

**Title:** **WORKFORCE DEVELOPMENT POLICY**

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<b>CHANGE RECORD</b>			
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7.01.10	Lesley Cavanagh	Update Statutory & Mandatory Training & CBLS,	1.001
	Dr Chris Bulmer	Study leave approval process	1.002

Please note that the intranet version is the only version that is maintained. Any printed copies should, therefore be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.



Chief Executive: Jayne Brown CBE  
 Chairman: Kevin McAleese OBE

<b>Contents</b>	<b>Page</b>
<b>1.0 Introduction</b>	<b>4</b>
<b>2.0 Equality &amp; Diversity</b>	<b>4</b>
<b>3.0 Context</b>	<b>4</b>
<b>4.0 Scope and Definitions</b>	<b>4</b>
<b>5.0 Aim</b>	<b>5</b>
<b>6.0 Dissemination and Implementation</b>	<b>5</b>
<b>7.0 Documentation control including archiving arrangements</b>	<b>5</b>
<b>8.0 Consultation</b>	<b>5</b>
<b>9.0 Freedom of Information Act 2000</b>	<b>5</b>
<b>10.0 Data Protection Act 1998</b>	<b>5</b>
<b>11.0 Records Management</b>	<b>6</b>
<b>12.0 Training and Awareness</b>	<b>6</b>
<b>13.0 Guiding Principles</b>	<b>6</b>
<b>14.0 Learning Priorities</b>	<b>6</b>
<b>15.0 The Knowledge &amp; Skills Framework (KSF)</b>	<b>7</b>
<b>16.0 Continuing Professional Development Opportunities and Expectations</b>	<b>7-8</b>
<b>17.0 Statutory &amp; Mandatory Training</b>	<b>8</b>
<b>18.0 E-Learning and Computer Based Learning Solutions (CBLs)</b>	<b>9</b>
<b>19.0 Induction</b>	<b>10</b>
<b>20.0 Widening Participation</b>	<b>11</b>
<b>21.0 Eligibility</b>	<b>11</b>
<b>22.0 Partnerships</b>	<b>11</b>
<b>23.0 Responsibilities</b>	<b>12</b>

<b>24.0 Levels of Support</b>	<b>13</b>
<b>25.0 Subsistence Allowances</b>	<b>13</b>
<b>26.0 Travelling Expenses</b>	<b>13</b>
<b>27.0 General</b>	<b>14</b>
<b>28.0 Study Leave Procedures</b>	<b>14-17</b>
<b>29.0 Purchase of books and materials</b>	<b>17</b>
<b>30.0 Cascading of Training</b>	<b>15</b>
<b>31.0 Failure to Progress and Withdrawal from training courses</b>	<b>15</b>
<b>32.0 Monitoring and Reporting Process</b>	<b>18</b>
<b>33.0 Evaluation</b>	<b>19</b>
<b>34.0 Discipline</b>	<b>19</b>

## **APPENDICES**

1 – Schedule for the Appraisal process: KSF Review	20
2 – Workforce Development Requirements: Training Needs Analysis pro-forma	21-23
3 - Application For Workforce Development Activities (Study Leave Approval Process Form)	24-25
4 – Course Evaluation Sheet	26
5 – Post Training Review (Letter and Form)	27-28

## **Preface**

This Policy is made between North Yorkshire and York Primary Care are (NYY PCT; 'the PCT') and the recognised staff side organisations, using the mechanism of the Joint Negotiation and Consultative Committee (JNCC) and the local Negotiating Committee (LNC). Throughout this document "the PCT" or "the Trust" should be taken to refer to both: NHS North Yorkshire and York (NHS NYY); and NHS North Yorkshire and York - Community and Mental Health Services (CMHS) This Policy will remain in force until superseded by a replacement Policy, or until terminated by either management or staff side, giving no less than six months notice. The purpose of the notice to terminate the Policy is to provide the opportunity or both parties to renegotiate a replacement Policy. Withdrawal by one party, giving no less than six months notice, will not of itself invalidate the agreement. If agreement cannot be reached on a revised policy, then the matter will be dealt with through the PCT's Grievance Procedure.

## **1.0 Introduction**

NHS North Yorkshire and York is committed to the development of all its staff by providing high quality, relevant and accessible learning opportunities to ensure 'a workforce that has the confidence, skills, knowledge and adaptability to continuously improve health, well-being and enhance the patients' experience'.

The Trust supports the Government's philosophy that lifelong learning and development is key to delivering the NHS vision of patient centred care. The priorities for development will reflect national priorities and guidance along with local priorities identified through the PCT Corporate Objectives, Business Plans, Health Care Standards, Modernisation of the Workforce, Continuing Personal and Professional Development plans, and local action plans related to national strategies and guidance.

## **2.0 Equality and Diversity**

The PCT recognises the diversity of the local community and those in its employment. Our aim therefore is to provide a safe environment free from discrimination and a place where all individuals are treated fairly, with dignity and appropriately to their need regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, beliefs, sexual orientation, gender reassignment or employment status. The PCT recognises that equality impacts on all aspects of its day to day operations and has produced an Equality and Human Rights Strategy and Equal opportunities Policy to reflect this. All policies and procedures are assessed in accordance with the Equality Screening Toolkit, the results for which are monitored centrally.

