



## **EAST HERTS COUNCIL**

# **Organisational Development Policy**

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## **Policy Statement**

Policy Statement No. 33

**Policy owner: Human Resources and Organisational Development Service**

**Policy date of last review: April 2021**

**Policy date of next review: April 2022**

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## 1.0 Introduction

- 1.1 The council is committed to staff development. The key purpose is to facilitate personal, professional and organisational development enabling individuals, teams and groups to achieve their full potential at work.
- 1.2 Organisational development includes any activity, which contributes to the enhancement of an individual's knowledge, skills, competence and working practices. Organisational development is therefore a key contributor to the success of individuals and ultimately to the success of the council as a whole.
- 1.3 A range of development methods can be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, e-learning, webinars, presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, apprenticeships, background reading and project work.
- 1.4 Central to the implementation of the policy is the corporate training plan, which identifies general training needs across all services. The plan will be devised from the annual performance development reviews (PDRs) including key topics and priorities identified by the Leadership Team.
- 1.5 Involvement in organisational development will be determined by service need, job specific requirements, succession planning or personal merit/performance. Training and development funding is subject to approval through the employees manager and Human Resources. All training will be funded within the specified budget limits.
- 1.6 Employee and organisational development will continue to be monitored and evaluated to assess the effectiveness of in-house and external training providers and programme to ensure continuous improvement and the cost effectiveness of a provision or development activity being offered to employees.

## **2.0 Mandatory Training**

2.1 All staff will be expected to complete the required mandatory training as a new starter and on an annual basis. The current mandatory training includes:

- Safeguarding Awareness
- Equality & Diversity
- Health & Safety
- Data Protection/GDPR and ICT Security Awareness training
- Lone Working (for specific employees)

The Leadership Team will continue to identify developmental areas for the mandatory training programme which will be developed for all employees or selected roles with support from the OD and HR Co-ordinator. Details of the mandatory training will be communicated to employees with realistic deadlines for completion.

## **3.0 Identification of Development needs**

3.1 Individual and organisational development needs will be discussed, reviewed and captured as part of the PDR and 1-2-1 process and during the setting of objectives for new employees. In addition, development needs may be identified in a variety of ways, e.g. a skills audit, individual feedback or the specific needs of a project or job role. These additional needs need to be feedback back into the 1-2-1's and ultimately the PDR process.

3.2 It is policy that all employees will have an annual performance development review (PDR) with their manager, where their development needs and options of how to meet those needs will be discussed and recorded.

## **4.0 Training budgets**

4.1 The council's training budgets are divided into four areas:

- A corporate training budget to deliver the corporate training plan which is managed by the HR and OD Service.

- A training and development budget which is calculated per capita and is split appropriately by service and is managed by the HR and OD Service.
  - A corporate Health and Safety training budget to support the compliance of Health and Safety throughout the council which is managed by the HR and OD Service.
  - A professional training budget for professional qualifications and courses over a £1,000 (see section 9) where the council's investment is protected by a training and development agreement. Expenditure for this budget is approved by Leadership Team and managed by HR and OD Service.
- 4.2 In addition to the corporate training budgets the Shared Revenues and Benefits Service have a separate training budget defined in the shared service partnership agreement with East Herts and Stevenage Borough Council. The budget supports the learning and development needs of the service.

## **5.0 The responsibilities of the Human Resources and Organisational Development Service**

- 5.1 It is the responsibility of the HR and OD Service to oversee implementation of the Organisational and Development Policy and the corporate training plan (including Health and Safety).
- 5.2 The HR and OD Service will be responsible for the delivery of the corporate training plan devised by the PDR's and the Leadership Team's priorities. The HR Officers will also work with Heads of Service to identify any additional training requirements and ensure these are met where appropriate.
- 5.3 The HR and OD Service will manage the various corporate training budgets effectively to ensure good value and good quality training is delivered.

## 6.0 Heads of Service/Manager responsibilities

6.1 The OD & HR Co-Ordinator will provide guidance to Heads of Service/Managers in meeting their obligations listed below.

