

SOUTHSIDE HOUSING ASSOCIATION

Recruitment and Training Policy and Procedures

First Approved: September, 1997 (Staff Training) and January, 1997
(Committee Training)
Last Reviewed: August, 1999
Next Review Due: September, 2001

1.0 Introduction and Relationship with Performance Standards

1.1 The Performance Standard that relate, in part, to recruitment and training for Committee members states that:

A2.3 RSLs should have governing bodies which consist of people with the interest and ability to manage their business effectively.

1.2 Compliance with this Performance Standard will be tested in relation to recruitment and training by taking account of:

- The governing body's understanding of the housing needs it aims to meet and tenant's and resident's concerns, as well as the balance of skills and experience amongst governing body members in managing a business, the finances of a business, housing services and the construction and improvement of houses. Account will be taken of the use of the selection process and training to enhance the effectiveness of the governing body.
- The RSL's induction arrangements and the quality and implementation of its training policy for members of the governing body.
- The governing body's arrangements for regularly reviewing its own performance and the skills and experience available from members collectively, to ensure that any weaknesses are addressed and that the governing body carries out its role effectively.
- The training in personnel issues undertaken by governing body members.

1.3 The Performance Standard that relate, in part, to recruitment and training for Staff states that:

A3.5 RSLs should ensure that they have appropriate and efficient staffing structures in place to meet the operational demands placed on the organisation and that their staff or agents perform their functions effectively.

1.4 Compliance with this Performance Standard will be tested in relation to recruitment and training by taking account of:

- The quality of staff employed by the RSL or undertaking work for the RSL as

agents, by examining the recruitment and appraisal systems in operation.

- The qualifications, training, supervision and support for staff employed to provide support for people with special needs.
- The quality of approach and the implementation of its training and further education policy for staff.
- The training in personnel issues undertaken by senior staff.

1.5 In addition, to comply with the Performance Standard in the Association's Equal Opportunities Policy (see Appendix 1), account will also be taken of the Association's recruitment and employment practices in terms of their openness and fairness.

1.6 This policy document has been based on examples of best practice and the law. It contains information on:

- Relationship between Training and the business objectives of the Association (Section 4)
- Recruitment of Committee Members and Identification of their Training Needs (Section 5)
- Induction for new Committee Members (Section 6)
- Appraising the performance of Committee Members (Section 7) against agreed business objectives
- Organising identified training needs for Committee Members (Section 8)
- Reporting and Monitoring of Training for Committee Members (Section 9)
- Identification of Staffing needs and Recruitment of Staff (Section 10)
- Induction for new Staff (Section 11)
- Appraising the performance of Staff (Section 12)
- Identifying training/education needs for Staff (Section 13) and relating these to the Association's business objectives
- Organising identified training needs for Committee Members (Section 14)
- Reporting and Monitoring of Training for Committee Members (Section 15)
- Policy review (Section 16)

2.0 Training Policy Statement

2.1 The following Policy statement encompasses the Association's commitment to the need for skilled and well trained Committee members and Staff:

Southside recognises the importance of ensuring that Committee members and staff have the required skills and training to undertake their work to the highest possible standard. The Association is also aware that it operates in a constantly changing policy and practice environment, requiring the continual updating of skills and knowledge.

In recognition of the above, the Association will ensure adequate resources (both financial and non-financial e.g. time) are available for training of Committee members and staff, and that these resources are targeted at the key areas of the Association's work through regular review and monitoring.

3.0 Association's Aims and Objectives in relation to Recruitment and Training

3.1 In relation to recruitment and training, the overall objectives of the Association will be to ensure that:

- The Association take account of the necessary skills, knowledge and qualifications (where applicable) required to allow them to manage the Association effectively when recruiting new Committee members and staff
- Recruitment practices take account of good practice and the law in relation to Equal Opportunities
- All Committee members and staff are provided with access to appropriate training and educational opportunities to meet the business objectives of the Association
- The Association is responsive to the current and future training and education needs of staff
- Training and further education courses must represent value for money and must be of benefit to Southside
- Training should be evaluated and shared, and
- Appropriate funding is made available for training/education.

4.0 Relationship between Training and the Business Objectives of the Association

4.1 The Director, in consultation with the Training Officer, will relate training requirements of Committee members and Staff to the business objectives identified within the Association's Internal Management Plan produced annually in September when producing an Organisational Training Plan.

