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SUPPORTING LEARNING AND DEVELOPMENT PROCESS

Process Overview

This process should be read and followed alongside the Supporting Learning and Development Policy.

The document sets out the process for applying or considering a request for support for learning and development (time and / funding). Public Health Wales is committed to equity of opportunity when supporting learning and growth that meets organisational needs, both current and future, and where it is appropriate to do so, supporting personal development. This process aims to balance the desire and will to support colleagues' development with the need to ensure budgets are utilised fairly and with the best return possible.

Other related documents are:

- Supporting Learning and Development Policy
- My Contribution Policy
- Statutory and Mandatory Training Policy

Approved by	People and Organisational Development Committee
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Group with authority to approve supporting procedures	Senior Leadership Team
Accountable Executive Director/Director	Phil Bushby, Director of People and Organisational Development
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Disclaimer

If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or Corporate Governance.

Summary of reviews/amendments				
Version number	**Date of Review**	**Date of Approval**	**Date published**	**Summary of Amendments**
0a	June 2018	-	-	Amended to reflect consultation feedback regarding 70/20/10 model
0b	August 2018			Amended to reflect updated eligibility
				Amended to reflect change in sign off process for cost recovery
				Amended to reflect additional signposting to future content around shadowing/experiential learning opportunities
0c	November 2018			Added in clarification that support may be provided in whole or part by the organisation, the individual or both (Considering Applications)
				Added in confirmation that the recovery period is in calendar years and not impacted by contracted hours.

Contents

Introduction

Public Health Wales NHS Trust (also referred to as 'the Trust') recognises the important link between development of staff and development of the organisation; learning is key to competent, effective and safe delivery of responsibilities as well as progression and improvement.

This process has been developed to support the implementation and embedding of the Supporting Learning and Development Policy, itself produced to ensure equality of opportunity for all staff and join up the development of staff to the development of the organisation.
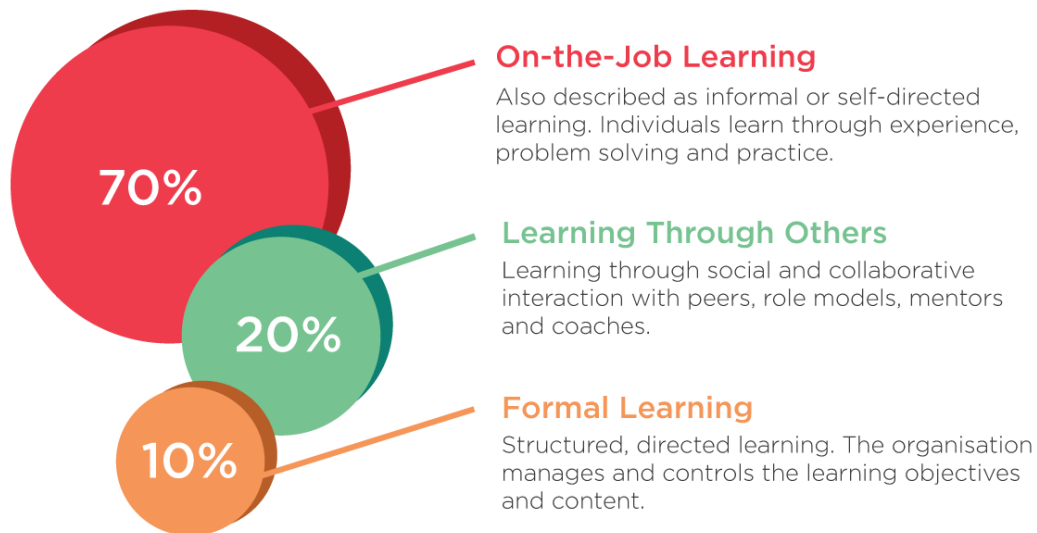
Eligibility and Scope

This policy applies to all staff in the Trust, including permanent staff, those on temporary/fixed-term contracts, bank staff and agency staff. To be eligible to apply for support for learning and development, applicants must:

- be fully compliant with statutory and mandatory training at the time of applying and

- have discussed the development need/opportunity during a My Contribution (or other approved appraisal) within the last twelve months. If the requirement has been established since, the development plan should be updated at the next appropriate discussion.

