

Application for Training and Development

November 2007

POLICY REFERENCE INFORMATION

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RELATED POLICIES AND LEGISLATION

| Policy Reference Number | Policy Title |
|--------------------------------|---|
| | Aligning Strategic and Individual Performance and Development |
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CONTENTS

| Section | Description | Page |
|----------------|---|-------------|
| 1 | Policy Statement | 4 |
| 2 | Equality of Access | 4 |
| 3 | Relationship to other Policies | 4 |
| 4 | Training and Development Policy | 4 |
| 5 | Staff Concerns | 6 |
| 6 | Levels of Support for Education Development Programmes | 6 |
| 7 | Cancelling Attendance at Training and Development Events | 7 |
| 8 | Review | 7 |
| 9 | Equality Impact Assessment | 7 |
| 10 | Appendix A - Application form for Training and Development | 8 |
| 11 | Appendix B - Evaluation of Training | 10 |

1. POLICY STATEMENT

- 1.1. Yorkshire and the Humber Strategic Health Authority (The SHA) is committed to the continuing personal and professional development of its staff. Continuing professional development is essential to equip members of staff with the necessary skills and knowledge they need to achieve excellence in their work.
- 1.2. The SHA will encourage staff to develop to their full potential on both a personal and professional level in a way which enables the SHA to achieve its goals and objectives.
- 1.3. The SHA accepts that continuing professional development and lifelong learning is central to providing the NHS with a workforce fit to deliver modern healthcare. The SHA will therefore encourage staff to take responsibility in identifying their own training needs, as well as supporting those who are undergoing training and development as part of their personal development plan.
- 1.4. The SHA recognises that such a commitment to training and development is paramount in the recruitment and retention of exceptional staff.
- 1.5. This policy will be developed during 2007/2008 to reflect the changes required to successfully implement the NHS Knowledge and Skills Framework (KSF). The NHS KSF defines and describes the knowledge and skills NHS staff will need to apply in their work to deliver quality services. It provides a single, consistent, comprehensive and explicit framework on which to base the review and development of staff.

2. EQUALITY OF ACCESS

- 2.1. The SHA is a fair and equitable employer, and will ensure its staff have equality of access to training regardless of their age, disability, ethnicity, gender, HIV status, marital status, race, religion and beliefs, sexual orientation and union membership.

3. RELATIONSHIP TO OTHER POLICIES

- 3.1. This policy and the arrangements for implementing the policy applies to core SHA staff but maybe adopted by the SHA's hosted organisations. This policy should be read in conjunction with the SHA's policy on Aligning Strategic and Individual Performance and Development.

4. TRAINING AND DEVELOPMENT POLICY

- 4.1. Any member of staff wishing to seek support or financial resources for training and development should use the following procedure:

The Member of Staff is responsible for:

- Ensuring that the training or development meets the training or development needs agreed as part of your PDP.

- Discussing the intended application with their line manager and identify anticipated learning outcomes from the programme and how these will help you to deliver your objectives.
- Completing Part 1 of the application form (Appendix A).
- Obtaining the agreement of your Director/Associate Director or Head of Service.
- On completion or return from study leave completing Part 2 of the application form (Appendix B) to evaluate the learning outcomes with your Director/Associate Director, agreeing how the acquired skills, knowledge and behaviour might be applied in practice, and returning a copy to HR.

The Director/Associate Director is responsible for:

- Ensuring that the application meets the training needs agreed as part of the member of staff's PDP and is included in the Directorate's Training Plan.
- Assessing the application to ensure that the cost is reasonable and justifiable in relation to organisational needs.
- Co-ordinating attendance where multiple nominations are received for attendance at externally organised short courses.
- Either jointly agreeing the anticipated learning outcomes from the programme with the member of staff or ensuring the line manager has undertaken this.
- Authorising the application for time off, confirming their decision to the member of staff and ensure the application form is sent to HR.
- In the event that the application is not supported, explaining the reasons for this to the member of staff.
- Evaluating the learning outcomes with the member of staff and agree how the acquired skills, knowledge and behaviour might be applied in practice.

The Human Resources Department is responsible for:

- Maintaining a record of authorised applications and associated number of days study leave/expenses.
- Producing monitoring information for the Associate Director of OD and Leadership.
- If requested, providing both the member of staff and / or Director/Associate Director with an impartial view of the appropriateness of development opportunities in meeting identified training needs.

- Maintaining a learning resource facility of development opportunities and course programme information.

4.2. The application form applies to all forms of education, training and development (unless covered by mandatory or corporate training) for example:

- Applications to study for qualifications as a requirement to practice their profession.
- Applications to study for other qualifications, including NVQ's.
- Applications to attend short courses.
- Applications to commence programmes of mentoring, coaching, secondments of work shadowing.

