

Training Policy

The purpose of training is to equip people with the necessary skills, knowledge and attitudes to meet the organisation's needs in relation to its objectives. By investing in people through their training we ensure we harness their full potential and focus their energies on the needs of the organisation while fulfilling their need for personal development and job satisfaction.

NSS recognise that such development is a continuing process for every employee at every level of the organisation. Training is seen as a necessary investment in order to provide the excellent services our clients demand.

Training is not a privilege to be granted or withheld from employees, but should be undertaken after a critical appraisal of the organisation's needs in relation to its objectives, while taking account of the realistic aspirations of those employees.

Training resources

The organisation will ensure that the resources required to meet training needs are fully identified, that training is properly focused and that the benefits of the training can be demonstrated.

NSS has made a commitment to investing in its people and will ensure wherever possible sufficient funding is made according to the needs identified.

Responsibility for training

Management Team's Role

The Management Team has a key role to play in training by:

1. Demonstrating a commitment to train and develop employees in relation to the organisation's objectives.
2. Ensuring that training and development plans are focused on the organisation's needs and provide adequate resources.
3. Ensuring training and development actions are evaluated in relation to service and organisational objectives and the benefits clearly identified.

Managers Role

Managers main areas of responsibility are to:

1. Induct new employees.
2. Deliver tool box talks.
3. Identify training needs jointly with employees in relation to individual objectives.
4. Formulate training plans in liaison with the HR Team.
5. Carry out on-the-job instruction and coaching.
6. Make all employees aware of training and development opportunities open to them, select employees for training and brief them.
7. Ensure that those who are trained share their learning with others wherever possible and appropriate.
8. Evaluate the effectiveness of training events in relation to service and individual objectives with those involved.

Human Resource Team Role

The HR Team role is to:

1. Provide guidance on training policy processes and procedures.
2. Assist Managers to identify and quantify training needs.
3. Assist with the formulation of departmental training plans.
4. Design and organise specific training activities.
5. Publicise training activities.
6. Advise and train Managers to carry out their training responsibilities.
7. Facilitate the effective evaluation of training activity in liaison with appropriate Managers at individual, service and organisational levels.

Individual Employees Role

The individual employees role is to:

1. Identify personal training needs in relation to their personal objectives and unit service plans.
2. Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
3. Evaluate the effectiveness of training with the line manager.
4. Share learning with colleagues wherever possible and appropriate.

Areas of Training

Training and development can be broken down into categories to aid understanding and organisation. The categories of training used by NSS are:

1. Induction

Each new employee should be provided with information and instruction about how NSS operates and how his or her job fits in to the work of the section and department by line management. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

2. Management Development

Management Development is essential to the success of the organisation in increasing the effectiveness of first level, middle and senior management. The organisation's strategy is to provide training at all levels of management based on individual need.

3. Generic Training

There are a range of generic skills and knowledge which are not specific to one occupational area. Examples of these are telephone techniques, customer service and time management. Training will be provided in this as according to the needs identified during the performance appraisal.

4. Professional and Technical Training

Employees providing services in a whole range of vocational areas need to keep up-to-date with changes and developments in their particular field. A budget is provided to each Region to fund this form of training. Regional Directors are responsible for prioritising and authorising such training in line with service and individual objectives.

5. Qualifications

NSS will provide training and further education in pursuit of qualifications for employees where a clear link can be made to meet service objectives. It is the organisation's policy to link training and further education to external national standards wherever possible.

6. Health and Safety

NSS, Management and individual employees all have a role in ensuring a healthy and safe working environment. Training is provided as part of an employee's induction and courses are arranged according to the needs of the organisation and in consultation with NSS's QSH Manager.

Signed;



Niel Bethell
Chief Executive Officer

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