Heads of Service/Managers will be responsible for:

- Identifying development areas in their own projects and work undertaken by employees for whom they are responsible which could be assisted by training and development activities
- Ensuring their employees attend all statutory training requirements
- Prioritising development requests within their budget fairly
- Ensuring that new employees reporting to them are provided with appropriate induction training and their objectives are set
- Ensuring that all employees 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 Heads of Service; which supports the council and service objectives, this should be regularly reviewed to ensure that planned development is delivered on time and that it meets the stated objectives
- Ensuring that employees who are attending organised development 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 is properly evaluated
- Ensuring that employees who undertake professional development are given the appropriate support and encouragement, and that regular monitoring is carried out to ensure they proceed well with their studies
- Managing their own service training and development 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
- To ensure that succession planning is considered for the roles within teams and when employees leave the council
- Supporting the HR and OD Service in the implementation of this policy

## **7.0 Individual responsibilities**

- 7.1 The council aims to create an environment where employees take shared responsibility for their own individual effectiveness, personal and career development with support from management. All employees are required to participate in an annual PDR and to attend training and development when identified and agreed.

## **8.0 Individual training expenses for training not covered by a Professional Study and Career Development Agreement**

- 8.1 The council is fully committed to the career development of all its employees and is therefore willing to meet the out of pocket expenses associated with attending a training event or development opportunity. Expenses incurred when attending short term training courses, seminars, a coaching session etc. during normal working hours, will be dealt with in accordance with the normal expense procedures.

## **9.0 Training and Development funding for development opportunities**

- 9.1 The council will consider funding conferences, events, webinars, etc that are associated to an employee's post, identified in an individual PDR or they are a legal part of the employee's role e.g. Safeguarding or RIPA training.
- 9.2 Employees who wish to apply for event funding will be required to complete a training and development form. The form will be reviewed

and agreed by the employee's manager and passed to the HR and OD Service to be approved and the appropriate funding allocated. The funding request should be clear and include the benefits to the individual and service. Once approved the form will be return to the service for the event to be booked and administered by the appropriate service.

## **10.0 Professional Study and funding for development opportunities at £1,000 or more**

- 10.1 The council will consider funding or part funding costs associated with professional qualifications that are associated to an employee's post and/or identified in individual PDR. The council will also consider part funding development opportunities to support individual career development identified in the PDR process that costs £1,000 or more from the central professional training budget.
- 10.2 The council will consider 100% funding for qualifications if they fulfil the following criteria:
  - The qualification is essential to the role; as outlined in the person specification
  - A trainee post where the qualification is a condition of the role e.g. Trainee Planner
- 10.3 The council will consider funding qualifications up to 75% to support hard or difficult to recruit posts. For example the current posts identified in the 2019 Local Government Workforce Survey are Planning Officers and Legal Professionals.
- 10.4 The council will consider funding qualifications up to 50% for employees to support career development as part of the council's on-going succession planning; as the council continues to support employees and grow its own talent.
- 10.5 Employees who wish to apply for full or part funding for their professional qualification or a career development opportunity (over £1,000) will be required to complete an application process; the application will be



reviewed and is required to be approved by Leadership Team. The application should be clear what the funding is being requested for i.e. is it just the study/course fee, does it include exam fees, books, registration fees, the cost for a specific IT application etc. Out of pocket travel expenses can be claimed; these will be reimbursed at a local level and should be included in the application form so the service is aware of the cost of their contribution. Subsistence cannot be claimed and should not be included in the application process.

- 10.6 The time commitment should also be identified as part of the application process. Is morning/afternoon or day release being requested? Normally one days study leave and one days examination leave is granted per examination paper (no more than 5 days may be granted for study and exam leave in any 12 month period); does the application include a request for study leave and exam leave to be considered and/or approved?
- 10.7 When a professional qualification or career development opportunity is approved it commits the employee to the full repayment of the contribution agreed if the employee withdraws, fails to attend, fails to pass an exam without good reason or shows unsatisfactory progress.
- 10.8 In order to protect the council's investment, if the employee were to leave the council's employment before two years had elapsed since they completed the professional qualification, they will be required to pay a proportion of the fees and expenses back to the council. The proportion payable shall be dependent on the number of months remaining on the agreement when the employee left the council's employment. E.g. Employee A undertakes a professional qualification at a total cost of £1,500 but leaves the employment of the Council 13 months after completing the course i.e. 11 months short of the two year period. To work out what proportion of the fees is repayable, the £1,500 total is divided by the 24 month agreement period giving a figure of £62.50 per month. This figure is then multiplied by the number of months remaining on the agreement; in this example 11 months.  $£62.50 \times 11 = £687.50$