If an employee believes that they have not had the opportunity to complete Statutory or Mandatory training and/or have not participated in an appraisal, it should be raised with their manager in the first instance. If there is no change, colleagues should seek advice from the People Team.

Definition of 'Development Activity'

Public Health Wales's learning and development high-level strategy follows the popular 70/20/10 learning model, which sets out:

On-the-Job Learning

Also described as informal or self-directed learning. Individuals learn through experience, problem solving and practice.

Learning Through Others

Learning through social and collaborative interaction with peers, role models, mentors and coaches.

Formal Learning

Structured, directed learning. The organisation manages and controls the learning objectives and content.

The majority of learning occurs through experience and/or self-directed learning; in the workplace, this may be incidental through working on a new subject, research, reading or observation. Time out for reflection, be that on an individual basis or as part of a debrief/team meeting, should be factored into this process and actively encouraged. A sample learning log is contained later in the process and can be used for future development discussions.

Public Health Wales staff may engage in self-directed learning through:

- Using the Alchemy Support Assistant (or other resources/learning toolkits)
- Accessing learning resources on the intranet
- Accessing papers/journals/books through our own or other learning libraries
- TED Talks or other similar online content

Learning through others (social learning) may include coaching or mentoring (or having coaching-style conversations with managers/peers), shadowing or rotation opportunities. It may also include action learning sets whereby colleagues apply learning theory and shared knowledge/skills to 'real life' projects and scenarios – potentially using learning logs as above to note learning, how it can be utilised and any feedback received.

Work is underway to put more structure around shadowing, secondment and rotational opportunities and colleagues are encouraged to check for updates on the People and Organisational Development intranet pages.

Formal learning activity will include:

- Vocational courses (such as apprenticeships)
- Internal training opportunities such as Management/Leadership Development, colleague development and extended lunch and learn sessions
- External courses such as IT skills, retirement planning
- Academic courses (whether leading to a qualification or not)
- Online events such as webinars or distance learning
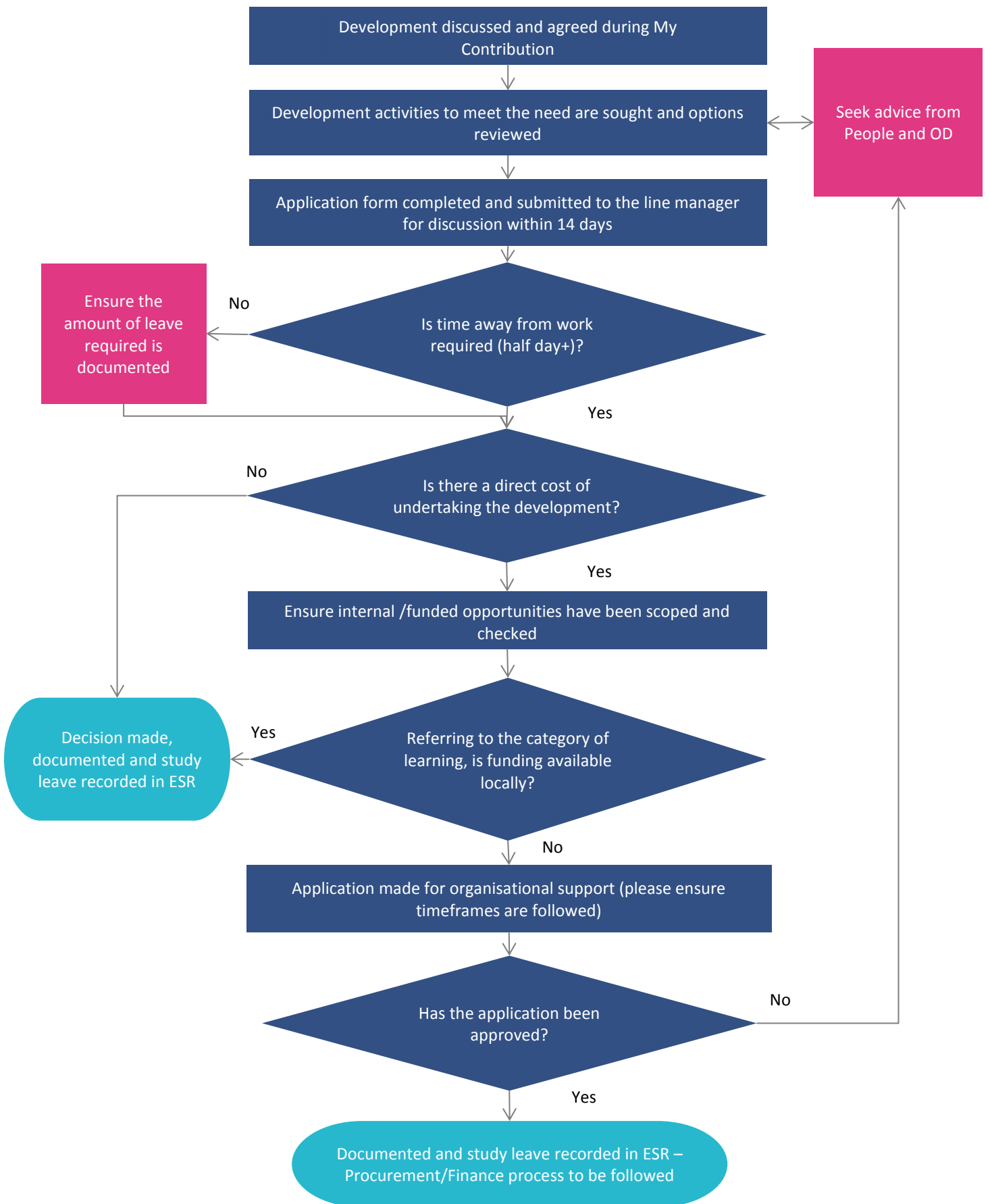
Application Procedure