## **3.0 Context**

To ensure this policy is viewed in context, it should be read in conjunction with the Statutory & Mandatory training policy, the Appraisal/Knowledge and Skills Framework Joint Development Review Policy and supporting information on NVQ's awards, electronic learning and other learning related procedural guidelines.

## **4.0 Scope and Definitions**

The policy applies to all staff working within the PCT in all locations including the Non-Executive Directors, part-time, temporary, locums and bank staff as well as staff employed by other organisations or agencies working as part of an integrated team. Attendance for this group of staff is part of the contracting process. This will be monitored and managed through the service level agreement process and reciprocal arrangements within localities.

## **5.0 Aim**

The aim of the policy is to develop a framework for identifying training and development opportunities that will ensure all employees working within the PCT area have the appropriate knowledge and skills to perform their jobs to the best of their ability.

The policy covers all aspects of learning and development from induction, adult literacy and numeracy skills and vocational training, knowledge and skills through to pre and post registration education, personal and professional development, management and leadership development.

The policy also outlines the application process for accessing Study Leave along with the Criteria for Funding.

## **6.0 Dissemination and Implementation**

The policy will be available to all members of staff via the PCT Intranet. Old versions of the policy will be removed following the approval and ratification of the reviewed policy. Workforce Development team can be contacted for further advice.

## **7.0 Document Control including archiving arrangements**

Documentation control will be undertaken by the Workforce Development department with regards to this Learning and Development policy. Electronic copies of all previous versions of the policy will be available within the Workforce Development department.

## **8.0 Consultation**

The policy has been developed in conjunction with the Commissioning and Community Mental Health Services Workforce Learning & Development Group, Governance committee, JNCC, LNC, and Health & Safety/Governance Leads.

## **9.0 Freedom of Information Act 2000 Statement**

Any information that belongs to the PCT may be subject to disclosure under the Freedom of Information Act 2000.

## **10.0 Data Protection Act 1998 Statement**

The Data Protection Act 1998 protects personal data, which includes information about staff, patients and carers. The NHS relies on maintaining the confidentiality and integrity of its data to maintain the trust of the community. Unlawful or unfair processing of personal data may result in the PCT being in breach of its data protection obligations.

## **11.0 Records Management**

Records provide evidence and information about the business activities of the PCT and are corporate assets of the PCT. This policy should therefore be retained in line with the NHS Code of Practice on records management (Department of Health 2006). Compliance of this code will ensure that the PCT's records are complete, accurate and provide evidence of and information about the PCT's activities for as long as it is required.

## **12.0 Training and Awareness**

The policy is available on the PCT intranet and guidance on implementation of the policy is contained in the induction/management handbook. Detailed information can be found on the intranet.

## **13.0 Guiding Principles**

- Access to education, training and development will be available to all regardless of age, sex, religion, part time or full time or temporary working.
- The PCT recognises and supports the value of protected learning time for staff undergoing any learning activity including e-Learning in the home or other non-work environments.
- The PCT will contribute to the lifelong learning agenda thus promoting the identification and support for staff who have literacy and numeracy requirements.
- Wherever possible, multi-professional learning and partnership working to share provision and good practice will be encouraged.
- The workforce development department will ensure that all externally commissioned provision will be assessed for value for money.
- Minimum standards for all staff and providers delivering learning to PCT staff will be identified and adhered to.
- Learning will be valued, recognised, recorded and, where possible, accredited.

## **14.0 Learning Priorities**

Development needs should be carefully assessed, with regard to the business plan, current and future role requirements and meeting the individuals KSF outline. Limited resources demand that a thorough and systematic approach be taken in considering the support to be offered to members of staff. Consideration should be given to the following when identifying a learning need:

- It has been identified within the individual's NHS KSF Development Review (appraisal) taking into account the KSF competencies required to meet the individual's full KSF Post Outline
- The learning is in line with the statutory and mandatory requirements identified for their role
- The learning is necessary in order for the individual to do their existing job
- It enhances individual performance
- The learning is necessary to enable the individual to develop into an enhanced role in line with future workforce plans and service developments
- It helps achieve team/directorate/service objectives for NHS North Yorkshire & York in line with the Local Business Plans, Strategic Commissioning Intentions and Service Improvements.

### **15.0 The Knowledge & Skills Framework (KSF)**

The Knowledge and Skills Framework (KSF) is an integral part of Agenda for Change, and is the element that relates to the appraisal/review system. All staff will have an up to date job description with a KSF outline.

The organisation will operate an annual appraisal system using the KSF appraisal /review process and paperwork with a six monthly review of objectives and performance. A timed KSF appraisal/review cycle will be initiated where objectives are set and cascaded.

It is a mandatory requirement that every member of staff will undertake a KSF appraisal/review on an annual basis.

Following the appraisal, developmental requirements will be agreed and prioritised between the reviewer and the reviewee and a Personal Development Plan will be developed.