4.2 An example is attached as Appendix 2.

4.3 The information from this, along with the identification through the Staff and Committee members assessments, will inform the Training Officer on training requirements and allow a realistic budget to be set to achieve the objectives.

5.0 Recruitment of Committee Members and Identification of Training Needs

5.1 It is recognised that the formation of the Management Committee cannot be engineered at the Annual General Meeting, where interested members of the Association can put their names forward for election for any available places, as detailed in the Association's Membership Policy (See Appendix 3) and Rules (See Appendix 4).

5.2 However, all Committee and potential Committee members will be required before election to state their experience and why they wish to become a member of the Management Committee using the form in Appendix 5, and this gives the opportunity for voting members before election to take a view on the potential Committee members suitability.

5.3 In addition, the information given will allow the Association's Director the opportunity to assess what training requirements may be required for newly elected members (particularly where they have not served on the Committee in the past)

- 5.4 Once the new Committee has been formed, and the Office Bearers elected, the Director will seek information on training requirements using the form in Appendix 6.
- 5.5 This form must be completed by all Committee members within one month of the Annual General Meeting to allow a training plan for each member to be drawn up and agreed.
- 5.6 This process will also allow the Director and Management Committee the opportunity to assess gaps in the skills and knowledge of the Committee, and take action to fill these gaps. This could be done by:
- Committee Members agreeing to more in-depth training
 - Observers with the necessary skills being asked to join the Committee
 - Where a vacancy exists, or comes up during the year, the Management Committee will seek to appoint a person with the necessary skills and knowledge required
- 5.7 As the potential turnover of voluntary Committee members may be high, and in recognition of the time restraints on Committee members, the type of training organised is likely to be short courses relevant to the needs of the organisation at the time. Given this, and the difficulty that could be faced in reclaiming fees if a Committee member resigned or was not re-elected, the type of training that will be encouraged for Committee members will therefore be shorter applied courses rather than general formal qualifications.

6.0 Induction of New Committee Members

- 6.1 Where a Committee member is appointed for the first time, they will be required to go through an induction programme to familiarise themselves with the history of the Association, and what is expected of them as Management Committee members.
- 6.2 Within one week of election, new Committee members will be sent the following:
- Map of the Association's area of operation
 - Copy of the Association's rules (Appendix 4)
 - Copy of the manual for Committee members prepared by Employer's in Voluntary Housing (EVH)
 - Copy of the Performance Standards for Registered Social Landlords
 - Copy of the Association's Code of Governance including information on the expected Code of Conduct for Committee members, and how complaints against them are dealt with (See Appendix 7)
- 6.3 Committee members will be asked to sign a form (see Appendix 8) to confirm receipt of these items.
- 6.4 A personnel file will be set up for the new Committee member.
- 6.5 No later than two months after election, new Committee members will attend an

interview with the Association's Director and Chairperson, where the above will be discussed and any questions asked. These will normally be individual interviews, but where there has been a large turnaround of members, this could be a meeting of all new members.

- 6.6 In addition, the new member will be given a brief historical overview of the Association, and their training requirements appraised.

7.0 Appraising the Performance of Committee Members

Away Day:

- 7.1 The Association's Committee will hold an Annual Away Day to discuss the Association's performance against their agreed business objectives particularly in relation to the Internal Management Plan.
- 7.2 The Away day will essentially be concerned at looking at strategy, and assessing the strengths and weaknesses of the organisation, as well as identifying new opportunities and threats, and this assessment will be have an influence on the Training needs of both staff and Committee Members.

Annual Interviews:

- 7.3 In addition, the Director will meet with each Committee member individually on an annual basis. The purpose of the interview will be primarily to discuss individual's training requirements.
- 7.4 These interviews will take place in September or October, to allow for the information to be fed into the Training Plan to be agreed in November.
- 7.5 Where a new member of Committee has undergone the induction programme in Section 6, they will not require another meeting until the following year.

Committee Meeting Attendance:

- 7.6 Committee members will be assessed on their attendance at each meeting, with rules relating to attendance being found in the Association's rules.
- 7.7 As this is an important part of the Annual Return to Scottish Homes on which the Association is judged, the Chairperson and Director will remind Committee members on a regular basis on attendance levels.

Reports on Training Attended:

- 7.8 Committee members may also be required to provide written and / or verbal reports on any Courses or Conferences attended, as per Section 9 of this Policy.

