



Policy Name		Workforce Development Policy	
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Introduction

At Angus Housing Association, we have a vision to contribute to providing high quality, affordable housing for all those individuals, families and communities in Angus and Dundee who are in need of the fundamental human right of a decent, secure home to call their own”.

Our workforce is key to delivering this vision and this policy sets out our commitment to our staff not only to train them to the highest standard possible, but to recognise their part in delivering successful outcomes for our tenants and other customers.

Policy Aims

Our overall aim is to ensure that we have an engaged, effective and motivated workforce. Within this overall aim are the following:

- Attracting and retaining highly skilled staff
- AHA are considered the best local employer in our sector
- We will provide a physical and psychologically safe working environment
- We encourage a growth mindset within a learning organisation, both for individual staff and for our teams
- Our culture ensures that our workforce is enabled to deliver the strategic objectives within our Strategic Plan
- We support organisational change through the alignment of appropriate resources in order to deliver improved services to our customers
- We will develop skills at all levels of the Association, promoting the ownership of personal performance as a catalyst for improved team and overall AHA performance
- We recognise the importance of operational and leadership skills in building our future workforce
- We will promote Housing as a professional career and encourage new entrants to the sector

The Association has reflected the risk the Association carries in not meeting the above aims within the Risk Register. The wealth of knowledge, expertise and ability within our staff resource cannot be underestimated and steps have to be in place to ensure that these are not lost. In recognition of this, the Risk Register reflects measures that have been put in place to ensure that staff are engaged and committed to the Association.

Processes

The processes we use to support our workforce development are:

Staff Engagement Surveys: annually we survey the staff to gauge their level of commitment to the work they carry out individually and to the work of the Association as a whole. We receive feedback on whether staff feel they are appropriately recognised for their

contribution – be that through the terms and conditions of their contract or from feedback from management. We also collect feedback on their views about the ability of staff to influence decision making.

Annual Appraisals: we carry out annual appraisals of all our staff with a focus on delivering the Association's values, staff development opportunities and enhancing staff capabilities.

Job Profiles: we have reviewed all our job profiles to include a set of core competencies that reflect the post responsibilities. We acknowledge the need for staff to have both operational capability and emotional intelligence.

Training and Development: we properly resource our training and development budget to ensure that we can deliver good training outcomes for our staff. Through the completion of a training needs analysis, we have a core set of mandatory training courses required of all staff and a matrix that reflects the minimum levels of training for specific posts. We will invest in leadership training for staff who hold management level posts, recognising the importance of good leadership. The advent of good quality online training has assisted in both the ability to access training opportunities and for our budget to go further. We recognise that a blend of face to face and online training will allow us to meet staff needs more flexibly.

Induction: The Association undertakes a thorough on boarding process, tailored to the requirements of new staff and meeting the needs of the department and the Association. This includes spending time with other departments in order to understand the full work on the Association and the invitation to observe the work of our Board of Management.

Apprenticeships: the Association is committed to ensure the future workforce of the Association and the sector in Scotland as a whole has the right set of skills to continue to provide for our tenants. To meet this commitment, where possible, the Association will make use of schemes such as Foundation, Modern and Graduate apprenticeships. We will support staff coming into housing through these routes to gain their qualifications and support them to develop their professional practice.

Promotion of Professional Bodies: we believe that staff delivering social housing to the quality and high standard demonstrated by the Association, are professionals. We encourage our staff to undertake professional qualifications, to become Chartered members where applicable and to carry out the Continuing Professional Development (CPD) requirements associated with membership. To support this, the Association will pay professional membership fees where staff have demonstrated that they have met CPD requirements.

Job Evaluation and Salary Benchmarking: we will periodically carry out job evaluation and salary benchmarking exercises, with the assistance of outside specialists, to ensure that we have the appropriate structure in place and are providing a competitive and attractive salary package in order to recruit and retain staff.

Advancement: Our relatively small staffing numbers along with low turnover have been highlighted as a barrier to staff advancement and we recognise this. Where possible, the Association will consider existing staff for new or promoted opportunities. This requires to be done within fair working practices and for the Association to ensure that they get the best candidates for vacant posts.

Commitment to Wellbeing: The Association has developed a Wellbeing Policy which covers many aspects of ensuring our staff wellbeing is respected and protected. This includes providing a safe, equal and inclusive workplace where we promote a self-aware workforce and deliver solutions without judgement.

Leadership and Support: we will equip our senior managers with the skills to support and encourage staff to develop to their full potential, providing coaching and mentoring where relevant.

Historically the Association does not have a high turnover of staff. This is a positive in many ways but can encourage groupthink and lack of innovation. The Association promotes an environment where staff are encouraged to input to and influence the decision-making process to bring about change and solutions.

Measuring Success

The Staff Engagement Work Group works with the Senior Management Team to draw up the Staff Engagement Survey and to consider its results. Within this are a specific set of questions related to Training and Development and key success indicators will be benchmarked against the results. This will include:

- Staff meeting the minimum training requirements of the training needs matrix
- No of staff completing professional CPD requirements
- Feedback showing if staff feel encouraged and supported to develop
- Views on whether staff feel they are fairly remunerated and recognised for their contribution
- Staff contribution is encouraged and rewarded
- The Association communicates well with staff

Following consideration of the results of survey, action points on workforce development will be included in an action plan which will be agreed by the SMT and the Board.