Managers will be able to identify workforce development requirements from the appraisal system and develop an accurate team / departmental training needs analysis.

The information will identify the development requirements across the organisation to inform workforce development plans and enable the organisation to develop and commission appropriate multi-professional workforce development programmes.

A fully costed multi-professional training plan will be presented to the Provider and Commissioning Workforce Development Groups for agreement and allocation of resources.

Please refer to the Appraisal/Knowledge and Skills Framework Joint Development Review Policy for more information on appraisals and the Knowledge and Skills Framework.

### **16.0 Continuing Professional Development, Opportunities and Expectations**

All Clinical staff with a Professional qualification have a responsibility and obligation to maintain their professional accountability and operate within their scope of professional practice.

When looking at how to fulfil identified learning needs, it is important to consider a diverse range of development opportunities and activities such as:

- Shadowing
- Secondments
- Mentoring
- Coaching
- Learning Sets

It is essential for managers and the individual to consider a variety of innovative learning opportunities within the organisational and service area constraints. It should be recognised that valuable learning can take place within the working environment and does not always require the learner to attend bespoke training courses.

To adopt such approaches to learning, the PCT will be required to ensure that different forms of learning are developed and, where possible, consider allowing protected time for learning to take place. In respect of E-Learning, access to computers with facilities for web browsing and Internet access within a suitable environment will need to be further established.

## **17.0 Statutory & Mandatory Training**

Under Section 2.2(c) of the Health and Safety at Work etc., Act 1974, the Trust has a duty for the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable the health and safety at work of his employees.

### **Statutory**

Relates to the organisation's safeguards for staff and service users and includes the minimum requirements under law.

### **Mandatory**

What an employer deems essential to the safe and successful delivery of service and this can be task/role specific.

### **High Priority**

Organisational training that supports key PCT initiatives and business needs and enables services to be maintained and contracts met. This will include some areas of professional training and development.

The delivery of statutory and mandatory training will take a blended approach to include the use of electronic learning, workbooks, face to face sessions and work based learning agreed as sufficient to ensure competency. Training will be broken down into three groups:

<b>Group 1</b>	Generic training that is compulsory for all staff groups.
<b>Group 2</b>	Training for staff in contact with patients
<b>Group 3</b>	Specific training relevant to roles and responsibilities

Please note: Groups 2 & 3 are relevant to Clinical and Non-Clinical staff.

The training will be delivered by the following methods:

<b>Induction</b>	Training will be delivered through the Computer Based Learning Solution
<b>Group 1</b>	Training will be delivered through the Computer Based Learning Solution
<b>Group 2</b>	Training will be delivered by face to face sessions, workbooks and when appropriate and electronic learning
<b>Group 3</b>	Training will be delivered by bespoke training which will include face to face sessions and electronic learning

For more information on Mandatory and Statutory training, please refer to the Mandatory and Statutory training policy. The organisational matrix, Procedural guidelines and training programme can be found on the Workforce Development pages featured within the Learning Zone on the NHS North Yorkshire and York intranet site

## **18.0 E-Learning and the Computer Based Learning Solution (CBLS)**

Electronic learning is a flexible and interactive way for staff to undertake key statutory and mandatory training and other high priority provision. The umbrella term 'electronic learning' refers to two things:

### **a) Computer Based Learning Solution (CBLS)**

CBLS is a computer based learning solution available online or through a portable device known as the Portable Electronic Tool (PET). This will hold Group 1 Statutory and Mandatory training packages and Induction. This is a very user-friendly system which does not require computer skills to navigate around the training. The online version is the most likely way you will access this training. It is available from any computer with an internet connection. The website address is: [www.learning.nyypct.nhs.uk](http://www.learning.nyypct.nhs.uk)

The Portable Electronic Trainer (PET) is a USB device for staff working in the community where internet connection is slow or not available. The content of the 10 packages is the same for both the online version and the PET. The on line solution and the PET will feed directly back to the Workforce Development team on a regular basis, allowing accurate reporting for the NHSLA and Care Quality Commission (CQC) standards

## **b) e-Learning**

eLearning packages are available to support a selection of groups 2&3 and high priority training. NHS North Yorkshire and York staff are allocated an e-Learning account and will be able to access the managed learning environment via a unique user ID and password.

Support is provided by the e-Learning coordinator and the Workforce Development team via email, phone, face-to-face meetings and facilitated training.

Supporting documentation on the use of eLearning and the Computer Based Learning Solution can be found in the staff Learning Zone on the intranet site.

NHS North Yorkshire and York recognises that electronic learning may not suit all members of staff. Where this is the case, the manager or the individual are asked to contact the Workforce Development team who will work with the member of staff in order to provide training via the most appropriate means.

## **19.0 Induction**

All staff will have an appropriate corporate and local induction programme. Guidance relating to content and timescales for local and corporate induction will be available in the new starter handbook, the Induction policy and on the NHS NY & York PCT intranet.