8.0 Organisation of Training for Committee Members

- 8.1 The member of staff taking responsibility for the role of Training Officer, will identify with the Director appropriate courses to meet the training needs of the Committee following the completion of the individual training requirements procedure described in Section 5.
- 8.2 In particular, courses organised by SHARE, EVH, SFHA and the Institute of Housing, (and any other group if considered appropriate by the Training Officer), will be put into a Committee Training folder which will be made available to all Committee members at each Management Committee meeting, and on request at reception.
- 8.3 Where a number of members of Committee require the same training, or where the Association require all Committee members to have knowledge on a particular area, in-house training will be organised.
- 8.4 This will allow both planned and reactive training to be organised.
- 8.5 Courses will then be booked or organised in consultation with the Committee members on dates and times, and a copy of the booking form or letter on when in-house training will be held, will be sent to the Committee member. In addition, Committee members will be sent an evaluation form (see Appendix 9) for return after they have attended the training to allow assessment of value for money, and will be expected to hand in any training material received for the Association's library.
- 8.6 In addition, there may be courses or training arranged which will be compulsory for all Committee members to attend e.g. Race Awareness Training. Such cases would require the prior approval of the Association's Management Committee.
- 8.7 Committee members will also be encouraged to attend appropriate Seminars and Conferences. The Management Committee will agree at the start of the Financial year a budget for Conferences and maximum numbers, and who will attend will be decided on notification of the dates.
- 8.8 Committee members will be expected to complete an evaluation form on the Conference (see Appendix 10)
- 8.9 Claims for travel expenses for attendance at courses and Conferences will be paid as per the procedure attached in Appendix 11.

9.0 Reporting and Monitoring on Training for Committee Members

- 9.1 A table showing the training plan for Committee members will be given to Committee in September for approval.
- 9.2 A quarterly report on courses attended, including attendance at conferences, will be provided to Committee using the pro forma attached as Appendix 12.
- 9.3 In addition, Committee members may be asked to provide a verbal report on any

Conferences attended as well as completion of their evaluation form.

- 9.4 This monitoring will allow the Association to assess expenditure for training for budgeting purposes, and the quality of courses and conferences in terms of value for money.

10.0 Identification of Staffing needs and Recruitment of Staff

Staffing Requirements:

- 10.1 The Director will be responsible for advising the Management Committee on the staffing needs of the organisation.
- 10.2 The Management Committee will be responsible for agreeing the full time staffing requirements of the Association. However, the Director has delegated authority to appoint temporary or relief staff when necessary, within approved budgetary constraints.
- 10.3 Assessment of staffing needs is an on-going process, and the staffing structure should be reviewed by the Director, in consultation with the staff (and Trade Union if appropriate):
- annually prior to the production of the Internal Management Plan
 - when the Director believes there is a need for additional staffing
 - when the Director believes there is a need for redundancies
 - when a member of staff leaves the Association
- 10.4 When a member of staff (excluding the Director) leaves the Association, this will be seen as an opportunity to evaluate the post and ask:
- Does it need to be filled?
 - What would be the adverse consequences of not filling the post?
 - Can an existing member of staff who may be made redundant in the near future, be trained to fill the post?
 - Could the work be distributed among existing staff?

Job Analysis and Person Specification:

- 10.5 If, after this, it is decided that the post is required and can not be used to re-deploy an existing staff member, a job analysis will be carried out and, from this, the job description will be reviewed to ensure it is up to date.
- 10.6 The job analysis will be compiled by:
- An exit interview with the member of staff who is leaving using the form in Appendix 13
 - Discussion with the line manager and staff working in the same section

- 10.7 From this, the job description can be re-assessed and a person specification for the post agreed.
- 10.8 The person specification will be drawn up by the Director, in consultation with the line manager, using the form in Appendix 14.

Appointment of Interview Panel:

- 10.9 An interview panel will then be appointed, using the following Guidance:
- If Grade 6 or above, the panel will be made up of the Director, a member of the Executive, and one other Committee member (who could also be from the Executive). The Management Committee will appoint the two members at a Committee meeting.
 - If Grade 5 or below, the panel will be made up of the Director, and two other staff members who should be of an equivalent grade or above
 - Each panel should be gender balanced i.e. three males or three females will be avoided wherever possible
 - Staff and Committee interviewing should receive appropriate training to carry out the interviews in a fair and efficient manner
- 10.10 Once the Interview Panel has been agreed, they will meet and agree a timescale from advertising through to interviewing, including the structure of the interview e.g. will candidates have to complete any tests or give a presentation.

