

## **1.0 INTRODUCTION**

The Department of Health document 'Working Together - Learning Together' A Framework for Life Long Learning in the NHS (2001), sets out the strategic direction for modernising education, training and development within the NHS.

The strategy aims to ensure that NHS staff are equipped with the skills they need to:-

- Support changes and improvements in patient care
- Take advantage of wider career opportunities and
- Realise their potential

Particular emphasis is placed on improving access to education, training and development for all and to ensuring that investment in staff development ultimately improves patient care.

In addition the new NHS Knowledge Skills Framework will apply to all NHS jobs covered by the Agenda for Change agreement, no later than October 2006 which will help an individual identify the knowledge & skills required for future career steps and this process has to be supported by offering appropriate Training & Development opportunities.

NHS employers are required to have appropriate systems, processes and policies in place to enable this to happen. This includes appropriate procedures for supporting staff who request Training & Development in order to meet their personal development objectives.

## **2.0 POLICY STATEMENT**

- 2.1 Worcestershire Acute Hospitals NHS Trust is committed to ensuring that all staff have access to the education, training and development they need in order to deliver a better service to patients.
- 2.2 There are a number of ways in which staff can address their development needs one of which is to attend a course, workshop or conference.
- 2.3 The Trust recognises the importance of providing the facility for its staff to attend such events (be they external or internal).
- 2.4 The Trust also recognises its responsibilities for making the best use of the resources that are available for Training & Development. This policy aims to ensure that appropriate systems are in place for monitoring expenditure on Training & Development and evaluating the benefits of the investment in Training & Development.

### **3.0 PURPOSE OF THE POLICY**

- 3.1 The purpose of this policy is to provide a framework for the process by which Training & Development is managed.
- 3.2 The policy provides guidance for managers and staff in; how to apply for Training & Development, under what circumstances to apply for it, the information required in order to proceed with an application for Training & Development, the responsibilities of employees who are undertaking Training & Development, the responsibilities of their managers and how Training & Development will be monitored.

### **4.0 SCOPE OF THE POLICY**

- 4.1 This policy applies to all staff except Medical Staff (a separate policy has previously been agreed for this group).
- 4.2 The policy deals with internal and external Training & Development only.
- 4.3 Only General Managers (and their equivalents in Corporate Directorates) or their nominated lead for Training & Development are authorised to approve application forms for on behalf of the Directorate (See Appendix B).

### **5.0 DEFINITIONS**

- 5.1 “Training & Development” – the time required away from the workplace to attend a formal learning event. For example a course, workshop or conference or time to take recognised exams or access e-learning.
- 5.2 Training & Development leave is usually paid time that is allocated in order to support the employee to meet the development needs identified in his or her personal development plan.
- 5.3 Informal learning activities e.g. attending meetings, shadowing, secondments / placements, do not come under this policy.

### **6.0 MAKING AN APPLICATION FOR TRAINING & DEVELOPMENT LEAVE**

- 6.1 An application for Training & Development can only be approved if it:-

- Aims to meet a training and development need that has been identified within an employees personal development plan.
- Has been included within the Directorate Training & Development Plan.
- Is clearly linked to Service Delivery Plans.

6.2 Training & Development applications that cannot demonstrate the above will not be approved.

## **7.0 FUNDING TRAINING & DEVELOPMENT LEAVE**

7.1 The majority of internal courses do not incur course fees. Where Training & Development does involve course fees these may be met in total by the Trust or alternatively the costs may be divided among the Trust, the Directorate and the Employee.

7.1 This will depend upon the nature of the course e.g. whether it is a Mandatory or Statutory requirement or an essential or desirable one.

7.2 Applications for Training & Development leave fall broadly into the following categories:

A. **Essential:-** These are activities that the member of staff must attend in order to do their job safely and effectively. This would include Risk Management Updates, Mandatory & Statutory training, Induction and agreed essential CPD activities. In these cases the Trust will support paid Training & Development leave and will meet any cost incurred e.g. fees, travel, subsistence.

B. **Desirable:-** These are activities that, although relevant to the member of staffs job, they cannot be regarded as 'essential'. These activities can be equally beneficial to both the individual and the Trust. This usually means that the member of staff wants to go more than their manager wants them to go! In these cases the Trust will share the costs with the individual. The member of staff may therefore be required to make a contribution towards the cost of fees, travel or subsistence.