### **19.1 Corporate Induction**

The purpose of the corporate induction is to ensure that all staff are able to quickly and easily identify with the values and beliefs of the PCT, to feel part of the organisation and their directorate or department and to function at a safe and competent level. Corporate Induction is delivered through the Computer Based Learning Solution

### **19.2 Local Induction**

The manager will personalise induction according to clinical need / role / directorate. The HR team will provide guidance on supporting staff to complete the induction workbook.

The manager will signpost the individual to statutory and mandatory training specific to clinical roles and specialist Mental Health training.

## 20.0 Widening Participation

The development of support staff remains a high priority to support the modernisation of services. The organisation is committed to the support the provision of Skills for Life, NVQs, and Apprenticeship schemes based on the principles of equality of access to learning, and the escalation of skills of non-professionally qualified staff.

The organisation has agreed to support the Skills Pledge which means a commitment to ensure that every member of staff has the opportunity to achieve a level 2 qualification.

NVQ training at levels 2 and 3 will be offered to members of support staff which is relevant to their role and identified as a requirement in their Personal Development Plan.

**NB.** To undertake an NVQ at a particular level, the individual must be working at the appropriate level so that they have the opportunity to collect evidence to claim competence at that level. For example, an HCA cannot undertake the NVQ Care Level 3 unless they are in an Advanced HCA post and an individual cannot not undertake the NVQ Management Level 3 unless they have some management responsibilities within their post.

The department will continue to work in partnership with other organisations to provide Essential Skills in the workplace with provision focussing on Numeracy, Literacy and IT skills.

## 21.0 Eligibility

### Train to Gain -

To qualify for fully funded training a learner **must** meet all of the following criteria:

- Be employed by the NHS organisation
- Be a UK or EU citizen or have been resident in the UK for the last 3 years
- Be aged 19 or over

To qualify for co-funding training, a learner **must** meet all of the following criteria:

- Be employed by the NHS organisation
- Be a UK or EU citizen or have been resident in the UK for the last 3 years
- Be aged 19 or over
- Hold NVQ in different subject or an equivalent or higher level qualification

**Support Staff Learning and Development Fund** - The funding supports all non-registered staff without a clinical or professional qualification.

## 22.0 Partnerships

Key external partners will include local Health and Social Care partners; Local Government; and Councils; the Strategic Health Authority and the Learning Skills Council, Higher Education and Further Education Institutions; Awarding Bodies and the Deaneries.

## **23.0 Responsibilities**

### **23.1 Responsibility of Line Managers**

All line managers will hold up-to-date copies of the following for their team/department:

- A departmental training plan.
- A KSF Outline and Job Description for each role.
- A Personal Development Plan for each member of staff.
- Departmental records of Mandatory and Statutory training attendance.
- A Learning and Development Record for each individual post holder, including a Mandatory and Statutory Profile for each individual.

All line managers are responsible for providing the following for all their staff:

- Induction – both corporate and local.
- Support in the maintenance of Learning Portfolios
- Personal Development Review.
- On-the-job training and coaching where required.
- Protected Learning Time and the provision of funding ( if applicable) to support learning and development
- Ensuring relevant information on training and development activities is easily accessible.

### **23.2 Responsibilities of Individual Members of Staff**

All members of staff must:

- Participate in the PCT KSF Personal Development Review Process
- Have a copy of their Personal Development Plan
- Maintain their learning portfolio
- Undertake learning and development identified as statutory, a mandatory or a corporate requirement for their area of work and feedback to attendance/completion of training to their appropriate manager/reviewer
- Comply with reasonable requests to update skills and knowledge, discussed with their managers
- Take active part in investigating development options and discussing, agreeing and keeping up to date their own training and development plan.

## **24.0 Levels of Support**

### **24.1 Professional Training**

The organisation will support personal development and professional updating where these are consistent with business needs, it must be recognised that in some cases individuals will be asked to contribute both financially and in terms of time for study leave in these areas.

Individuals are responsible for the payment of their own registration and subscription fees to professional bodies, with the exception of National Vocational Qualifications, and this can be subject to income tax relief.

### **24.2 Payment of Subsistence Allowances and Travelling Expenses**

In addition to course fees, it is essential when appraising applications that managers be aware of the level of assistance being claimed in terms of subsistence allowances and travelling expenses.

The PCTs guidelines and procedures are outlined below.

## **25.0 Subsistence Allowances**

### **(1) Short Seminars & Training Courses**

Attendance at such seminars will not normally attract subsistence allowances, as refreshments are usually provided or available at subsidised rates. Where the payment of subsistence is considered by the manager to be appropriate, it shall be in accordance with the PCT's provisions.

### **(2) Residential Courses**

Normally the fee is inclusive of accommodation, meals and refreshments. In such instances the Incidental Expenses Allowance may be claimed. Those courses requiring overnight accommodation, the cost of which is not provided within the course fee, will attract assistance only to the level of hotel costs actually incurred, normally limited to the current 24 hour subsistence rate. In this instance, the Incidental Expense allowance is not paid in addition, as the expenses to which it relates (newspapers, phone calls etc) are deemed to be included in the 24 hour rate. In addition, the cost of meals not provided on the course or within the total hotel bill, will be met, according to the PCT's provisions. Receipts are required for both accommodation and meals claimed.