Advertising the Post:

- 10.11 The Association will advertise in appropriate places as agreed by the Interview Panel. However as a matter of Policy, any posts will be advertised at the Ethnic Minority Employment Centre (EMEC) and sent to Ethnic Minority organisations.
- 10.12 The advert will follow the format shown in Appendix 15.
- 10.13 An application package will then be prepared for applicants which will consist of the following:
- Covering letter
 - A numbered Application Form (See Appendix 16), a Job Description and a Person Specification
 - Equal Opportunities Monitoring Form (See Appendix 17) with an envelope for return with application
 - Appropriate Information on the Association e.g Annual Report, recent Newsletter or other Promotional Leaflets
 - Guidance Note for Applicants (See Appendix 18)
 - Equal Opportunities Policy (See Appendix 1)
- 10.14 Once the packs are prepared, they will be given to applicants on request.

Receipt of Applications:

- 10.15 A member of staff (who is not on the Interview Panel) will be given responsibility for:
- accepting and holding on to unopened applications
 - opening of the applications after the closing date
 - returning any received after the closing date (if appropriate)
 - splitting the personal information from the main information from candidates
 - reporting on the equal opportunities returns of all applicants
 - photocopying the main information for the Interview panel
 - providing the numbers of applications where the applicant should be interviewed under Positive Action
 - contacting successful applicants for interview
 - reporting on the equal opportunities return of successful interviewees
 - adding the equal opportunities return of the successful appointment to the staff statistics
 - deleting the equal opportunities return of the member of staff who has left

Shortlisting of Applicants:

- 10.16 The Interview Panel will each assess individually the application forms using the form in Appendix 19, and, using the person specification to assess each applicant, short list those applicants they believe meet the specification fully using the numbers attached to each application.
- 10.17 The Interview Panel will then meet and compare numbers. Where the three members agree, these applicants will be called for interview provided that:
- There are at least three applicants suitable for interview
 - There are no more than twelve applicants being interviewed
- 10.18 In addition, due to the Association's commitment to meeting the needs of people with disabilities, disabled applicants who meet the person specification will be guaranteed an interview.
- 10.19 Where these conditions cannot be met from this process, the Interview Panel will assess and discuss applications where at least one applicant was chosen by a member of the Interview Panel to increase or decrease the applicants for interview.
- 10.20 If, after this, less than three applicants are suitable, consideration to re-advertising the Post will then be given. If this happens, all applicants will be advised of this and that they do not need to re-apply but will be reconsidered.
- 10.21 In addition, the Interview Panel will decide on whether any tests will be carried out, or a presentation will be required and what these would consist of.

- 10.22 Successful applicants for interview will be written to with details of the interview date and time, and, if appropriate what tests will be carried out or presentation is required.

Interview Questions and Procedures:

- 10.23 Once the applicants for interview have been agreed, the Director will organise appropriate questions to elicit whether the applicant meets the required criteria, and pass these round for comment and amendment to the other members of the Interview panel.
- 10.24 The Association will follow the advice and Interview Assessment form given in Appendix 20 to decide on a successful applicant.
- 10.25 Unsuccessful applicants will be graded in order, and the Interview panel will decide whether in the event that the successful applicant does not accept the post, or they leave within six months, how far down they would be happy to go before wishing to re-advertise.

Appointment of Successful Applicant:

- 10.26 The Director will write a letter offering the post to the successful applicant, subject to favourable references being received. Enclosed will be two copies of the staff terms and conditions and a statement of particulars, which both form part of the new staff member's conditions of contract. One copy must be signed and returned to the Association prior to the start date of employment. A sample of the paperwork is attached as Appendix 21.
- 10.27 In addition, a personnel file will be set up.
- 10.28 Where favourable references are not received, the applicant will be re-called, and the Director will be authorised to decide whether the applicant should have their offer withdrawn or not.
- 10.29 Where this happens, and the Director decides the applicant should have the offer withdrawn, the applicant who was second choice should be contacted.
- 10.30 Copies of all paperwork used in the interview, as well as application forms for all applicants will be kept for six months.
- 10.31 If the successful applicant, or another member of staff in the same post, leaves within six months of appointment, the Director will be authorised to recall the Interview Panel and appoint another applicant from those interviewed, if they wish to do so. However the Director may wish to reconsider the post, in which case the matter will be referred to the Management Committee for decision.

