



## LEARNING AND DEVELOPMENT POLICY

Co-ordinator:  
Director of HR

Reviewer:  
Grampian Area  
Partnership Forum

Approver:  
Grampian Area  
Partnership Forum.

Signature

Signature

Signature

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**VERSION 1**

**NHS GRAMPIAN  
LEARNING AND DEVELOPMENT POLICY**

**This policy is also available in large print and on computer disk. Other formats can be supplied on request.**

**Please call the Corporate Communication Team on 01224 554400 for a copy.**

# NHS GRAMPIAN LEARNING AND DEVELOPMENT POLICY

## 1 INTRODUCTION

Education, learning and development are essential components of all aspects of care and support services activity and are central to ensuring the safe and effective delivery of care and supporting services, health improvement, managing risk and planning for future service provision.

In line with the NHS Grampian Learning and Development Strategic Plan, NHS Grampian aspires to be a learning organisation and therefore encourages and supports lifelong learning and continuous improvement for all staff.

NHS Grampian is committed to supporting staff to access training, learning and development opportunities and activities and this can include the application by staff of paid time-off and/or funding in order to pursue these activities/opportunities.

## 2 POLICY AIMS

- All staff will be given equal opportunities to become equipped with the skills, knowledge and attitudes to meet the needs of their role and contribute to the objectives of the organisation.
- All staff will be supported, within the resources available, to promote learning and development needs and actively encouraged to develop their knowledge and skills.
- The learning, development and career aspirations of staff will be considered and agreed through the application of the Appraisal and Personal Development Planning process, which incorporates the Knowledge and Skills Framework, which is **mandatory** for all staff within Agenda for Change.
- Learning and Development needs to be integral to the planning process at individual, team and organisational level, therefore, all service areas are required to develop yearly learning plans that highlight statutory and mandatory training requirements and training and development required to support role/service redesign and manage the inherent risk to the organisation.

### 3 SCOPE

This policy applies to all staff employed, seconded or attached to NHS Grampian, except Medical and Dental staff who have nationally agreed conditions relating to study leave.

### 4 RESPONSIBILITIES

Learning and development is the responsibility of the individual, line manager and the organisation. (Reference NHS Grampian Learning and Development Strategic Plan).

5	DEFINITIONS OF LEARNING	FINANCIAL SUPPORT
	(1) Statutory Learning  This is training that must be completed for a member of staff to be legally able to undertake the duties of their post. This training may also be a requirement of a professional body membership/registration required by NHS Grampian.	100%
	(2) Mandatory Learning  This is training that must be completed at the insistence of the employer prior to the employee undertaking a specific duty required of them, e.g., induction, violence & aggression training.	100%
	(3) Service Development  This training leads to the acquisition of skills and knowledge for new aspects of an individual's role. The need for this type of development often arises as services change and may also be as a result of the introduction of new equipment, systems or procedures.	50-75-100%

	(4)	<b>Personal Development</b>  This training leads to enhanced performance in the employee's current role and focuses on the unique needs of the individual to perform their current role.	50-75-100%
	(5)	<b>Career/Professional Development</b>  This is training relating to career progression or continuous professional development.	50 – 75%

**Note:**

Training Budgets are devolved to Sectors/Directorates.

Some sectors have access to endowment funds for training purposes.

Training and development is subject to overall prioritisation and budgeting.

**6 METHODS OF DELIVERY**

(1) Internal Training and Development

Individuals will attend internal training and development where this meets the agreed need. There is no personal financial contribution to internally run training but it is the responsibility of the manager to plan for the release of staff for training, therefore, failure to attend without reasonable notice being given and without reasonable cause, will result in a cancellation charge being made to the manager/budget holder. This will be agreed and reviewed on a yearly basis.

(2) Conferences/Seminars

Attendance at relevant conferences and seminars needs to be prioritised and linked to service plans and the individual's Personal Development Plan. Alternative solutions to the development needs should also be considered. Negotiation should also take place around numbers that attend and how feedback will be given to others. Funding will be at the managers' discretion dependent on the above factors.

(3) External Short Training Courses

If the training is deemed to meet statutory and/or mandatory needs as detailed in the Personal Development Plan then this will be fully funded, otherwise the application will be considered as a career/professional development need and funded accordingly. Managers are encouraged to consider alternative methods of providing the development, e.g., regional event, bring trainer to Grampian etc.

(4) Degrees/Diplomas/Day release

Only in exceptional circumstances will the organisation consider granting 100% financial support for courses of higher/further education pursued for career or professional development. The guidance is:

- 100% if linked to a national or NHS Grampian priority and/or is absolutely integral to the job.
- 75% if linked to a service or department development/objective and considered desirable both in terms of the individuals development and professional values to NHS Grampian.
- 50% if deemed to be career development where only part of the syllabus is relevant to the job.