5. STAFF CONCERNS

5.1. Leave is not an automatic right. Leave is allocated to each member of staff dependent upon their individual circumstances and their personal development plan. The amount of leave allocated to a member of staff is at the discretion of the line manager. The manager must be able to justify the time given to each staff member. Staff have the right to raise any concerns under the SHA's Grievance Procedure if they believe the decision made by their manager is unfair.

6. LEVELS OF SUPPORT FOR EDUCATION DEVELOPMENT PROGRAMMES

6.1. The SHA will provide time off with pay and fully fund fees and expenses for the majority of training and development programmes, with the exception of those identified at 6.5 and 6.6. This includes for example:

- Professional qualifications required as part of the job role
- Other qualifications deemed necessary to meet the requirements of the post
- Leadership/Management Development Programmes

6.2. Where a member of staff fails to complete a programme of study or attend a training and development course, they will be liable for payment of the full costs incurred, unless there are exceptional extenuating circumstances.

6.3. Where a development programme requires a member of staff to purchase text books and materials the SHA may pay up to 75% of the cost, up to a maximum of £40 in any one year payable on receipt of invoices.

6.4. Where a development programme requires the member of staff to undertake private study/examinations, a maximum of 5 days leave for these purposes in any one academic year can be agreed at the discretion of the Director/Associate Director.

- 6.5. Where a member of staff needs to re-sit an examination, the SHA may pay up to 75% of the cost of the first re-sit only.
- 6.6. Where a member of staff applies to undertake a second or subsequent qualification or higher award, for example an MBA etc, which will have both benefit to the organisation and the individuals career development, the SHA may pay up to 75% of the costs.
- 6.7. In addition, the following may be approved, if requested at the commencement of the development programme:
- Up to 75% of the cost of purchasing text books up to a maximum of £40 in any one year payable on receipt of invoices. Text books purchased remain the property of the member of staff.
 - Up to a maximum of 5 days study / examination leave in any one academic year to be taken at the discretion of the Director/Associate Director.
 - Staff undertaking a qualification through open learning where the SHA is providing financial support may be given access to mentoring opportunities, action learning sets or personal study time at the discretion of the Director/Associate Director.

7. CANCELLING ATTENDANCE AT TRAINING AND DEVELOPMENT EVENTS

- 7.1. Where a member of staff cancels their attendance at any development opportunity, they should inform their line manager, the HR Department and the event organiser to avoid any unnecessary charges. In the event that an application is not approved, the member of staff is responsible for cancelling any provisional reservations.
- 7.2. Where a member of staff cancels their attendance at a training and development event it may be possible that the place can be taken up by another member of staff. The individual should make every effort to find a replacement, particularly as the individual maybe liable for any costs associated with failure to attend as highlighted in 6.2.

8. REVIEW

- 8.1. This procedure will be reviewed in 5 years time.

9. EQUALITY IMPACT ASSESSMENT

- 9.1. At this time an Equality Impact Assessment (EIA) has not been carried out on this policy. However, an EIA will be carried out as soon as possible and by no later than 6 months of the issue date stated on the policy cover sheet.

Signed:.....

Date:.....

(Member of staff)

I have approved / declined (delete as appropriate) this application for training

Reason for decision:

Name:..... **Signed:**.....

Date:.....

(Director/Associate Director)

Once completed please return this form to:

HR, Blenheim House, Duncombe Street, Leeds, LS1 4PL.

APPENDIX B

EVALUATION OF TRAINING

Part 2 Evaluation of Training

| | |
|-------------------|---------------------|
| Surname: | First Name: |
| Job Title: | Directorate: |

| |
|---------------|
| Title: |
| Date: |

| |
|--|
| Did the training meet the learning objectives that were identified in part 1 of your study leave application form? Yes/No |
| <i>If yes, what will you put into practice?</i> |
| <i>If no, why not?</i> |

| |
|--|
| On a range of 1-5 (5=highest), assess the degree to which you believe the training will support the delivery of your personal objectives: |
| 1 2 3 4 5 |
| On a range of 1-5 (5=highest), assess the degree to which you believe the training will support the delivery of the SHA's Business Plan objectives: |
| 1 2 3 4 5 |

| |
|---|
| Would you recommend this training to other staff? Yes/No |
| <i>If yes, to whom and why?</i> |

How can you share the content and recommendations to others in the organisation?

Action to share:

Your comments on the following headings will assist in the design and delivery of future programmes:

The approach of the trainer:

Training methods:

Administration:

Facilities/Venue:

Value for money:

Did the training meet the requirements of the SHA's Equal Opportunities Policy? Yes/No

If no, please state reasons:

Any further comments:

Signed.....

Date.....

(Member of staff)

Signed.....

Date.....

(Director/Associate Director)

Once complete please return this form to:

HR, Blenheim House, Duncombe Street, Leeds, LS1 4PL.