All colleagues seeking support for learning and development should complete the form attached to this process in Appendix A. Where the development activity is an investment of time out in the normal workplace with no requirement for leave or funding (e.g. webinar/coaching), colleagues are encouraged to copy and paste the table in part one of the form and send to managers via email for discussion.

Where time out of the workplace is needed, e.g. course attendance offsite, part two should be completed; if the activity involves a direct cost (for example external courses, conferences), part three should also be completed and the form sent to the line manager ahead of discussion.

Please note: in all cases, the application should be submitted with sufficient time to meet and discuss and, where needed, seek funding. If central funding is being sought, the timeframes in on page 11 should be followed.

The line manager should meet with the individual as soon as possible to discuss the application and assist with funding queries/procedures where relevant.

Supporting Learning and Development – Process Flow

Development discussed and agreed during My Contribution

↓

Development activities to meet the need are sought and options reviewed

←→ Seek advice from People and OD

↓

Application form completed and submitted to the line manager for discussion within 14 days

↓

Is time away from work required (half day+)?

No → Ensure the amount of leave required is documented

Yes ↓

Is there a direct cost of undertaking the development?

No → Decision made, documented and study leave recorded in ESR

Yes ↓

Ensure internal /funded opportunities have been scoped and checked

↓

Referring to the category of learning, is funding available locally?

Yes → Decision made, documented and study leave recorded in ESR

No ↓

Application made for organisational support (please ensure timeframes are followed)

↓

Has the application been approved?

No → Seek advice from People and OD

Yes ↓

Documented and study leave recorded in ESR – Procurement/Finance process to be followed

Categories of Development

Underpinning this process and overarching policy is the principle that Public Health Wales is committed to developing the workforce and equipping them with the skills and knowledge needed to meet the organisation's objectives – where feasible and appropriate, this commitment extends to support for development activity that enhances skills/knowledge or supports individual progression.

Development can broadly be put under the following three headings:

1. Essential	Development is essential when it is needed to deliver the work; this could include statutory/mandatory training, learning required to meeting registration/revalidation requirements or learning linked to a new policy/procedure/system
2. Enhancing	Development is 'enhancing' when it improves the delivery of the work (quantity, quality) or develops the way in which the work is delivered – e.g. a supportive skill
3. Evolving	Development is 'evolving' when it supports progression or growth for the individual, linked to a future role or responsibilities (please note: progression doesn't have to mean promotion)

Individuals and their line managers should agree which category of development the activity falls under and when planning development on a broader scale, managers should use this information prioritising time away from the workplace and, where required, funding.

If agreement on the category cannot be reached or there are queries regarding an activity, colleagues should refer to the Organisational Development team.

