

Employee Development and Training Policy

June | 2021

Responsible Committee: Executive Leadership Team

Date Effective: November 2019

Supersedes: Training and Development Policy, plus Personal Development Plans

Next Review: November 2021

Version: 1.1

Comments (details of changes):

1. Introduction

This policy covers all of the SELDOC Group of Companies – since known as SELDOC or the Company.

SELDOC recognises the importance for its employee development and training, and is committed to making relevant opportunities available to all employees in order to:

- Support the achievement of its strategic aims and business plan objectives.
- To meet statutory requirements.
- Ensure that it is able to provide the highest quality of service through its workforce.
- Enable all employees to develop their skills and knowledge to improve their performance, increase their job satisfaction and reach their full potential.
- Promote its reputation as a first choice employer and increase its ability to attract and retain a high quality workforce.

SELDOC will ensure that all employees have equitable access to development opportunities. Participation of all groups will be actively encouraged by promoting the value of employee development, ensuring that it is delivered in a convenient way and working to remove any barriers to participation.

This policy applies to all employees of SELDOC. This policy does not cover duty clinicians and contract workers, who are responsible for their own training needs.

2. Responsibilities for development and training

The SELDOC Board and Senior Management Team are responsible for ensuring that this policy is fully implemented, training and development opportunities are resourced appropriately and organisational priorities for training are identified annually and detailed in the annual operating plan.

Managers are responsible for ensuring that employees have annual performance development plan reviews (PDPRs) and meaningful personal development plans (PDPs). They will also ensure that training and development needs are reviewed regularly and any training agreed on PDPs is implemented; within the constraints of the resources available. Forms to be completed will be available from the Human Resources Department.

Employees are responsible for ensuring that they follow through their personal development plan and make the most of all the development opportunities available to them, both for their individual development and to enable them to be more effective in meeting organisational objectives.

Senior managers will advise on the training and development opportunities available, analyse PDPs to assist in the prioritisation of individual and organisational training needs,

and commission internal or external development activities, where this is the most cost effective option to meet the needs. They will also monitor training attendance, and funding allocations, to ensure that there are no organisational barriers inhibiting equal access.

3. Identifying development and training needs

As noted above, all employee's will have an annual performance and development review, which will include jointly agreeing their development needs with their manager and recording them in their annual PDP. As part of this process, the manager and employee will need to clarify the time required for the development activity and agree how this will be protected within the employee's working hours.

The PDP will cover the development needs of employee's in relation to:

- The skills required to meet the person specification identified for their post.
- Any new legislative and policy requirements relating to the post or the organisation.
- Any additional skills or capabilities they need to better equip them to contribute to the priority work areas for SELDOC.
- Any preparation needed to enable them to carry out higher levels of responsibility within the organisation.

In addition to the PDP, there may be other development needs identified during the year, including any skills required to meet the requirements of specific jobs that the individual is working on. These will be identified by the line manager and, in these circumstances; it will be the line manager's responsibility to ensure that the time and resources are made available to employee's for these needs to be met.

Although participation in development opportunities will normally be jointly agreed, there will be some training activities that the SELDOC Board and senior management deem to be a mandatory requirement. These may include:

- Induction training for new employee's
- Training to meet SELDOC's statutory obligations as employer
- Management training
- Training that is required of employee's to enable SELDOC to meet its business plan priorities.

As the resources and available time for training are limited, it may be necessary to prioritise training needs in any one year. As a general guide, the following priority order should be applied:

- Mandatory or statutory training
- Training to address a gap in the skills/knowledge necessary for the employee to perform their job effectively

- Training to address any annual organisational development needs identified that relate to the employee's post
- Training to further improve the employee's standard of work performance
- Training to provide any new skills/knowledge that the employee will need to use in their role in the future

4. Meeting development and training needs

In considering appropriate mechanisms for meeting training needs, the whole range of development opportunities should be considered, including:

- on the job learning and development such as participating in a project or job in a new area, 'acting up', secondments, being coached or mentored etc
- off the job individual learning including distance learning, private study and learning
- formal education and training e.g. studying towards qualifications, short courses, attending conferences etc

When deciding the appropriate methods of delivery, the following will need to be taken into account:

- The benefits of the training/development to the organisation and employee
- The cost of the training/development
- The employee's preferred learning style
- The location and timing of the training/development taking account of the employee's personal circumstances and working pattern.

Any development opportunities that are generally available to employees will be advertised widely through e-mail and the intranet to ensure that all employees' have the relevant information and opportunity for access.

5. Maximising the effectiveness of development activities

SELDOC recognises that personal development will be most effective if employees:

- fully understand why they are undertaking the development opportunity and how it links to their personal and/or organisational objectives
- are clear what is expected of them both during and as a result of the training
- know how the new knowledge/skills can be applied to their work
- have the support to implement the changes in the workplace
- can evaluate their learning and identify any further training or development that might be needed
- can share what they have learnt with other colleagues

It is therefore important that the manager fully discusses the development opportunity with the employee beforehand and that support is given to ensure that the new learning can be integrated into the employee's work immediately on return to the workplace.

