are also responsible for approving the annual L&D plan as well as Vocational training requests.

HR Department

HR Department has a facilitation role in relation to learning and development. This includes:

- Coordinating and booking learning and development activities, ensuring they are in line with agreed learning and budgetary provisions.
- Managing the centralised budget for learning and development and ensuring consistency of allocation
- Maintaining records with regard to the learning and development undertaken by Maryhill Housing staff
- Providing feedback to providers on learning effectiveness to improve development solutions
- Co-ordinating the evaluation of all L&D activity.
- Regularly reviewing the L&D Policy and Procedures.

The appraisal process

Within the organisation's appraisal process, all employees will be asked about their learning and development needs. This allows employees to discuss their upcoming training requirements/recommendations and aligning it with the staff employee's own appraisal objectives as well as the organisation's objectives.

Booking Learning and Development Activities

Once an employee has identified learning they are interested in they are required to complete a Learning Request (Appendix 1) and/or a Vocational Learning Request form (Appendix 2).

These are initially authorised by the Line Manager (ensure all sections of the form are completed) and the final version is to be sent to HR to

check against the agreed budget and to arrange booking the training.

Vocational Learning

Maryhill Housing encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications. Following completion of a Vocational Learning request form, each individual case will be assessed by the Directors and HR for approval of budget. The organisation will approve courses of study such as the Higher National Certificate, Higher National Diplomas, Masters Qualifications, professional accountancy qualifications etc.

For Vocational learning the organisation will:

1. Make payment of course and examination fees.
2. Authorise Day release/block release.
3. Provide Leave for examinations (please see T&C's)
4. Authorise Study leave (please see Special Leave policy).
5. Pay student membership fees of professional or technical bodies as appropriate (payment will only be made for one professional membership).
6. Graduation leave – a half day of special leave with pay will be granted to individuals for attendance at any subsequent Graduation ceremony for employees who have successfully completed their course of study.

Payment of fees is subject to the employee completing a reimbursement declaration (Appendix 3). This confirms that if you leave the organisation before your qualification is complete, or within a year of completion you will be liable for the reimbursement of fees (see the declaration for further details).

Vocational requests will be based on certain criteria:

- Available budget
- Ongoing financial support must be requested and authorised on an annual basis. Individuals will be made aware by their line manager that funding cannot be guaranteed for the entire duration of the study.
- Benefit to your role/development
- Benefit and impact to the organisation e.g. practicality of day release, how many other people in the team or attending Vocational training in that year etc
- Employee overall performance e.g. are there concerns around the employee's performance or alignment with the values. If so we may not be able to agree your Vocational request until improvements have been made

Vocational requests are reviewed each year. Therefore, if you were not successful in your Vocational request one year you can submit a

request again in the following financial year.

Where funding is given for courses out with office hours e.g evening courses/classes, distance learning, where the course is directly applicable to the employee's role. In recognition of the commitment to the L&D, employees will be credited with time to 5pm on the days that the employee attends the course.

Monitoring and evaluating investment in learning and development

Maryhill Housing firmly believes that it is critical to the success of both the planning and delivery of learning and development activities that the resources invested are monitored and the outcomes achieved are measured. The organisation will use its evaluation findings for future business planning and the planning of continued investment in staff learning and development.

Health and Safety learning

This includes all training required to ensure we are legally compliant in terms of health and safety responsibilities as a landlord and an employer.

All Health and Safety training will be managed by the Corporate Officer (Health & Safety and Facilities Management).

Further details on Health & Safety training can be located by contacting the Corporate team.

Maryhill Housing will ask employees on an annual basis to attend various mandatory training. This may be due to legislative and/or compliance reasons, as well as any essential organisational Corporate training.

Professional Membership Fees

Maryhill Housing will pay annual fees for employees for membership of professional institutions subject to the following criteria:

1. Membership must be directly relevant to the work of the Association.
2. Only one set of fees will be reimbursed where the employee is a member of more than one institution.
3. The employee is subject to signing a declaration confirming if they leave the organisation within that fee year they would be subject to reimbursement of these fees (see declaration – Appendix 3 - for further information).

Coaching

Maryhill Housing is committed to people and embedding a coaching culture throughout the organisation. The organisation encourages Line Managers to provide coaching support for staff who are undergoing

	<p>learning and development</p> <p>Sharing Knowledge</p> <p>Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more junior employees to ensure that occurs in a planned way. Employees are encouraged to share their knowledge and skills with each other either at team meetings, wider organisational meetings or simply by preparing and circulating material or a briefing note.</p> <p>Equal Opportunities</p> <p>Maryhill Housing is committed to ensuring equality of learning opportunity; hence no employee will be excluded from learning on the grounds of any of the 9 protected characteristics under the Equality Act 2010. All employees will have equal access to learning and development opportunities appropriate to their role.</p> <p>All reasonable adjustments will be put in place to ensure all employees are given the opportunity to take part in learning and development activities and not disadvantaged in anyway. Maryhill Housing will ensure consideration will be given to alternative formats of training as required e.g. if an employee has a visual or hearing impairment.</p> <p>We also ensure those on maternity leave can avail of their Learning and Development needs. (see Section A6 of the Terms and Conditions)</p> <p>(For further information please refer to Maryhill Housing’s policies on Equality, Diversity and Inclusion as well as Dignity at Work).</p> <p>General Data Protection Regulations</p> <p>MH will treat your personal data in line with our obligations under the current data protection regulations and our own Data Protection policy. Information regarding how your data will be used and the basis for processing your data is provided in MH’s employee privacy notice.</p>
Approval	<p>Senior Management Team- 15 January 2020</p> <p>Board – 26 March 2020</p>
Policy Owner	<p>Marie Murphy-HR Manager</p>
Review	<p>This policy will be reviewed every 3 years and/or updated in line with changes in legislation.</p>

Appendix 1

Learning and Development Request Form



The Association is fully committed to the development of **all** its employees.