Considering applications

Development should be discussed and agreed in principle as part of the My Contribution (appraisal) process, with the following supporting guidance:

- Development which is essential to the delivery of the work will be prioritised

- The [70/20/10 learning model](vast majority of workplace learning is 'on the job') - how can this skill be developed/knowledge be acquired through self-directed or social learning? Is there an opportunity to shadow others? Gather knowledge from colleagues?

- Applications for development cannot be considered until the individual is fully compliant with statutory and mandatory training requirements

- Careful consideration (with support from the People and Organisational Development team) around what the activity could/should be to meet needs, with attention being given to:

    - Amount of leave required
    - Cost of the activity
    - Previous applications
    - Equity of opportunity within the team

- How the impact of the activity can be measured including how others can benefit from the learning being shared

- Opportunity for the organisation to receive a return on investment – i.e. the degree to which the organisation (including the local team) will gain from the learning

- Resources and support for development (time, materials, funding) may be provided by the organisation, the individual or a combination of both. Each application should be considered on its own merit, however the category of learning will be a significant factor. Employees should expect to contribute, at a minimum, their time to any development agreed by the organisation.

Time Out

Paid time out for development activity defines the period spent away from the role but within the workplace – for example:

- Coaching
- Shadowing
- Reading/studying onsite

- Lunch and learn sessions on site
- Webinars
- Vocational learning - assessments

This can be requested and agreed via email, using the table in part one of the form in Appendix One

Time Off

Paid time off for development activity defines the period(s) spent away from the workplace undertaking a development activity. This could include:

- External training/undertaking qualifications
- Conferences
- Study leave
- Sitting exams

Time out can be recorded locally, however time off must be recorded in ESR under the generic heading of 'study leave'.

Unpaid leave

The manager and individual may agree leave for development activity can be taken as unpaid leave. This should only be agreed where the development activity falls under category 3 and has no immediate benefit to the organisation, or where it is agreed it would be unfair to allow further leave to be paid – for example to re-sit an examination or take additional time out for revision.

Advice can be sought from the People and Organisational Development team.

Funding

Development needs are discussed as part of the My Contribution (or other approved appraisal) process, and careful consideration needs to be given to applications incurring a direct cost to the organisation.

No application incurring a direct cost can be agreed until funding has been confirmed; please note applications will not be considered retrospectively.

Where funding is required, the amount will depend on the category of development, all subject to budget availability.

1. Development that is essential to the current role	100%
2. Development to enhance skills/knowledge in the current role	50-100%
3. Development to support the growth/evolution of the individual	0-50%

NB: the percentages shown cover the cost of the activity, essential materials and one exam attempt only – contributions towards or for any travel costs incurred, subsistence or where required accommodation are agreed at the manager's discretion.

Sources of funding

Development activities can be sourced from the following, or a combination of the following:

1. Central budget
2. Local budgets
3. Sponsorship/bursaries (including commissioned learning)
4. Self-funding

Recovery of funding

Public Health Wales endeavours to support the development of all staff in so far as possible; however, we acknowledge that investing in colleagues is done so on the basis that the learning will help develop the organisation and managers are asked to explore and consider that return when reviewing applications and discussing development.

If the organisation, either through local or central budgets, makes any financial contribution towards development activity considered 'enhancing' or to 'evolve', it reserves the right to reclaim costs on a sliding scale should the individual leave the organisation within the time frames set out. Please note the timescales are the same irrespective of contracted hours worked.

The organisation also reserves the right to recover costs associated with essential learning whereby a qualification has been achieved as a result, for example academic qualifications or certified professional courses.

Leaving the organisation up to 1 year after completion	Up to 75%
Leaving the organisation within 1-2 years of completion	Up to 50%
Leaving the organisation within 2-3 years of completion	Up to 25%

In the event a course is not complete at the time of leaving the organisation, or the individual fails to attend/leaves the course during their employment, up to 100% of costs may be recovered.

If an individual fails an examination essential to the course, they are responsible for funding further attempts. If they choose not to re-attempt the exam, or are unsuccessful in further attempts, we may seek to recover up to 100% of course fees.