Appointment of Director:

- 10.32 Where the Director is the member of staff leaving, the Association's Management Committee will, in consultation with the out going Director, answer the questions posed in Section 10.4, and, if recruiting, decide whether to carry out this task in-house, or use external consultants e.g. EVH.
- 10.33 If the Committee decide to recruit in-house, an Interview Panel will be set up and procedures adopted to ensure applications are only opened and assessed by the Panel.
- 10.34 The Panel will consist of the Chairperson, one other member of the Executive, and one further Committee member, and should have a gender balance.
- 10.35 If external consultants are to be used, the Management Committee would meet with the external consultant to allow them to assess the Association's requirements. In addition, an Interview Panel would be appointed as above, and they would liaise with the consultant.
- 10.36 In addition, the Committee will involve the staff in the compiling of the person specification. Staff will have an initial meeting with the Interview Panel, after which they will appoint someone to act on their behalf up to the interview stage.

11.0 Induction for New Staff

- 11.1 When a new member of staff is due to start, all staff will be informed of their start date and a mentor will be agreed. A basic induction programme and other staff's involvement in this will be advised. An example of this is given in Appendix 22.
- 11.2 The role of the mentor is to provide informal support to the new member of staff.
- 11.3 When the new member of staff begins, the Director will meet the person, and go over the Induction Document and Action Sheet as per Appendix 23, complete appropriate sections, and advise on the members of staff who will help complete the remainder.
- 11.4 In addition, the basic Induction programme will be given to the new member of staff.
- 11.5 Within two months of start date, the member of staff will have a further interview with the Director to ensure the Induction programme has been completed and signed off, or agree action to complete the programme.
- 11.6 Once the form is complete, it will be put into the staff member's personnel file.

12.0 Appraising the performance of Staff

- 12.1 Staff appraisals are to assess performance over a particular timescale, agree targets to aim for in the following year, and agree training needs. They are not a vehicle to discipline staff nor do they influence financial rewards for staff.

- 12.2 Staff appraisals will be carried out in October each year using the procedure and form attached as Appendix 24.
- 12.3 The Director will have their performance appraised using the paperwork attached as Appendix 25.
- 12.4 Staff and Committee members will receive appropriate training to allow them to appraise effectively.
- 12.5 The current appraisal paperwork will be modernised for the next appraisals in October, although the principles will remain the same.

13.0 Identifying training/education needs for Staff

- 13.1 Training needs will be identified by the following:
- Assessment of the skills and knowledge required to meet the organisations business objectives through the Internal Management Plan
 - Individual needs identified through the Staff Appraisal system
 - Courses that come to the attention of the Director and Training Officer that would be of benefit but have not been identified through the above

Further Education:

- 13.2 Staff will be encouraged to undertake formal further education courses which will result in a formal qualification of HNC or equivalent (i.e first degree courses) or above, where these are deemed to be relevant to their current or (in particular cases) future work.
- 13.3 Courses lower than this e.g. NC or SCOTVEC certificates will be considered as training courses and not formal qualifications for the purpose of requesting permissions or reclaiming funding.
- 13.4 Attendance at formal further education courses will be agreed by the Management Committee on the recommendation of the Director, Training Officer and Line Manager.
- 13.5 Any recommendation should highlight the benefits of the course to the Association and staff member, and confirmation that any day-release or block release would be able to be covered. If not, the financial implications of covering the staff member should be highlighted.
- 13.6 Normally the Association would pay 100% of fees, but this can be reduced if the Staff member agrees in order to pursue a course where the financial resources are not fully available.
- 13.7 Successful completion of any courses undertaken in this manner would not necessarily result in any change in the staff members job responsibilities or in a promoted post.

Repayment of Fees:

