

# Leeds Mind Policy



For better  
mental health

## Training and Development

### Why do we need this policy?

We believe that regular and planned training and other learning opportunities are essential for the efficient and effective running of Leeds Mind, and for the personal and professional development of everybody within the organisation. This policy will help us to ensure this belief is put into practice, and that everyone involved in the organisation has proper access to learning opportunities.

In addition to formal training provision Leeds Mind encourages personal and professional development of its employees and will endeavour to provide opportunities for this internally or externally

### Who does it apply to?

This policy and the principles behind it apply to everyone involved in the organisation, whether as paid staff, volunteers, members of the Executive Committee or members of the projects.

### Introduction

We positively encourage people in Leeds Mind to take part in on-going training and development.

There are many ways in which training and development can take place, including:-

- supervision (individual and group)
- annual appraisal
- 360 degree feedback
- coaching
- mentoring
- career breaks/sabbaticals
- external training
- in house training
- distance learning
- conferences
- away days
- whole organisation meetings
- job shadowing
- role swap
- secondments
- succession planning
- visits to other agencies
- tv/radio programmes
- reading
- lectures and seminars

We will support any of these ways of learning within the organisation, and others, as appropriate.

All training and development will take place within the ethos and values of Leeds Mind. Training should occur on an organisational, project and individual level for it to be effective. Where possible, service users, volunteer and Executive members will be involved in training opportunities within the organisation, so that learning is disseminated as widely as possible.

## **Policy**

### **1. Assessment of needs**

Analysis of training needs within the organisation will take place every year.

Individual training needs should be reviewed at every annual appraisal and be part of each person's development plan. This should then be followed up regularly through supervision. Team training needs should be reviewed annually by Project Managers and should address the needs of both paid and volunteer staff.

### **2. Access to training and conferences**

- All employees, whether full-time or part-time, will have equal access to training.
- Volunteers, sessional workers and members of the Executive Committee can access all in house training. They do not have a specific budget for external training, but any requests will be considered. We hope to develop a budget for this.

### **3. Evaluation and feedback**

- Everyone who takes part in training and conferences will be expected to complete an evaluation form (see Appendix 2).
- Staff will also be expected to give feedback, whether in a team meeting, in supervision, in the newsletter, or elsewhere as appropriate.
- Staff will in some cases be expected to share new skills and knowledge by doing training within the organisation.

### **4. In House Training**

- Regular training events will be provided in house.
- In house training offers important opportunities for sharing knowledge, information and experiences within the organisation, and for team-building
- Where possible this will be provided by Leeds Mind staff, volunteers, service users or Executive Committee members.
- We will buy in training when necessary

### **5. External training (short courses) and conferences**

- We also recognise the importance of external training and conferences. They give people more of an outside perspective, and can help bring new knowledge and skills into the organisation.
- We expect employees to go on at least one external training or conference per year.

## 6. External training (longer courses)

- We encourage staff to think about their longer term training and development plans, including qualifications.
- We will consider part funding of courses, and time off in lieu.

## 7. Development Opportunities

### a) Mentoring

Mentors will be experienced managers (but not employees' line managers) who regularly meet more junior colleagues to help them perform better and groom them for career advancement.

### b) Coaching

For improving skills and performance, usually for the current job, but also to support career development. Coaches seek to “bring an objective perspective to a structured dialogue to bring about sustainable solutions”. Usually coaches are hired from outside the organisation, line managers can to operate as coaches. Coaching's focus on skills distinguishes it from counselling, which is about helping people with personal concerns such as motivation and self-confidence.

### c) Career breaks/sabbaticals

- Career breaks, sometimes called employment breaks, are extended periods of leave - normally unpaid - of up to 5 years, or more. Some employers set up schemes which are open to all employees, whereas others stipulate that career breaks must be for particular purposes. Child care is the most common reason for taking a career break.
- Sabbaticals are a form of career break or extended leave which some companies use to reward employees for long service. Employees are normally allowed to use sabbaticals for any reason they choose, which may include travel, voluntary work or the pursuit of a hobby or interest they can be seen as a way for employees to 'recharge their batteries' with the aim that they will return refreshed and remotivated.