For members of the ELT development opportunities must be discussed with the appropriate committee chair or nominated lead for the ELT.

6. The resourcing of development and training

For development and training to be effective, it needs to be adequately resourced, both in terms of appropriate funding and protected time. A central training budget will be held by the organisation which will be used to fund training activities that have a cost attached.

Decisions about resource allocations against the budget will be made based on the specific organisational objectives and priorities for the year.

Where resource limitations mean that training programmes cannot be funded, employees will receive feedback and their line manager will discuss with them whether there are alternative routes for meeting their development needs.

7. Applying for funding and time off for short training courses

To apply for short training courses, conferences and seminars the employee needs to:

- Demonstrate the need for the particular training activity. This will normally be through their PDP, but there may be circumstances where training needs arise during the year in which case these should be demonstrated through job objectives or reviews etc.
- Discuss the course, conference or seminar with their line manager to obtain their approval and identify the potential source of funding. In the case of the ELT, this should be discussed with their line manager or appropriate committee chair.
- Agree the objectives and obtain authorisation with their line manager including the recognition that course fees may be reclaimed if an employee leaves the organisation within a certain time period, as set out in the training agreement/memorandum of understanding between the employee and SELDOC.

Where the funding and time off is agreed, the manager will notify the employee and keep a copy of the form on the personal file. If the application is not approved, then reasons will be fed back to the employee.

For short courses and conferences, the full cost of the training will normally be funded. However, if the training is considered not to be a high priority for the organisation, a lesser amount may be offered, or funding may be withheld altogether. The employee can choose whether or not to attend the training or whether to personally contribute the balance. Any indirect expenses incurred, such as travel and accommodation costs, must be agreed in

advance with the line manager and re-claimed on an expenses form, but will form part of the overall funding arrangements.

All non-mandatory training courses that incur a cost will need to be signed off by the Human Resources Manager to ensure adherence with the policy.

8. Applying for funding and time off for longer term study

8.1. Process for Application and Approval

Applications will be decided by the ELT if costs are below £1,000. Between £1,000 and £5,000 a representation will need to be made to the finance committee, with the support of the appropriate committee chair; for courses with a cost above £5,000 board approval will be required with the support of the relevant committee chair.

For members of the ELT courses will need to be approved by the relevant line manager or committee chair who will be able to sign off costs up to £1,000. For amounts above this, the guidelines that apply to all staff members will be applied.

8.2. Level of Funding Available

Where an application for longer term study is supported as being highly relevant to the employee's current role and career development, provision of funding will be subject to the following rules:

As professional training courses are expensive both financially and in the respect of time commitment, SELDOC expects commitment from the employee to remain in employment for a defined period following completion of the course and/or exams. as.

Professional and postgraduate courses are often undertaken in modules over years. Funding will be agreed on an annual basis, for the purpose of commitment to remain an employee of SELDOC, this will be calculated on a cumulative basis.

This is detailed in Appendix 2.

Failure to remain within the employment of SELDOC for less than the required periods following completion of the course, and/or the last examination, will result in the employee repaying a pro-rata amount based on period the remaining. Where a course of study involved the employee studying during their normal working hours then the employee will also be required to reimburse the equivalent of those study hours back based on the employees' normal hourly rate of pay. For example, if an employee spent 15 hours studying inside their normal contractual working hours, they will be expected to pay back the equivalent of 15 hours pay at contractual rate.

If SELDOC views the programme to be of lesser relevance to the employee's current role and offers only a percentage of the funding, it will be for the employee to decide whether to go ahead with the course and fund the rest themselves, as detailed in Appendix 1.

Non-attendance for external courses or learning activities will be reported to the employee's line manager requesting the cancellation fee if applicable. In the event that non-completion results in a cost to SELDOC the employee will be required to pay this amount in full.

Generally, SELDOC is unlikely to agree to programmes that require more than half a day of time off per week (or an equivalent amount of time to be taken in modular blocks). Preference will be given to courses that can be undertaken to a large extent in the employee's own time (by distance learning or through evening sessions), with only minimal time off required (for example, for short workshops or to sit examinations).

Where examinations are part of the course, the employee will normally be allowed one day of study leave per examination and the day of the exam itself, up to a maximum total of 5 days per year inclusive for full time employees (and pro-rata for those less than full time working). Time off for re-sits will only be granted in exceptional circumstances.