- 13.8 In the event of a staff member leaving during a further education course, they will be liable to repay the years fees paid by the Association to the date of leaving, plus a proportion of the previous year's fees as per the guidance below.
- 13.9 In the event of the staff member leaving the Association's employment within 12 months of completing an applicable further education course, the Association will reclaim a proportion of the fees payable the previous year as follows:
- Within one month – full years payment
 - Within 2 months – 11/12^{ths} of payment etc. down to
 - Within 11 months – 1/12th of payment
- 13.10 The date from which the 12 months will start will be the end of term for the course.
- 13.11 The above repayment criteria will also apply where the staff member withdraws from a Course unless:
- The staff member, on presentation of written justification, has obtained the Management Committee's agreement to withdrawal
 - The staff member has had to withdraw due to long term sickness, maternity leave or redundancy
- 13.12 Where a staff member leaves the Association due to redundancy they will not be expected to repay any fees for further education courses.
- 13.13 Where a staff member is on a fixed term contract, they can be considered for further education courses with the approval of the Management Committee provided that the completion of the course will be at least three months before their contract ends.
- 13.14 If, after completion of the course by a staff member on a fixed term contract, repayment of fees at 1/12th of the cost between the date of leaving and three months from the date the contract is due to end contract will be repaid.
- 13.15 In addition, where a member of staff is summarily dismissed, the Management Committee reserve the right to reclaim fees. If they decide to reclaim, the fees will be reclaimed after any Appeals Procedure has been exhausted.
- 13.16 The staff member will sign the undertaking given in Appendix 26.

Purchase of Books:

- 13.14 Where staff are required to purchase books for further education courses, the Association will pay for essential books up to a maximum of two books or £60.00 per module.
- 13.15 Any books purchased will be the property of the Association, and be handed back on

completion of the Course.

Leave of Absence and Study Leave:

- 13.16 Leave of absence with pay will be granted to staff members to sit examinations for courses approved by the Management Committee.
- 13.17 In addition, one day's study leave will be granted per examination, normally to be taken the day prior to the examination.
- 13.18 Requests by employees to take Flexi-Time or Annual Leave around the time of examinations will be given priority and considered sympathetically.

Payment of Professional Fees:

- 13.19 The Association will re-imburse annual fees paid by staff for membership of professional institutions subject to the following criteria:
- Membership must be directly relevant to the work of the Association
 - Only one set of fees will be re-imbursed where the staff member is a member of more than one institution
- 13.20 The conditions above, replace and supplement Section B4, Section 2 and 3 of the standard Statement of Terms and Conditions of Employment by EVH.

14.0 Organising Training for Staff

- 14.1 The member of staff taking responsibility for the role of Training Officer, will identify with the Director appropriate courses to meet the training needs of the Staff following the completion of the individual training requirements procedure described in Section 13.
- 14.2 In particular, courses organised by SHARE, EVH, SFHA and the Institute of Housing, (and any other group if considered appropriate by the Training Officer), will be put into a Staff Training folder which will be available to all Staff members and/or information will be put on the staff noticeboard.
- 14.3 In addition, where a member of staff identifies a course which interests them, they will contact the Training Officer to discuss whether it meets the needs of the organisation and can be booked.
- 14.4 Where a number of members of Staff require the same training, or where the Association require all Staff members to have knowledge on a particular area, in-house training will be organised.
- 14.5 Use of these procedures will allow both planned and reactive training to be organised.
- 14.6 Courses will then be booked or organised in consultation with the Staff members on dates and times, and a copy of the booking form or letter on when in-house training will be held, will be sent to the Committee member. In addition, Staff members will be

given an evaluation form (Appendix 9) for return after they have attended the training to allow assessment of value for money, and will be expected to hand in any training material received for the Association's library.

- 14.7 In addition, there may be courses or training arranged which will be compulsory for all Staff members to attend e.g. Race Awareness Training. Such cases would require the prior approval of the Association's Management Committee.
- 14.8 Staff will also be encouraged to attend appropriate seminars and conferences. The Director will have delegated authority to authorise attendance at these for Staff, within agreed budgetary constraints.
- 14.9 Staff will be expected to complete a Conference evaluation form (see Appendix 10)

15.0 Reporting and Monitoring of Training

- 15.1 A table showing the training plan for Staff members will be given to Committee after the completion of the Staff Appraisals.
- 15.2 A quarterly report on courses attended, including attendance at conferences, will be provided to Committee using the pro forma attached as Appendix 27.
- 15.3 In addition, Staff members may be asked to provide a verbal report on any Training and Conferences attended at the staff meetings as well as completing the evaluation form.
- 15.4 This monitoring will allow the Association to assess expenditure for training for budgeting purposes, and the quality of courses and conferences in terms of value for money.

16.0 Policy Review

- 16.1 The Recruitment and Training Policy will be reviewed every two years.
- 16.2 However, sections of the Policy may be required to be reviewed earlier in the light of:
- Legislative Changes
 - New Guidance
 - The Performance of the Association
 - The evaluation of courses and events
 - The views of staff and customers
- 16.3 In addition, procedures and standard paperwork may be amended when necessary provided no Policy implications follow from this.