### d) Secondments

A secondment is the temporary transfer of an employee to another project (internal) or organisation (external). Paid secondments will require formal arrangements

Secondments are increasingly being recognised as valuable for development. As organisations adopt ever flatter management structures, opportunities for promotion through a succession of line management positions are limited. Secondment offers employees career development opportunities, and for organisations the chance to develop its skills base.

### d) Succession planning

Succession planning can be broadly defined as - *identifying future potential leaders to fill key positions.* and development activities can be planned for these successors, seen as being ready to do the job (short-term successors) or seen as having longer-term potential (long-term successors).'

Succession planning is a route whereby Leeds Mind can identify people with the right skills to fill key and top leadership jobs, within the wider set of

resourcing and development of the organisation but most commonly it covers only the most senior jobs in the organisation, plus short-term and longer-term successors for these posts.

**e) Role swaps**

Staff can work in another project – exchanging their roles with another staff member for an agreed period of time to enable development of skills and experience

**8. Paying for training**

- Each employee has an annual budget for external training and conferences.
- This can only be spent in agreement with their line manager.
- An employee can underspend in one year, then overspend the following year, in agreement with their line manager.
- There is a central budget for longer courses.
- In order to access this budget an employee needs to have completed their probationary period and be able to demonstrate the benefits of the training to themselves, their project and the organisation.
- Money from this budget can be combined with the employee's annual training budget.
- All requests for such longer courses must be formally agreed by the line manager, then must also be agreed by the senior management team.

**9. Time off for training**

We will consider all requests for time off work for training (when the training is at a time when the employee does not normally work) and/or for study leave, particularly on longer courses.

**This policy will be reviewed every 2 years and in line with any legislative requirements**

**Other policies that this policy dovetails with**

- Recruitment & Selection
- Supervision
- Staff Review

**Further Information**

Chartered Institute of Personnel & Development: [www.cipd.co.uk](http://www.cipd.co.uk)

**Accessibility**

If you would like a copy of this policy in a larger print, get in touch with us at Leeds Mind Central Admin by phone (0113 230 7608) or email ([leeds.mind@leedsmind.org.uk](mailto:leeds.mind@leedsmind.org.uk)) and we'll be happy to send you one.

**Date formally approved by**

**Leeds Mind Executive Committee: 25<sup>th</sup> October 2006**

**Date to be reviewed:**

**October 2008**

## Appendix 1: Agreement between Leeds Mind and external trainers

This agreement outlines the relationships between Leeds Mind and ..... and the responsibilities of each party in the delivery of training.

### Details of training

Trainer:

Title of the course:

Duration of the course:

Dates of training course

### Aims of the course

### Objectives

### Number of participants

The maximum number of people who can attend course is \_\_\_\_\_

The minimum number of people \_\_\_\_\_ would train is \_\_\_\_\_

Leeds Mind will give \_\_\_\_\_ a list of participants and their work setting at least one week before the training takes place.

### Fees

The agreed fee for the training is \_\_\_\_\_ plus expenses. Travel expenses will be paid for use of public transport, or at \_\_\_\_\_ per mile for car users.

### Cancellation fees

If Leeds Mind cancels the course:-

- at least 3 weeks or more before the date, we will not pay a fee
- 1-3 weeks before the date – we will pay 50% of the fee
- less than 1 week – we will pay 75% of the fee

### Rooms and equipment

Leeds Mind will prepare the room(s) as requested and provide equipment required such as TV and video, flip chart and pens, blue tack etc.

\_\_\_\_\_ will let Leeds Mind know what equipment will be needed at least 1 week before the date.

\_\_\_\_\_ must report to reception on arrival and will be shown into the room. A senior member of Leeds Mind staff will introduce \_\_\_\_\_ to the training group.

### Photocopying

Leeds Mind will do any photocopying for the day. \_\_\_\_\_ will get this to Leeds Mind at least 1 week before the date.

### Evaluation

Leeds Mind training evaluation forms will be given to all participants. \_\_\_\_\_ will be given a copy of the completed forms. HR and \_\_\_\_\_ will meet after the training to review it together.

### Invoices

To be paid within 28 days.

### Contact people

Human resources, Leeds Mind

### Complaints

Should be addressed to the above named people at each organisation.