- 10.9 If the funding agreement includes exam fees this will not include exam re-sits. In the event of examination failure, the employee will be expected to pay for any re-sits unless there are exceptional circumstances for the manager to consider.
- 10.10 The council will work with the education/course providers to support the employee's progress and reserves the right to ask education providers or course organisers for periodic reports on the employee's progress.

## **11.0 Apprenticeship Levy**

- 11.1. The Apprenticeship Levy is a UK tax on employers which can be used to fund apprenticeship training. It is currently payable by all employers with an annual pay bill of more than £3 million at a rate of 0.5% of their total pay bill.
- 11.2 To access the funding the employee must be classed as an apprentice. Apprentices are employees aged 16 or over and they have to combine working with studying (20% off the job) to gain skills and knowledge in a specific job. Apprentices can be new or current employees.
- 11.3 The levy funding can be used to fund qualifications that fulfil specific criteria under an apprenticeship framework. The qualifications range from NVQ's to degree level. HR and OD can advise on the suitability of a qualification under the levy guidelines.
- 11.4 Currently a funding agreement does not have to be signed to access the levy funding but the employee does have to commit to signing an apprenticeship contract alongside their employment contract.

## **12.0 Training evaluation**

- 12.1 The benefits of development 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.

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

### 13.0 **Implementation, monitoring and review of this policy**

13.1 HR and OD Service have overall responsibility for implementing and monitoring this policy, which will be reviewed annually.

**Appendix 1** - Professional Study and Career Development Application

**Appendix 2** - Professional Study and Career Development Agreement

**Appendix 3** - Training and Development Funding Application

## APPENDIX 1



## Professional Study and Career Development Application

Service:

Employee:

Post:

Course applied for:

Qualification/Course details:

Level of qualification:

Level of funding being requested:

Duration of study:

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

Expected commencement date:

Complete the table below for the financial support required:

Detail of funding	£ Value of funding	Additional Comments
Registration fees per year		
Tuition fees per year		
Exam fees		
Books per year		
Cost of IT application		
Residential		
Estimated travel costs		

Total funding required: £

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

Name of qualification/course	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

The employee has read the Organisational and Development Policy and agrees to all the terms of the policy including section 9 regarding funding and the repayment conditions? YES/NO

The employee is aware that if the professional study and career development agreement is not signed; no fees or expenses related to the application will be paid? YES/NO

## APPENDIX 2



# Professional Study and Career Development Agreement

Name of Employee:

Conditions of agreement:

- I hereby agreed to the financial terms and conditions of study as outlined in my application for professional study and career development funding.
- Signing this agreement commits me to the full repayment of fees and expenses agreed in the application; if I leave or withdraw from the course, fail to sit/pass an exam without good reason or shows unsatisfactory progress.
- I am aware that if my application is not signed, no fees or expenses related to the application will be paid.
- I agree that if I leave the Council within two years of completion of a course I will be expected to repay the funding as outlined in the Organisational and Development Policy.
- If exceptional circumstances have not been identified I accept and agree I will be 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 to be held on your HR file**

**APPENDIX 3**



**Training and Development Funding Application**

Service:

Employee:

Post:

Name of event/course applied for:

Event/course date:

Event/Course details:

Complete the table below detailing the financial support required; include all costs relevant to this event/course:

Detail of funding	£ Value of funding	Additional Comments

**Total funding required: £**

Supporting statement by employee:

Please include the following information to support your application:

- Is this development opportunity a requirement of the post?
- How does the event support the employees learning and development?
- How will the event support the employee's individual objectives?
- Was the event identified in the officers PDR?
- 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:

Approval by the HR & OD Service

Date: