



### **3.1 Staff Recruitment, Training and Development Policy**

This policy outlines the FIT's commitment to appropriate and fair recruitment, and the development of staff skills, expertise and ability in the delivery of their work within the organisation, as well as to supporting the career-related aspirations of individual employees and volunteers. All staff will receive training, support, appraisals and supervision, delivered by competent people, to ensure their work is safe, appropriate and rewarding.

#### **Recruitment**

FIT recognises fully that its greatest asset is its workforce. The employees, volunteers and supporters of FIT's work are essential to providing an excellent service to our members.

FIT will, on an ongoing basis:

- assess present and future recruitment needs;
- formulate training programmes;
- develop promotion and career development policies;
- anticipate and, where possible, avoid redundancies;
- develop a flexible workforce to meet changing requirements;
- control staff costs whilst ensuring salaries remain competitive.

In the eventuality that recruitment may be required to fill gaps in the workforce in capacity, skills or otherwise, FIT will first and foremost look to develop and offer opportunities to existing employees, and recruit internally. Where no candidate is identified as appropriate to fill a new or vacant role, the management team will recruit externally.

Recruitment will always take place according to Safe Recruitment Practices, adopted by FIT as part of our commitment to Safeguarding Vulnerable Adults<sup>1</sup> in their care. This blanket approach reflects the need of the charity to be flexible but safe, and recognises that all employees may, at any point, be in contact with vulnerable adults<sup>1</sup>. FIT is an exempt organisation under Section 2 of the Rehabilitation of Offenders Act 1974 and Offender Rehabilitation Act 2014, and therefore all applicants must declare any convictions they may have, which are then open to consideration by us as part of our recruitment processes. Having a conviction will not unfairly be used as a reason to withhold an offer of employment, and each applicant will be considered in light of all applicable information.

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<sup>1</sup> See Adult Safeguarding Policy (2.1)

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All employees of FIT will be required to agree to a Disclosure and Barring Service (DBS) check; and a satisfactory check (as well as satisfactory references) will be required before employees are able to assume their duties. FIT works hard to be a fair employer, and is committed to ensuring that all applicants, irrespective of any characteristic that is either “protected” under the 2010 Equality Act, or otherwise irrelevant to their ability to perform the role to which they are applying, are not unfairly excluded or discouraged from applying for a position with FIT. Similarly, FIT is committed to continuous development of its policies and procedures to ensure that individuals are actively encouraged and supported to apply for and accept a role for which they are the strongest candidate. In order to aid excluded, marginalised or otherwise disadvantaged individuals to apply for and potentially play a full role in the organisation, FIT will endeavour to make any reasonable adjustments necessary, proportionate to the size of the organisation, the resources available to it and the requirements of the role. This is likely to relate mainly to disability, but may also include factors such as caring responsibilities, or other factors which historically have prevented certain groups from gaining or maintaining employment.

All staff will be provided with a contract of employment, and volunteers will be provided with an agreement. Contracts and agreements will provide detailed descriptions of individual duties, responsibilities and accountabilities. Each new member of staff will participate in an induction procedure to introduce them to Policies, Procedures and Working Practices, as well as to provide basic training.

## **Training**

FIT recognises that the effective development of staff is essential to meeting future goals as an organisation, and critical to the development of a well-managed and successful charity with satisfied employees and volunteers. This policy applies to all members of staff and volunteers, regardless of responsibility levels, length of service, working patterns or any other irrelevant distinctions. Implementation of this policy will pay due regard to FIT’s Equality and Diversity Policy.

## Responsibilities

Staff training and development is the responsibility of all staff in the organisation, but in particular:

- Managers - to promote a positive culture of learning development, to identify and secure adequate resources for training and development and to identify key strategic plans for workforce development; to use the organisational supervisory and management processes to assist in identifying training and development needs, to support staff in aspiring to learning and development, to liaise with

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other managers to secure appropriate training and to assess the effectiveness of training undertaken;

- Individual employees and volunteers – to take responsibility for identifying areas of their practice and skills that might be developed, to make themselves aware of any opportunities, to engage fully with opportunities offered, and to apply this new learning to their practice and share with the organisation as a whole, where appropriate.

### Identifying Development Needs

FIT will assess development needs, both organisationally and individually, and assessment will take place at all levels of responsibility. Individual needs and aspirations should be explored both on an individual's introduction to the organisation and periodically throughout their time at FIT, through Line Management, supervisions and appraisal structures. Organisational needs will be reviewed regularly as part of the work of the management team, and will work towards meeting strategic needs. All individuals are encouraged to contribute to strategic plans and highlight any areas where they have observed that training and development would benefit the organisation in whatever way. FIT is committed to engaging employees and volunteers in the steering and development of the organisation and will, as far as possible, ensure that suggestions and observations can be submitted easily.

### Mandatory Training Provision

FIT will ensure that all staff and volunteers receive the following training (at least through the provision of clear and comprehensive guidelines) as soon as possible following their recruitment.

- Health and Safety
- Safeguarding
- Equality and Diversity
- Confidentiality
- Data Protection
- Professional Boundaries

This training is specific to the nature of the work of FIT, and may be supplemented, depending on the role of the individual. All employees and volunteers will be required to read and sign the up to date Essential Policies Document (1.1), outlining FIT's operational policies. All individuals should familiarise themselves with this document, as it forms the basis of all performance management within the organisation.

### **On the job training**

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All employees and volunteers will be allocated a line manager – in the case of volunteers this will ordinarily be the Volunteer Co-ordinator, in partnership with any paid employees supervising the volunteer during an activity. FIT, as part of its induction for new employees and volunteers, will ensure that each individual is given adequate support to carry out their role, in a format which encourages, facilitates and empowers individuals to reach their potential. Regular informal feedback will form the basis for much learning and development.

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