Signed on behalf of Leeds Mind \_\_\_\_\_ Date \_\_\_\_\_

Signed on behalf of training agency \_\_\_\_\_ Date \_\_\_\_\_

## Appendix 2: Agreement on financial support for training

I confirm that Leeds Mind have paid the sum of £\_\_\_\_\_

To \_\_\_\_\_

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In payment of training fees for \_\_\_\_\_

The training will end on \_\_\_\_\_

I confirm that if I leave Leeds Mind, either by choice or dismissal, I will refund the money on the following scale:-

- within 6 months of the end of the training, 100% refund
- within 12 months of the end of the training, 50% refund

Signed (employee) \_\_\_\_\_ Date \_\_\_\_\_

Signed (for Leeds Mind) \_\_\_\_\_ Date \_\_\_\_\_

### **Appendix 3: Evaluation of external training/conference**

Please complete this form within a day or two of taking part in external training or a conference.

Please keep a copy yourself, and give one to personnel. This will help you to think about what you get out of training and conferences, and follow up appropriately, and help the organisation to monitor the effectiveness of training and conferences.

**Name:**

**Role:**

**Project:**

**Course/Conference attended:**

**Date:**

**Venue:**

**Trainer:**

**Training Provider:**

**Why did you go on this course?**

**What format did it take?**

**Any key learning points?**

**Any useful resources to take away?**

**Who (if anyone) did you meet who you think it will be useful for you, or anyone else in Leeds Mind, to contact? (Please include contact details if appropriate.)**

**Any action points?**

**Can you think of any ways that the course/conference could have been improved?**

**Would you recommend the course/conference to other people within Leeds Mind?**

**How will you share information about this course/conference with colleagues, and with anybody else?**

**Any other comments?**

**Signed** \_\_\_\_\_

**Date** \_\_\_\_\_

## APPENDIX 4: Request for support with external training

This form is to be completed by people wishing to attend external training, and by their Line Manager.  
This form is to be filled in when the cost of the training course is £500 or more and/or when the cost cannot be met within the project's own budget for staff training.

Name:

Project:

Role within project:

Details of course you wish to attend: (Title, educational establishment, length etc)

Please say below how you feel the course will benefit you in your work with Leeds Mind:

How will the course contribute to your personal and professional development?

How much does the course cost?

Have you been given support previously to attend external training? (Other than from your training budget)

Yes/no

If yes, please give details of what support you were given

To be completed by line manager:

Please outline your views on the above request, illustrating how you feel the course may benefit the applicant's work within Leeds Mind and support their professional and/or personal development.

Request approved by Line Manager    Yes        No   

Signed.....    Date.....

Request approved by Chief Executive    Yes        No   

Signed .....    Date.....

Outcome =

## **Leeds Mind training and development: procedures**

### **Needs analysis**

- This will be carried out by human resources each March.
- This will be done by questionnaires to all employees, volunteers and Executive Committee members.

### **Training programme**

- Human resources will produce a programme of in-house training for the year (May - March).
- Each project will receive a training programme with forms to complete for people to apply to each course.

### **External trainers**

- External trainers will be commissioned by human resources and the senior management team.
- This will involve collecting quotes, meeting potential trainers and asking them to sign a training agreement (see appendix 1).

### **Venue and course places**

- Training will generally take place at Grove Villa, when there will be a maximum of 12 places
- When a different venue is used the number of places available may change.
- Places on courses will be allocated on a first come first served basis.
- Where courses are oversubscribed, places will be allocated to each project so that each team can send at least one person to the course.
- The number of places for each project may vary depending on the course content. Training may also be targeted at specific teams.

### **Paying for training**

- Each employee has an annual budget amount to pay for training courses and conferences
- This budget will be reviewed each year
- This budget will be managed by the Project Manager, who will identify training needs with the staff through supervision, appraisals and team meetings.
- Attention will be paid to both individual development and the needs of the project in identifying courses/conferences for people to attend.
- It is the responsibility of the Senior Management team to ensure that Project Managers are allocating their training budget fairly and that all employees have equal access to training.
- A project manager and senior managers must approve all requests for longer courses

### **Feedback and evaluation**

- The line manager has responsibility for ensuring that staff complete evaluation forms, which will be useful for discussion in supervision, and give feedback to colleagues.