Please use this form to request any form of learning and development that you feel may be relevant to you and that you and MHA may benefit from. Please complete with your line manager. The completed form should be returned to HR who are responsible for the Learning and Development budget. There **must** be budget approval **before** the training is booked. You will be notified when your request has been approved.

Please ensure you complete this form in conjunction with the Learning and Development Policy –available in the Policies folder on the F drive.

If this is a group request, your line manager should complete the form listing everyone who needs to attend,

Requests for vocational learning/ further education qualifications should be made on the separate Vocational Learning Request form.

Section 1: To be completed by you for individual requests or by line managers for group requests

Name:	
Job Title(s)/Department:	
Name of L&D / Event:	.
Provider(if known)	
Location(if known)	
Date of L&D/ Event:	
Full day / half day? <i>(No. of hours CPD gained if relevant)</i>	
Cost:	
Relevant membership number(s) (if any):	
Is this L&D / event included in your L&D needs identified at your appraisal(s)?	.
You will be asked to share your learning with your colleagues on your return from the session. How and when will you do this?	
What do you aim to achieve or learn from	

the L&D? What benefits will MHA get from you attending?

You will be asked to complete an evaluation form on your return from this L&D / event to assess if it met your expectations and needs.

Employee Signature:

Date:

Section 2: To be completed by the line manager

You need to think about value for money and the range of different ways this learning could be achieved.

1. Could the L&D happen in house delivered by existing team members? If not, why not?

2. Could the L&D happen in house for a group of employees who need it, rather than paying for an individual session, external seminar or conference? Tell us what we would need to do to make this happen, or why this wouldn't work?

3. What discounts are there available for this, e.g. bulk, group, 3 for 2, membership discounts etc? (where the supplier has been identified)

4. Have you considered sharing the training/offering it up to other RSLs or relevant organisations to share costs? If you haven't considered this, why not?

5. If this is for a conference, is there a better way of getting the learning (online, networking, etc.?) What are the specific benefits/sessions at the conference that will benefit MHA and how will it be cascaded to others?

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Now that you have considered all the options, can you rate the priority level of the training request using the scale below? Please circle.

Priority 1: required within 6-12 months **Priority 2:** required in 12-18 months
Priority 3- development opportunity if budget allows

Signature:

Date:

Section 3: To be completed by HR Manager

Budget approved:	Yes/No
Amount of budget approved:	£

Signature:

Date:

Appendix 2



Vocational Learning Request

*The Association is fully committed to the development of **all** its employees.*

Please use this form to request any form of vocational training that you feel may be relevant to you and you and MHA may benefit from. Please provide as much detail as possible. The completed form should be returned to the HR Team who are responsible for the Learning and Development budget. There **must** be budget approval **before** the training is booked. You will be notified when your request has been approved. Ongoing financial support must be requested and **authorised** on an **annual basis**.

Please ensure you complete this form in conjunction with the Learning and Development Policy –available in the Policies folder on the F drive.

In consideration of your vocational request your manager will be asked to give an overview of your current performance. If there are concerns around your performance please remember we may not be able to agree the Vocational request until improvements have been made

Name:	
Job Title/Department:	
Course / Qualification Title:	
Provider / Location (where does the course take place?):	
Type of Course (e.g. part time, distance learning etc):	
Outline of Course:	
How long does course/qualification last?	
Date(s) and Times of classes to attend:	
Course Fees:	
Please state why you wish to apply for this qualification, giving as much detail as possible. You should explain how undertaking this qualification will benefit the Association.	

LINE MANAGEMENT USE ONLY: The following should be discussed with employee and their line manager.

<p>Is the vocational learning appropriate to the needs of the Association and to the career development of the particular member of staff?</p>	
<p>Can the Association commit to the level of time required for the member of staff to complete the vocational learning?</p>	
<p>Has the employee been made aware that their request requires approval from the Directors and HR?</p>	
<p>Is employee aware of vocational learning re-payment agreement?</p>	
<p>Has the employee been made aware, by their line manager, that funding cannot be guaranteed for the entire duration of their study?</p>	
<p>Employee overall performance e.g. are there concerns around the employee's performance?</p>	
<p>Request Supported / Not Supported by Line Manager:</p> <p>Reasons (if applicable):</p>	

Any other comments:	

I agree to the above conditions and I understand that if my request for vocational learning is approved, any fees paid on my behalf are to be regarded as a loan. This loan will be written off 12 months following completion of the course / examination. Maryhill Housing Association will have the right to require a refund of either the full or a proportion of the cost of fees where I voluntarily leave employment within those 12 months, or where I or the training institution prematurely terminates the course or where I am dismissed summarily from employment.

Vocational learning needs the approval of the Directors and HR. Please ensure you have submitted a completed declaration form to the HR team **before booking vocational learning.**

Employee Signature:

Date:

Line Manager Signature:

Date:

DIRECTORS AND HR MANAGER USE ONLY:

Request supported/Not supported	
Reasons	
Budget approved	

Signature:

Date:

Appendix 3 Employee Declaration

Undertaking to repay a loan for professional or vocational training fees

I,..... , agree that I will continue working for you,....., for 12 months after completing any course you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the course (or the institution makes me leave), I will refund you an amount to cover the period of service I would be due to work. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Signed: **Date:**