Where the programme is to be partially funded by the employee, the options for payment are as follows:

- The training establishment can invoice SELDOC for the total amount of the fees, and the employee will either pay their proportion as a lump sum or will sign an agreement for it to be paid in monthly instalments (to be deducted from their salary). In effect, SELDOC will provide the employee with an interest free loan that will be repaid from gross salary. This will further benefit the employee as the repayments will be made before tax is deducted.
- The employee can pay their percentage on enrolling and the training establishment then invoice SELDOC for the remainder due.
- The employee can pay the total amount of the fees and then claim back the agreed percentage from SELDOC.

Any employee in receipt of SELDOC funding will be required to sign an undertaking to repay all of this funding should they withdraw from the course or a proportion of the funding should they leave SELDOC within a pre-agreed period of completing it. The amount to be refunded will be pro rata to the time employed following the end of the training.

SELDOC will offer a maximum funding per annum of 5% of an individual employee's annual gross salary per financial year.

9. Appeals

If an employee is aggrieved by a decision relating to the funding/time off for training, which cannot be resolved by their manager, the Grievance Procedure should be used.

10. Recording, monitoring and evaluation of training

10.1. Recording

All employees should record the training and development they require for the year on their annual PDP. This should be signed by both the line manager and the employee, and a copy should be sent to the HR Manager, so the latter can analyse whether there are common training needs that could be better met through the central commissioning of development activities.

Employees should also keep a record of any learning and development they have undertaken during the year in relation to their Personal Development Plan, as they will need this for their performance and development review.

10.2. Monitoring

The HR Manager will collect and analyse information on attendance of internal courses and the allocation of funding for external training in order to ensure that no particular groups or individuals are unfairly excluded or disadvantaged and that resources are equitably distributed across the organisation.

10.3. Evaluation

Participants at all internally run training programmes will be required to complete evaluation sheets that will be distributed during the event, so that the effectiveness of the programmes can be assessed and any necessary modifications made.

Funding Categories

Category	Description	Allowances
A – Essential	Courses totally relevant to the organisation, including mandatory courses and contractual training.	Normally 100%
B – Desirable	Largely relevant and appropriate to the organisation and personally advantageous to the individual.	Normally 75%, (up to a maximum total cost of 5% of annual salary)
C – Personal	Some relevance to the organisation, mostly for the personal advancement of the individual.	Normally 25% (up to a maximum total cost of 5% of annual salary)
D – Unrelated	No relevance to the organisation, but for the personal advancement of the individual.	0%, but time off may be granted as time in lieu or unpaid leave.

The total cost of the course should be taken into consideration before funding arrangements are finalised. Subject to negotiation these may include the following in exceptional circumstances:

- Course fees
- Examination fees
- Registration fees
- Travel costs

But will not include:

- Accommodation Costs
- Text books

The benefits would be to both the employee as well as the organisation. As such, other factors which should be taken into account before authorising learning and development include:

- Length of course
- Effect of the employee's absence
- Cost of any temporary staff to cover employee's absence

**Defined Periods of Employment
following completion of training courses and/or exams**

Amount funded *	Employment beyond course completion/exam date
Less than £749	12 months
Between £750 and £1,499	24 months
More than £1,500	36 months

*Funding/employment commitment is cumulative, so for example a course of study that lasts 2 years in single year blocks and cost £1,000 per year after 2 years would attract 24 months employment at the end of the second year, not one year. For professional exams, the course of study means for the entire course of study leading to the final qualification.

Learning and Development Request Form

Employee Name		Job Title	
Managers Name			

Development requested:	
Actual cost:	
Supplier:	

Please outline the service objectives to be addressed by this learning activity:

--

Please outline the personal learning objectives:

--

Please outline what other learning activities have been considered e.g. work shadow, e-learning etc and why you have chosen this method:

--

Have any other providers being considered? If not please state reason, if yes please outline reason for decision:

--

Please rank the urgency of this development (please tick relevant):

Essential (Urgent) <input type="checkbox"/>	Employee unable to perform role without this development, no other capacity available
Please state rationale	

Desirable (Build current capacity) <input type="checkbox"/>	In role but development required only to update skills or supplement position
Please state rationale	

Personal (Future development) <input type="checkbox"/>	Not yet in role, there is sufficient capacity through other team members and /or position is not yet required but will be in near future (please state when this is likely)
Please state rationale	

Unrelated (Other) <input type="checkbox"/>	Please specify
Please state rationale	

Do you require any other support to undertake this course e.g. support for text book?

FOR MANAGEMENT USE ONLY

I support the applicant's attendance on the event and agree to fund any agreed expenses such as travelling costs

Manager Name		Manager Signature	
Department		Date	

FOR HR USE ONLY

The Human Resources Department is to ensure that all development requests have been entered on Rota Master and a copy saved to personal file to ensure that future learning can be planned.

Email sent to staff member:

Letter of support:

App. S/Sheet updated:

Diary entry for feedback:

Flow chart for applying for training courses