C. **CPD:-** Learning & Development which is intended to update and refresh professional knowledge and skills and to maintain professional competence which is focused mainly on the current sphere of practice.

D. **Post Registration:-** Learning that takes place after registration.

7.3 Where a member of staff leaves within 2 years of having undertaken paid 'desirable' Training & Development they may be required to reimburse the Trust for course costs.

This should be agreed between the authorising manager and member of staff as part of the approval process.

The Trust is committed to funding all the 'essential' training and as much of the 'desirable' as possible. Funds will be allocated on the basis of Directorate Training Plans.

## **8.0 TRAINING & DEVELOPMENT PROCESS**

The processes for dealing with internal and external Training & Development leave do differ and are best described by Flow Chart (appendix A )

## **9.0 RESPONSIBILITIES**

### **9.1 Line Managers & Heads of Departments**

- To discuss the application with the member of staff to check that the Training & Development is appropriate and links to the individuals Personal Development Plan and Directorate Training Plan.
- Ensure that cover arrangements are made to enable the member of staff to be released.
- In the case of external Training & Development leave, ensure budget authorisation by the General Manager nominated training representative, (or equivalent).
- After the Training & Development event, evaluate with the member of staff i.e. what they have gained, how they have benefited from the Training & Development, what they will do different as a result and how they plan to share their learning with other colleagues.
- Update the staff members personal file and training record where applicable.
- Ensure the staff member is aware of the commitment they're undertaking when going on Training & Development leave and should they fail to attend (in the case of courses that incur a cost) inform them that they may be required to meet the course costs unless this is due to unforeseen circumstances / illness.
- In authorising Training & Development, ensure that staff have equal access to opportunities to undertake Training & Development.
- Safeguard the limited resources available for Training & Development by exploring other funding opportunities (and where appropriate) encourage staff members make a financial contribution to their own development.

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Agreed JNCC

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- Ascertain that Training & Development leave is the best solution for meeting the development needs of the staff member.

## 9.2 Employees Responsibility

- Complete all required documentation and obtain the appropriate authorisation prior to confirming your course booking.
- Consider why you need to take the Training & Development i.e. What do you need to learn? What do you intend to do different as a result? How will you share your learning with colleagues? It is recognised that professionals should learn together to work together, to promote shared learning and it is therefore expected and a condition of Training & Development leave that individuals feedback their learning to their colleagues.
- Discuss the Training & Development leave with your manager before you complete your application form – check that they think it is relevant and that they will approve your time away from the workplace.
- If the course tutor has suggested pre-course reading or you are asked to complete pre-course work – ensure that you do this.
- Make the most of the event by asking questions and participating fully. If the course is not meeting your needs, where possible, make the course tutor aware of this so it can be addressed on the day.
- Check the course date, start and finish times and ensure that you can attend the whole event.
- If, after booking your place, you find you are no longer able to attend the event – notify your manager in the first instance so he / she can offer the place to someone else. You will also need to notify the course organiser and the Training & Development Department of any changes.
- If, due to unforeseen circumstances, you are unable to attend the event (with less than 48 hours notice) notify the event organiser direct and advise them.
- If cancellation costs apply, you may be asked to meet these costs unless you have a justifiable reason for not attending e.g. you are sick.
- Keep a record of the details of the event, telephone numbers etc and a copy of your Training & Development application form in case you need to make any enquiries.

- Complete the course evaluation form.
- Record in your Personal Development Portfolio what you have learned and discuss this at your next appraisal.
- Share your learning with others and apply it.

## **10 MONITORING AND REVIEW**

10.1 Record of Training & Development activity should be kept at 3 levels:-

- In an individuals Personal Development Portfolio.
- By Department / Line Managers
- Centrally by the Training & Development Department.

Each individual who undertakes Training & Development is responsible for keeping their Personal Development Portfolio up to date.

In line with good practice Departments and Line Managers should keep records of staff development and Training & Development activity within their area of responsibility.

The Training & Development Department hold records of all Training & Development application forms. From these records the department is able to monitor the amount of Training & Development activity and provide information to Directorates in the form of reports.

Directorates will receive reports on external Training & Development activity on a quarterly basis and internal Training & Development for Induction and Risk Management on a monthly basis.