It should be noted that reimbursement of alcoholic drinks is not permitted when these are included in a meal receipt.

## **26.0 Travelling Expenses**

The most appropriate and economical form of transport should be used and wherever possible cars should be shared.

### **(1) Private Motor Vehicle**

For all study leave, the return mileage will be reimbursed at the PCT's Training Travel Rate. This is currently 23p per mile, and will be reviewed annually.

If the return travel to attend a course is less miles than home to base mileage the entitlement would be nil

#### (2) Lease Cars

Users of lease cars should use their vehicles for all journeys where practicable (except, for example, for journeys to and from London) rather than more expensive rail fares.

#### (3) Rail

Under normal circumstances it is anticipated that all members of staff will obtain rail travel tickets through the PCTs purchasing department, requesting the required tickets at least 4 weeks in advance.

The PCT will normally only fund second class rail travel.

### **27.0 General**

Study leave application forms must be fully completed in terms of course fee, travelling expenses (mode of travel must be shown) and subsistence allowances and these amounts authorised and vetted by the relevant manager. All amounts indicated and agreed will represent the maximum level of assistance to be paid by the Finance Department.

Managers countersigning subsequent actual claims are responsible for checking that amounts do not exceed the approved maximum.

### **28.0 Study Leave Procedures**

#### **Scope**

These Study Leave procedures apply to all staff employed by the PCT, except for the separate provisions which apply to consultant, associate specialist, staff grade and junior medical staff.

#### **Definition of Study Leave**

The term study leave covers those periods of time when a member of staff is absent from his/her normal workplace to attend a course, conference, seminar, workshop, open learning centre, undertake National Vocational Qualification assessment or any other development activity, for the purpose of obtaining knowledge or skill which will help him/her at work.

The term study leave does not cover time absent from work for personal development unrelated to an individual's working role or organisationally based development plan. Such absences should be treated as annual leave or unpaid leave.

The term study leave does not cover time spent attending meetings applicable to normal duties, departmental "time outs" or organising or contributing to teaching on training events, or assessing or verifying candidates work for National Vocational Qualifications.

## **Authorisation Process**

The majority of needs will be linked to the business plan and are identified through the Personal Development Review process and will be written into an individual's personal development plan.

The proposed training option must be agreed between the manager and the member of staff concerned to ensure it supports the individual's personal development plan and/or the departmental, corporate or statutory needs.

The Service Manager can authorise individuals to attend single day events and modular programmes up to the cost of £250.00. For authorisation of attendance on essential job / role related programmes at post graduate level applications will be approved through the lead for Continuing Professional Development

## **External Study Leave**

A decision should be made on the level of support to be given relating to the guiding principles in Section 4.

If approval is given, a study leave form should be completed by both manager and individual. A copy of the study leave form and guidelines for its completion are shown in Appendix 4. A study leave form should be completed even where no costs are associated.

A copy of the agreed study leave form should be retained by the Training Budget Holder and kept on the individual's personal file. A copy should be returned to the individual applicant.

## **Procedure for Payment**

All study leave forms should be coded to the budget holders cost centre and the original study leave form should be retained by the manager. Invoices should be sent to SBS with details of department and cost centre of the authorising manager. Details of expenditure against budgets are available to budget holders through budget reports

Claims for travelling and subsistence should be approved by the budget holder using Agenda for Change rates using the standard travel form according to normal procedures. The fact that the item relates to study leave should be clearly noted in order that payment be made at the correct rate. Costs under the sum of £30 for attendance on short courses should be paid up front and claimed via the travel form as part of subsistence, with the exception of support staff accessing development opportunities using Support Staff funds where the provision will be commissioned by the NVQ / Support staff funds co-ordinator.

## **Internal Study Leave**

For internal courses provided by the Workforce Development Department for Statutory and Mandatory training or short updates / sessions an internal application form should be completed and returned to the Workforce Development team. A copy of the form will be returned to the manager or the member of staff to confirm acceptance.

Non-attendance will be notified to managers and a charge may be levied.

Where these are a requirement of the job, e.g. Statutory and Mandatory and Corporate Induction paid time off must be allowed. For part-time members of staff, time off in lieu will be given for any periods not normally worked.

The allocation of paid time off in relation to internal courses which form part of an individuals agreed personal or professional development is at the managers discretion.

## **Attendance at Open Learning Centres**

The allocation of paid time off is at the managers discretion and will relate to whether or not attendance forms part of an individuals agreed personal or professional development, as apposed to private study.

## **Course Attendance Within/Outside Normal Working Hours**

Given that in the main, attendance forms part of an individual's agreed personal or professional development, it is not expected that there will be any adjustment to reflect differences between the duration of the Course and the individual's, normal working day. Members of staff working flexi-time may only claim the maximum standard working day as defined by the rules of the scheme to which they are subject.

Attendance coinciding with an off duty, including Saturday or Sunday in respect of Monday to Friday staff, will not normally be the subject of adjustment.