(5) Learning Contracts

Learning contracts will be agreed and signed off by the manager and individual for any of the above development. An example is attached – Appendix 1.

(6) Distance/E-Learning

This will be fully funded if deemed to be a statutory/mandatory requirement otherwise, it will be considered as a career development/professional development issue. Reasonable time off should be granted during working hours to allow completion of the learning, subject to the exigencies of the service.

(7) Overseas Study Leave

Applications for learning and development overseas should be identified through the appraisal and personal development planning process and, where supported by the line manager, will be considered and approved/rejected by the Chief Operating Officer and/or Chief Executive.

- (8) Coaching, Mentoring, Shadowing etc.

This type of development can be beneficial to the individual, team and organisation. When identified through the appraisal and personal development planning process, managers should support this development by giving the required time off normal work.

- (9) Scottish Vocational Qualifications (SVQs)

The Scottish Vocational Qualifications Scheme is a fully flexible source of learning. It allows both consistency of quality and standards and provides the individual with a nationally recognised qualification. The scheme assesses knowledge, skills and competency in the work area and has a direct link to the Agenda for Change - Knowledge and Skills Framework.

If an individual is accessing an SVQ as part of their development, minimal time out of the workplace will be required for induction training and receiving feedback from the assessor. This will vary but will be approximately 8 hours per month for the duration of the SVQ.

## 7 FINANCIAL SUPPORT – KEY POINTS

- All development needs require to be evidenced in a Learning Plan for service areas and in a Personal Development Plan for each individual.
- All statutory and mandatory training and development will be funded 100%.
- All service and personal development needs will be funded at 50%, 75 or 100%.
- Career/professional development will be funded dependant on the availability of budget and the perceived benefit to the individual and organisation. This will normally be 50% or 75%.
- In normal circumstances, individuals will not be granted study leave or expenses for failed courses or exam resits.
- Individuals who fail to complete courses without reasonable cause will be required to repay all or part of the funding granted by the organisation.
- If an individual leaves the employment of the NHS within 2 years of completing the course after being granted leave and funding for a degree/diploma/professional qualification, NHS Grampian, other than in exceptional circumstances, will recover all or part of any funding/expenses granted. The following scale applies –

**Period after Completion**

**Amount of Repayment**

Course incomplete	100%
0-6 months	75%
7-14 months	50%
15-24 months	25%

## 8 PROCEDURE FOR APPLICATIONS

All internally run training, learning and development will be advertised in the NHS Grampian Learning and Development Directory with details of who to contact for further information/support. This information will be accessible on the Intranet.

Applications for external study leave should be made using one of the following forms:

- (1) ATDL1 Application for Training and Development Leave form – for use when attending course, conferences, seminars, workshops and study days.
- (2) APS1 Application for Professional studies form – for use when applying for degrees, diplomas, when more than one year's expenses is required.

All training and development leave must be agreed with the Line Manager before application is made.

## 9 STUDY LEAVE

- **Degrees/Diplomas**

Where individuals are completing a longer-term course, then study leave can be granted at the discretion of the manager up to a half day (4 hours) per month.

- **Day Release**

If this option is approved, staff will be allowed leave in normal working hours to attend classes that are part of the authorised course.

- **Evening Class/Distance and Open Learning, E-Learning**

Paid leave will be granted for attendance at exams required as part of the course. At the manager's discretion, up to 5 days per year can be allocated to support the individual complete assessments, exams etc.

- **Placements**

If placement is part of the course, agreement around payment and cover needs finalised before the course begins.

## **10 TRAVEL AND SUBSISTENCE**

Travel commitments should be agreed with the line manager at the time of authorisation of the course. Staff should travel in working time where possible but some flexibility will be required. Part-time workers should claim for the length of their course in relation to normal working hours or have time back as agreed with the line manager. Claims for travel subsistence and incidental expenses should be made to the line manager using the form CCW 1 form. This should be authorised by the line manager and sent directly to the Payroll Dept for processing, with a copy of the ATDL1 or APS1 form attached. All receipts and bills for sums claimed must be attached to this form.

Staff should endeavour to route all booking of travel and accommodation for external courses and conferences through NHS Grampian's contracted travel agent. Incidental expenses will be paid when unavoidable expenditure has been incurred.

## **11 EVALUATION AND MONITORING**

Individuals and managers are required to ensure full and proper evaluation of all learning activities through pre and post course/training intervention briefings linked to the appraisal and personal development planning process (Appendix 2).

E-KSF system will allow the organisation to monitor the number of staff with personal development plans.

The performance review process will be used to monitor progress with learning and development, learning plans and individual personal development plans.

Learning Contracts will be used in certain instances as a monitoring and evaluation tool (Appendix 1).

