

11. Personnel Management and Development of Resources

11.1 Procedures to maintain staff skills

The Argyll Fisheries Trust takes active steps to maintain and develop the skills of its staff.

We have a formal appraisal process which sets staff objectives for the year ahead and where training needs are identified for all staff. Opportunities to deliver this training are then sought over the year.

Example of training completed are:

- SFCC, electrofishing and habitat survey protocols
- First aid at work
- ESRI, GIS
- RYA power boat handling

Training/Workshops:

SNH - Sharing good practise, river processes

The Game Conservancy Trust, Creating the perfect habitat for brown trout

These training courses ensure that activities such as those listed below, are undertaken to appropriate standards of competence and safety.

- Electrofishing survey
- Habitat survey and improvement techniques
- Boat handling
- Understanding river processes
- Catchment scale habitat management
- Fish biology and ecology

11.2 Ethos of the working environment

The Argyll Fisheries Trust has considered the ethos of the working environment that it wishes to put in place for its staff.

This is summarised below:

The Argyll Fisheries Trust seeks to provide:

- A safe place for staff to work;
the trust has developed robust health and safety policies which cover every aspect of the trusts work.
- A place where staff are valued and are able and encouraged to develop their existing skills and talents and learn new ones;

Staff are urged to keep up to date with new techniques and possesses which will help both to develop the trust and the individual. By means of workshops and training courses staff are encouraged to develop new skills meet new people and learn about techniques employed by others within the fisheries management sector.

- A place where the innovative approaches and new ideas of staff are encouraged and developed

staff within the trust are expected to make suggestions about possible ways in which to improve the trust or the standards of work that are carried out by the trust. If members of the trust agree that any suggestions made could improve either the efficiency of work carried out or improve the overall result then relevant suggestions would be trialled.

- An equal opportunities workplace where staff, or prospective staff, are treated equally and are not discriminated against;

The Argyll Fisheries Trust has an equal opportunities policy which is employed through any aspect of the trusts work.

- A healthy place to work where the demands placed upon staff are reasonable and fair;

the trust works reasonable working hours throughout the week and time in lieu can be taken for any work done out with these hours. The demands on staff reflect the workload of the trust and this varies throughout the year. Periods of high workload throughout the summer months are aided by additional seasonal staff.

- A place where grievances can be aired without recrimination and where a process for dealing with complaints is in place.

As with most workplaces any grievances can be aired without recrimination. The trusts policies for this reflect the structure of the trusts management system. In the first instance any grievance should be aired to the appropriate line manager who will seek to rectify any issues raised. If any problems are not resolved then the employee should take steps to inform the executive director. If issues are not resolved at this stage then the employee should take any grievance to the chairman of the trust.

- A place where an effective team works together to achieve our aims, objectives and goals.

The trust reports regularly to both directors and partners to allow opportunities for feedback. This feedback allows the trust to ensure that it is working to the highest possible standards. Within the trust its self regular staff meetings are held to ensure the whole team knows what has to be done and ensure that everyone works together to complete the tasks in hand.

- A place where staff and directors work together to develop the trust and where opportunities to collaborate with other trusts are identified and taken.

Directors are drawn from a range of backgrounds which are specifically chosen with regard to what skills they can offer the trust. In addition to this the trust has a number of co-optees selected from a number of different organisations such as SNH or FWAG. Within the Trust directors take an active role within the trusts activities. Many of the trustees are enlisted as helpers for projects such as rivers in the classroom.

- A place where opportunities to expand the role and projects of the trusts are sought to better deliver our objectives.

The trust is constantly looking for ways in which to develop the role of the trust and expand the types of work the trust can carry out. Within the last year the trust has been looking to develop different survey techniques which will be of value both financially for the trust and to the freshwater environment. Some of these developments include surveying freshwater pearl muscle and bio-security developing the identification skills of trust biologists to identify and monitor the spread of invasive species.