However, Managers have discretion to make an exception to either of the above through the granting of lieu time or additional flexi-time where it is considered appropriate, e.g) instances of mandatory attendance on the course.

Unsocial hours payments in respect of any shifts, which would have been worked, but for attendance on the Course, will be made at the same level as if such shifts had been undertaken.

## **Evening and Night Shifts**

Where a night shift occurs immediately before or following attendance on a days training, there will not normally be a requirement to undertake such a shift unless exceptional circumstances prevail, e.g. alternative cover cannot be obtained under which, following discussion with the individual, a Manager may exercise discretion to request full or partial working of the shift.

Evening shifts occurring immediately after attendance will be subject to the same considerations.

## **Day Release**

Time off, paid or unpaid, in respect of day release being applied for as an integral part of an extended programme, is a matter for a Manager's discretion and will be the subject of discussion with the employee at the time of processing the Study Leave application.

It is anticipated, however, that a member of staff will be expected to make some contribution in terms of their own time. For example, where day release extends into the evening, any time normally outside working hours would be regarded as such a contribution and, therefore, will not attract time off in lieu.

## **Examination Leave**

Paid leave will be granted to sit examinations, provided that the taking of which has been the subject of a Manager's prior approval. In addition, individuals will be eligible to take one half-day of paid leave for each paper to be sat, subject to a maximum of three days in total. This pre-examination leave will apply to the initial sitting of the examination only and not to any re-takes.

Leave may be granted for a first re-take of an examination failed at the discretion of the Manager. This discretion also extends to whether or not the leave is paid or unpaid. It would not normally be allowed for any subsequent re-takes.

## **Assignment Leave/Completion of Assignments during Working Hours**

Many courses now depend on assignments rather than examinations. Where this is the case, a manager has discretion to grant paid study leave to complete assignments, or authorise completion during working hours, up to level granted for examination leave.

## **29.0 Purchase of books and materials**

There will be no allowance for the purchase of such items unless support staff funding is available and considered appropriate.

Where the PCT makes financial provision to enable an employee to acquire a recognised qualification, a condition of approving the finance for this study is that he/she remain in the service of the PCT for at least 12 months from the date on which the course is completed.

This ruling does not apply to short, non-qualification courses. This ruling does not cover travel or subsistence costs, or time allowed out of normal working duties

### **30.0 Cascading of Training**

Where an individual attends an external study day, they should be prepared to cascade the information obtained to other relevant members of staff. This should be discussed and agreed prior to their attendance. This cascade training may take the form of a written report or oral presentation.

### **31.0 Failure to progress and withdrawal from training courses**

Where a manager is made aware that a member of their staff has withdrawn or is not progressing on a course of study, they should interview the individual concerned to establish the reasons. The Workforce Development team can offer guidance to ensure that the member of staff is provided with extra support if required

### **32.0 Monitoring and Reporting Process**

The Workforce Development team will provide a centralised administrative function using the Oracle Learning Management (OLM) system for all statutory and mandatory training. Where appropriate, specialist teams undertake their own administration and input data direct into the OLM system. Figures will be entered onto OLM to provide easy access to information in compliance with the NHSLA Standards.

Completion of e-Learning Packages will be monitored by the e-Learning Co-ordinator using the reporting system on the SkillSpace and inputted onto the OLM system.

Electronic Learning will be monitored through an analytics package linked to the Computer Based Learning Solution and information will be inputted onto the OLM by the Workforce Development Team.

It is the responsibility of the manager to maintain records of learning activities for their staff. In due course reporting for all activity will be through the Oracle Learning Management System as part of the Electronic Staff Record.

#### **Reporting process**

The Workforce Development Team will report on centrally administered training via the following mechanisms:

- Quarterly training reports for the performance dashboard and Workforce Learning & Development groups
- Quarterly Governance Committee Reports
- Quarterly activity on the ethnicity and disability of staff accessing training will be reported to the relevant groups responsible for their monitoring and reporting

- Monthly activity on the Support Staff training funded through the Strategic Health Authority via the LADD (Learning and Development Database) will be provided to the Life Long Learning Manager at Yorkshire and Humber Strategic Health Authority
- A Workforce Development Annual report

### **33.0 Evaluation**

There is an agreed procedure to measure the relevance and quality of provision and to provide a benefits realisation to identify how new skills have enhanced performance and provided a return on investment.

Internal short courses and Statutory and Mandatory training sessions are evaluated using the evaluation form See Appendix Evaluation is collated, disseminated and fed back after each event or course, post 6 months and through an annual report.

