

Essential Reference Paper “B”

Policy Name	Staff Training and Development
Date	January 2018
Statement	33
No	
Version	3
Review Date	January 2021

The council is committed to staff development. The key purpose is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work.

Training and development includes any activity, which contributes to the enhancement of their knowledge, skills, competence, and working practices. Staff development is thus a key contributor to the success of individuals and ultimately to the success of the council as a whole.

A range of development methods will be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, e-learning presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

Central to the implementation of the policy is the council’s training plan, which identifies general training needs across all services.

1.0 Equality

Involvement in staff training and development will be determined by service need, personal merit, performance and by the application of appropriate criteria. Training and development is subject to approval through the PDR process and by line management.

2.0 Identification of Staff Development needs

An assessment of the skills of individuals, when they are appointed to a new role, will lead naturally to the identification of their need for training and development, related to duties that they are to perform. In addition, staff training and development needs may be identified in a variety of ways, e.g. by skills audit, by feedback and by staff performance appraisal. It is our policy that all staff has one annual performance

development review a year with their manager, at which time, training and development needs will be assessed and ways of meeting these will be identified, and an appropriate timescale agreed.

3.0 HR service responsibilities

It is the responsibility of the HR service to oversee implementation of the council's training and development policy and annual plan.

The HR service will be responsible for the delivery of the corporate training plan. The HR Officers will work with Heads of Service to identify training requirements and ensure these are met.

4.0 Heads of Service/Manager responsibilities

The HR Officers will provide guidance to them in meeting their obligations listed below.

Heads of Service/Manager will be responsible for:

- Identifying areas of their own work and work undertaken by staff for whom they are responsible which could be assisted by training and development activities;
- Ensuring their staff attend all statutory training requirements;
- Prioritising training requests within their budget;
- Ensuring that new staff reporting to them are provided with appropriate induction training;
- Ensuring that all staff for whom they have line management responsibility receive regular feedback on their performance, and that end of probation performance reviews and annual performance development reviews are completed on time, with clear objectives set, and any training needs clearly identified
- Developing a service training and development plan as part of the Service Plan completed by Head of Service; which supports the council and service objectives, and regularly reviewing this to ensure that planned training is being delivered on time and that it meets the stated objectives;
- Ensuring that staff who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance, then ensuring that their performance is measured against this and the training properly evaluated
- Ensuring that staff who are undertaking professional qualifications are given the appropriate support and encouragement, and that regular monitoring is done to ensure they are proceeding well with their studies

- Managing their own service training budget which should be used to support service needs e.g. conferences/seminars.
- To discuss with leavers whether training and development booked within their notice period should be attended.
- Supporting the HR Service in the implementation of this policy

5.0 Individual responsibilities

The council aims to create an environment where staff take shared responsibility for their own individual effectiveness, personal and career development. All employees are required to participate in staff performance development reviews, and to make all reasonable efforts to attend training and staff development as may be identified and agreed from time to time.

6.0 Individual training expenses

The council is fully committed to the career development of all employees and are therefore willing to meet the costs associated with necessary and identified personal study and training focused on the council's requirements. Expenses incurred attending short term training courses, seminars etc. during normal working hours, will be dealt with in accordance with our normal expense procedures.

7.0 Study Leave and Professional Development

The council will consider part funding costs associated with training for proficiency at work and/or career development (maximum 50%). Full funding may be supported for professional roles that are hard to recruit/low retention. Employees who are interested in pursuing longer-term training opportunities will be required to complete an Application for Professional, Career, Vocational Study form, which includes a repayment agreement clause should they leave within 2 years of completion of the training, or abandon the training. This is subject to approval by the Leadership team.

Employees who have been accepted for a course must attend regularly and may be granted half or full day release dependant on the impact on the employee's role, the service and council. Staff may also request additional leave for examinations up to 5 in any 12 month period. Travel and Subsistence cannot be claimed.

The council reserves the right to ask course organisers for periodic reports on any member of staff's progress.

In the event of examination failure, the manager should consider the individual's circumstances and seek the Head of Service permission before any additional course fees, or payments for re-sits are made.

8.0 Training budget

The council aims to allocate the appropriate resources to support training and development activities identified in annual training plans. The HR Service will be responsible for managing the corporate training budget and professional training budgets.

9.0 Training evaluation

The benefits of training activities undertaken by individuals or teams should be reviewed within the relevant service following each activity. Evaluation may also take place via informal feedback and service meetings etc.

Evaluation and review will also be undertaken centrally by the HR service, particularly where training is offered to a group of employees or where substantial investment is involved.

10.0 Implementation, monitoring and review of this policy

The HR service has overall responsibility for implementing and monitoring this policy, which will be reviewed annually.



Professional, Career, Vocational Study form

Service:

Employee:

Post:

Qualification/Course details:

Course applied for:

Level of qualification:

Duration of study:

Details of attendance (e.g. day release, work based assessment):

Commencement date:

Financial Support required:

Registration fees per year: £

Tuition fees per year: £

Exam fees: £

Total funding required (Max 50%): £

(Please indicate in the table below the funding required for each business year for the duration of the course)

Name of funding	Business year	Total amount

Supporting statement by employee:

Please include the following information to support your application:

- What are the benefits the course will have on your objectives and personal development?
- How will the course support your career development?
- How does the course support the council's priorities and values?
- How does the course support succession planning in your service and/or the council?

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- Is this development opportunity a requirement of the post?
- How does the course support the employees learning and development?
- How will the course support the employee's individual objectives?
- How does the course support succession planning?
- What is the impact of the employee attending this course on the service delivery and employee's ability to complete their objectives?

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Signed Employee:

Date:

Signed Manager:

Date:

Signed Head of Service:

Date:

Approval by Leadership Team

Date:

Is a Copy of syllabus/other relevant course information attached? YES/NO

Has the employee read the Professional, Career and Vocational Study Policy and agrees to the terms of the policy and understands that if funding is granted the employee will have to repay the fees should they leave the council within two years?
YES/NO

Has the employee been made aware that if the Professional, Career, Vocational Funding Agreement is not signed; no fees or expenses related to the application will be paid? YES/NO



Professional, Career, Vocational Funding Agreement

Name of Employee:

Date:

Conditions of agreement:

- I hereby agreed to the financial terms and conditions of study as outlined in my Application for Professional, Career, Vocational Study.
- Signing this agreement commits the above to the full repayment of fees and expenses if an employee withdraws from a course, fails to sit/pass an exam without good reason or shows unsatisfactory progress.
- If I leave the council within the two years following the completion of the course I agree to repay my fees as per the Professional, Career and Vocational Study Policy.
- I am aware that if the Professional, Career, Vocational Funding Agreement is not signed, no fees or expenses related to the application will be paid.
- I agree that notification of withdrawal from the course, failure to sit/pass an exam or leaving the council within two years of completion of a course must be given in writing to the manager with a copy to Human Resources.
- If I leave I agree to tick the Training Fees box in the Recovery Information section, when completing the Leaver Notification form.
- I am responsible for the payment of exam and college year resits.

Signed Employee:

Date:

Signed manager:

Date:

Signed Head of Service:

Date:

Signed Head of HR and OD:

Date

A copy of this agreement must be sent to HR