In all instances of cost recovery, the Deputy Director of Finance and Assistant Director of Organisational Development and Learning will make the final decision. They will take into account factors such as:

- Reason for leaving
- The return on investment gained to date
- Whether or not the individual is still working within the NHS/wider public sector or public health workforce in Wales

All monies will be deducted from final salary payments. Where the cost exceeds the final salary payment, the Deputy Director of Finance and Assistant Director of People/Assistant Director of Organisational Development will agree a plan with the individual.

Central Funding

The People and Organisational Development team are responsible for the planning, procurement and deployment of learning organised for and open to colleagues in Public Health Wales. This includes statutory and mandatory training, management and leadership development, skills development for colleagues, apprenticeships and other ongoing development programmes.

Where these programmes can meet individual development needs, this activity should be prioritised over externally-provided courses/programmes.

If funding is required to undertake externally-provided development, local budgets should be utilised in the first instance, subject to availability, priorities and the proportion of funding shown above. Where local funding is not available, the manager may apply on the individual's behalf for central funding using the following timescales:

Activity start	Application due by	Decisions by
December – March	1st September	30th September
April – July	1st February	28th February
August – November	1st June	30th June

Procurement/Course Bookings

If the organisation is fully funding an individual development activity, the employing team is responsible for course bookings and correspondence, procurement (following the guidance set out) and payment.

Where funding from the central budget has been approved, this will be transferred back to the paying cost centre after the invoice has been settled.

If the individual is making a contribution towards the development activity, payment can be completed by:

- Split invoicing – both the individual and organisation are separately invoiced for their proportion of costs

- Employee pays and claims back via e-expenses

- Employing team pays and is paid back via Payroll. Please note this should be agreed with the budget holder and Finance before continuing with payment

Memberships/Registration Fees

Public Health Wales does not cover the cost of professional memberships or fees associated with course registration.

Evaluation of supported learning and development

All colleagues undertaking development are expected to participate in relevant post-course evaluation and discussions. It is essential to the organisation to understand and, where appropriate, measure the difference the activity has made, how the learning is being shared and utilised.

Colleagues should keep a reflective log of learning (which may be provided as part of the course) and discuss it with their manager both after the activity and the next My Contribution or appraisal conversation.

An example learning log is in Appendix B.

Audit and Quality Assurance

The People and Organisational Development team are responsible for and permitted to audit any part of this process and the Supporting Learning and Development Policy to ensure its consistent and fair use across the organisation.

It is essential that any time off or out for learning and development, whether paid or unpaid, is recorded as 'study leave' in ESR and a short description included in the comments field – separate ESR guidance is available.

All colleagues, including line managers and budget holders, should participate in any audit process as needed.

Appendix A

Support for Learning and Development Request Form

Please complete this form and return to you Line Manager as soon as possible. If only requesting time out, part one can be copied and pasted into an email.

Part One:

Name		Employee No	
Email address		Date of last appraisal	
Type of activity			
Provider			
Amount of time out needed			
Category of learning	Essential?	Enhancing?	Evolving?
Please give a short overview of the development need			
How will undertaking this activity meet that need?			

Part Two:

Please complete where time off (and away from the workplace) is required to undertake the development activity

Time required away from work (hours/days)	
Number of occasions	
Location of activity	
Is any change to working pattern required?	

Part Three:

Please complete where funding is required to support the activity; please ensure you have read and understood and are agreeing to the Funding and Recovery of Costs section of the Support for Learning and Development Process (pages 9-11)

Course/activity fees (including VAT where applicable)	
Additional costs e.g. exam, materials	
Total activity cost	
Travel	
Subsistence	
Accommodation	
Total expenses	
Signature of applicant	Date
Name of authorised budget holder	
Budget holder signature	
Cost Centre	
Date	

If local budget is not available to cover the cost (or part of the cost) of the activity and central funding is being applied for, please forward the full form including the information below to ODlearning@wales.nhs.uk , following the timescales set out on page 11 of the Supporting Learning and Development process.

Part Four

Case for central funding

Line manager name	
Contact details (telephone and email address)	
Date development discussed	

Please set out the case for central funding below, giving specific attention to:
 	
    • The benefit to the organisation, team and individual
    • A summary of how this development activity will meet needs
    • How far does it address risks/challenges as set out in your workforce plan
    • Why funding cannot be secured locally

Signature:
Date:

Appendix B

Sample learning log:

What was the development undertaken?

How well did it go, and how do I feel about it?

What have I learned?

How will I use this learning in the future?