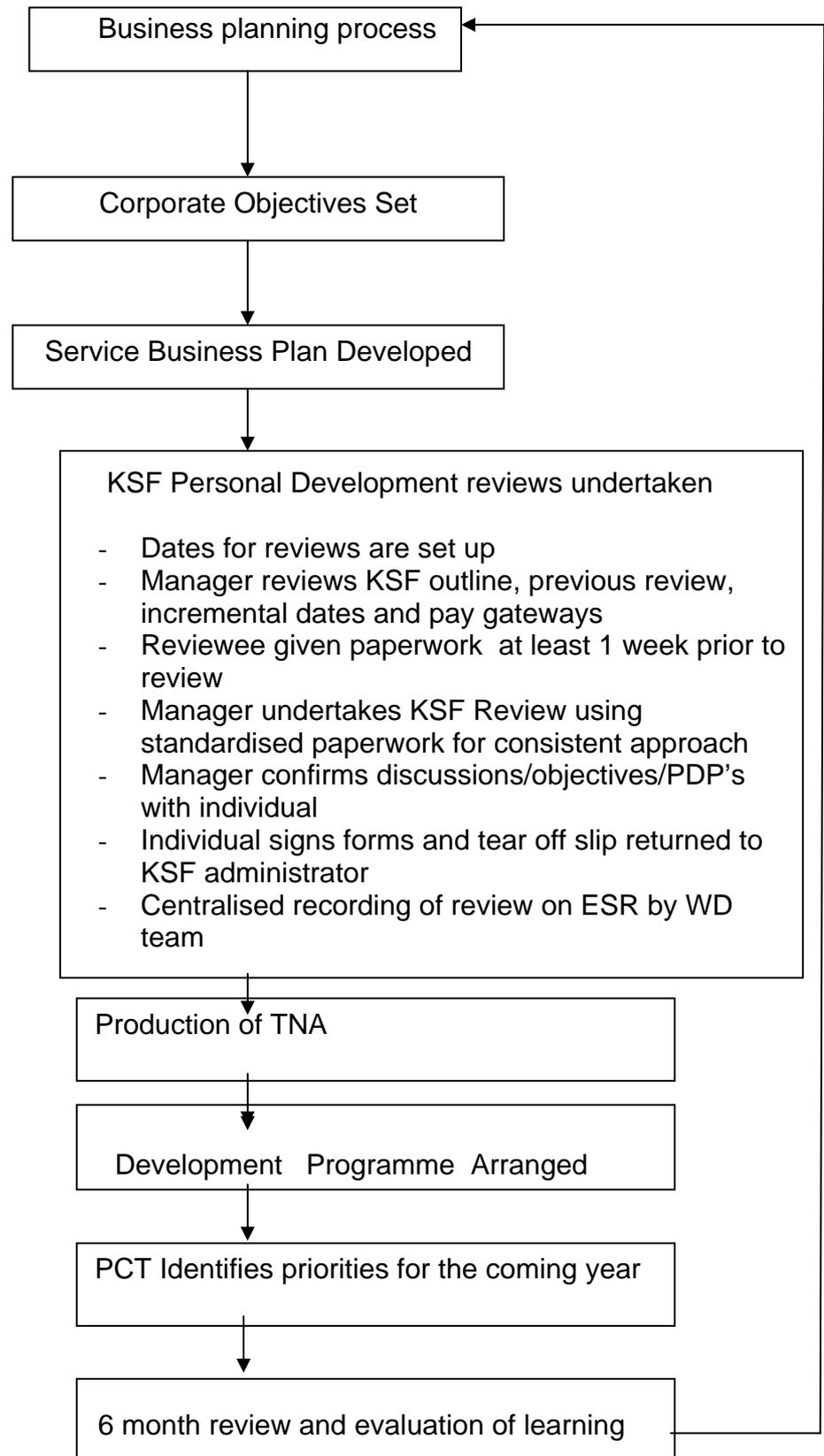
### **34.0 Discipline**

Breaches of this policy will be investigated and may result in the matter being treated as a disciplinary offence under the PCT's disciplinary procedure.

**APPENDIX 1**

1.1

**SCHEDULE FOR KSF Review (Appraisal) Activity**



**APPENDIX 2**

**WORKFORCE DEVELOPMENT REQUIREMENTS 0000 – 0000**

<b>Name of Manager</b>	
<b>Location / Dept</b>	
<b>Directorate</b>	
<b>Date</b>	

<b>Priority</b>	<b>Development Requirement: Name of course and brief outline of learning outcomes</b>	<b>Preferred Delivery Method E.g Study day accredited</b>	<b>Preferred Provider</b>	<b>Academic Level</b>	<b>Cost If known</b>	<b>Risk to organisation If not available</b>	<b>No of staff</b>
1							

<b>2</b>							
<b>3</b>							

<b>Heading</b>	<b>Information</b>
Priority	Please input development needs in order of priority – 1 being the highest priority and 3 being the lowest.
Development requirement / NVQ Title	Please give details of the development that is required. This can vary from formal training to work shadowing / mentoring
Internal/External	Please indicate whether the development can be provided internally or whether it's through an external provider.
No Staff	Please indicate the estimated number of staff that require this training.
Cost (if known)	Please provide a cost of the learning /development. If additional costs will also be incurred (e.g. cover) then please specify.
Risk to organisation if not available	Please provide as much detail as possible in this column.