In accordance with staff Governance requirements the Staff Governance Committee and the Grampian Area Partnership Forum will have responsibilities for monitoring this policy.

EXAMPLE



## NHS Grampian

### Learning Contract and Mandate

#### Degrees and Diplomas

<b>Student's Name:</b>	
<b>Grade/Job Title:</b>	
<b>Ward/Department/Team:</b>	
<b>Course of Study:</b>	
<b>Dates of Attendance:</b>	
<b>Level of Financial Support:</b>	
<b>Amount of paid Study leave:</b>	

**EXAMPLE**

**Students objectives for attending course:**

**Link with Personal Development Plan & KSF and/or Local Learning Plan:**

**Link with Personal Development Plan and/or Local Learning Plan:**

**Student Signature .....**

**Manager/Preceptor Signature .....**

**Academic Supporter Signature .....  
(if applicable)**

**EXAMPLE**

**Review of progress with course/study and meeting objectives yearly:**

**Review date 1 (year 1) approx after 3 months:**

**Review date 2 (at end of year 1):**

**Review date 3 (year 2) approx after 3 months:**

**Review date 4 (at end of year 2):**

**Student Signature .....**

**Manager/Preceptor Signature .....**

**Academic Supporter Signature .....  
(if applicable)**

**EXAMPLE**

**End of course review date:**

**Comment on whether all objectives have been met:**

**If not, detail what has not been achieved and why:**

**Was additional learning gained that was not identified in objectives: YES/NO**  
**If yes, please describe:**

**Student Signature .....**

**Manager/Preceptor Signature .....**

**Academic Supporter Signature .....**  
**(if applicable)**

**EXAMPLE**

**Detail plans made for feedback on learning and evidence of using the learning in practice following completion of the course:**

**Post course review date:**

**6-12 months following completion of study/course:**

**Comments on review of impact of learning activity:**

**Student Signature .....**

**Manager/Preceptor Signature .....**

**Academic Supporter Signature .....  
(if applicable)**

## EXAMPLE

### Conditions:

1. Applicants will be required to commit themselves to remaining in the employment of NHS Grampian for two years after completion of the course of will be liable to repay a proportion of the funding provided to them as set out below. For the purpose of this Learning Contact, 'employment' does not include being a member of the bank staff.
2. Repayments will be calculated as follows:
  - (a) Staff who fail to complete the course or leave NHS Grampian before the end of the course will be liable for all costs incurred to date.
  - (b) Staff who leave at the end of the course will be liable for 75% of all costs incurred.
  - (c) Staff who leave within the first year of completing the course will be liable for 50% of all costs incurred.
  - (d) Staff who leave within the second year of completing the course are liable for 25% of all costs incurred.
3. Staff who are unsuccessful in passing the course work, are liable for 50% of all costs incurred.

These arrangements apply to all staff.

I acknowledge that should I fail to complete the course or should I leave the service of NHS Grampian during my course of study, or within a period of two years from the date of completing the course, I undertake to refund NHS Grampian the full costs or the proportion of the amounts awarded to me as determined by NHS Grampian on the terms set out above.

I hereby agree to NHS Grampian deducting the repayment sums directly from my salary and in the event of my leaving the employment of NHS Grampian, I agree to these repayment sums being deducted from any salary/wages due to me at the time of my leaving. In exceptional circumstances, the repayment period may be extended, at the sole discretion of NHS Grampian, to a period not exceeding 12 months from the due date. In the event that I have already left the employment of NHS Grampian, I acknowledge that I will be invoiced for the amount due.

Student Signature ..... Date .....

NHS Grampian Signatory ..... Date .....



**LEARNING & DEVELOPMENT**

**EXTERNAL/INTERNAL LEARNING QUESTIONNAIRE  
POST CONFERENCE/SEMINAR/TRAINING FEEDBACK**

Name: ..... Department/Team: .....

Job Title: ..... Base: .....

1. Title of the event/activity:

2. Name of agency delivering the event:

3. Date(s) and venue of the event:

4. Cost of the event:

5. Were the objectives met by the content?

Yes  No

If 'No', please explain why, and outline if any remedial action is to be taken by you/your manager?

6. How has the learning activity benefited:

(a)	You?
(b)	Your Service/Team/Department?
(c)	The Organisation?
(d)	What will you now do differently?

7.

Brief summary of the content:

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8. Please list any comments regarding content/delivery:

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9.

Would you recommend this, or a similar learning activity to other staff?

Yes  No

Reason(s)?

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**PLEASE RETURN THIS COMPLETED POST COURSE EVALUATION TO YOUR MANAGER  
WITHIN ONE MONTH OF THE LEARNING EVENT**

SIGNED (Staff Member): ..... Date: .....

SIGNED (Manager): ..... Date: .....