## APPLICATION FOR WORKFORCE DEVELOPMENT ACTIVITIES

Please note this request will only be approved if:

- a) The form is filled in **completely**
- b) Details are clearly printed or typed
- c) Cost of course **and** travel (as accurate as possible) are completed
- d) A **photocopy of the advertisement and booking form** included

Submitted for (tick):      Seeking Approval       Information only for CQC reporting

### Personal Details

Dr/Mr/Mrs/Miss/Ms/Prof

First Name

Last Name

Work Telephone Number

E-mail Address (for communication)

Assignment Number

(Located on top corner of payslip)

Job Title

Department

Place of Work

Directorate

Please tick

MH	Community	Child	UC	Specialist	LD
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### Leave Details

Long Term courses: (total number of years.....)

Details for which study leave requested:

Application for Year

Number/s

1 2 3 4 5 6

Place of course or visit

Absence in days or hours

Dates of proposed absence from

to

Organising body of examination/course

Has this application arisen from your PDP, if not, why are you requesting it?

YES/  
NO

### Comments

Expected personal and organisational benefits from course

Manager's Supporting comments:

### Financial Details

Please list all expenses likely to be incurred

Please indicate source of funding

Course/Conference Fees

Request from the Training Budget

Excess Travel @ 24p  
per  
mile

Service Budget

Please indicate service Cost Centre

Total

Charitable Fund

Other - Specify

### Extra Action Necessary

Invoice requested (**recommended**)

Advanced payment by cheque -  
requires forwarding (allow up to 45 days)

I wish a payable cheque to be raised for this leave to the value of

Made payable to

To be sent to  
(full address)

Advance represents

Full payment

or

Partial Payment

Booking form to be forwarded by

Applicant

Manager or other

Sent by

Date

**Financial  
Support  
Refused**

### Authorisation

Participants Signature

Date

Managers Signature

Date

Approval of Training Budget Holder

Following Approval, please ensure a place is booked and the invoice  
is forwarded to:

**For Community, Unscheduled Care and Learning  
Disabilities:  
Dr Chris Bulmer  
Professional Nursing and Workforce Development Lead  
The Briary Wing  
Harrogate District Hospital  
Lancaster Park Road  
Harrogate, HG2 7SX**

**For Mental Health Services:  
Your General Manager  
or Budget Holder**

**APPENDIX 4**

 <b>North Yorkshire and York</b>	<b>Course Evaluation Sheet</b>
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**Course Title**

**Date**

**Venue**

**Locality**

*Please take a minute to consider the session then indicate your evaluation by ringing the appropriate numbers and adding your comments*

**NAME (OPTIONAL):** \_\_\_\_\_

(1 = lowest    3 = average    5 = highest)

The session measured up to my expectations            **1      2      3      4      5**

The content of the workshop was relevant  
to my needs    **1      2      3      4      5**

I gained increased awareness from the session            **1      2      3      4      5**

The methods encouraged me to take part                    **1      2      3      4      5**

My overall enjoyment of the workshop

- Content of session    **1      2      3      4      5**
- Venue    **1      2      3      4      5**

**Would you have liked the session to cover a particular aspect in more depth?**

*If yes please state*

**What are your key learning / support requirements**

*Thank you for taking part in this evaluation*

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**Please return completed evaluation form to:  
Workforce Development Team  
North Yorkshire & York PCT, Swinton Grange, Malton, North Yorkshire YO17 6QR**

**APPENDIX 5**

lesley.cavanagh@nyypct.nhs.uk  
Direct Tel: 01653 604609

Workforce Development Team  
North Yorkshire & York PCT  
Swinton Grange  
Malton  
North Yorkshire  
YO17 6QR  
Tel: 01653 604 614  
Fax: 01653 604 804  
Website: www.nyypct.nhs.uk

Friday, 08 January 2010

Dear

**EVALUATION OF TRAINING**

A member of your staff attended the above course on .....

Information on the training programme together with the course objectives were sent to participants before the course, and I am sure you will have discussed these to agree that they were appropriate to both the individual and your departmental needs.

At the end of the course all delegates complete evaluation forms which enable me to ensure the relevance and quality of the training this department provides.

To enable me to evaluate the long term effectiveness of the training I would be very grateful if you could provide me with some feedback on how the training has improved both the individual performance, and how this has contributed in a positive way to your department. This will help me assess the long term benefits of the training provided and if further training is needed.

The information you provide will be confidential, and will only be used to help improve the quality of the service we provide to you.

If you would prefer to feedback verbally, or e mail me with your responses, please do not hesitate to contact me on 01653 605711 or lesley.cavanagh@nyypct.nhs.uk

I look forward to hearing from you

Kind regards

**Lesley Cavanagh**  
**Workforce Development Manager**



## APPENDIX 5

### **POST LEARNING REVIEW**

(To be undertaken 4 – 6 months after learning activity)

Name of Delegate:

Name of Manager:

Learning Activity:

How has your staff member applied their new skills in the workplace?

Has attending the course/learning activity resulted in a change in working practices?

How do you feel your department has benefited from a member of your team accessing this training?

Do you feel that the benefit to your department was worth the effort/resources put into it? YES/NO  
If yes, in what way?

Are there any aspects of the course you would like to see altered to improve the long term learning outcomes?