

## Training and Education Policy

### Key Points

- Education and Training is essential for the delivery of safe, high quality services by staff to patients and people using our services.
- Managers and employees have responsibility for ensuring that required education and training is completed
- Funding and study leave to support education and training is allocated on the basis of the type of training being undertaken, and in line with business and service objectives
- Completion of mandatory and statutory training is a prerequisite of receiving funding and/or study leave for non-mandatory education and training

<b>Version:</b>	1.0
<b>Role of Policy Lead(s):</b>	Head of Learning and OD
<b>Role of Executive Lead:</b>	Director of HR & Corporate Services
<b>Date Approved by Executive Lead:</b>	August 2017
<b>Name of Responsible Committee:</b>	Workforce Committee
<b>Date Approved by Professional Approving Group:</b>	06/01/2017
<b>Date Approved by Policy Review Group:</b>	August 2017
<b>Date Ratified by Hospital Executive Board:</b>	August 2017
<b>Date Issued:</b>	August 2017
<b>Review Date:</b>	January 2020
<b>Target Audience:</b>	All Staff
<b>Key Words &amp; Phrases:</b>	Training, Development, Education, Study leave, Funding

**Version Control Sheet**

<b>Version</b>	<b>Date</b>	<b>Policy Lead(s)</b>	<b>Status</b>	<b>Comment</b>
0.1	01.01.2017	Claire Quinn Clare Williams	Draft	Policy put into new FHFT format
1.0	August 2017	Policy Officer	Final	Ratified by HEB

**Document Location**

<b>Document Type</b>	<b>Location</b>
Electronic	O:\Corporate Plans Policies & Strategies\Policies
Paper	

**Related Documents**

<b>Document Type</b>	<b>Document Name</b>
Policy	Roster Management Policy and Procedure for Nursing and Midwifery

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## 1. INTRODUCTION

- 1.1 Education and training is essential to maintain and develop the knowledge and skills of employees in order to deliver safe, high quality services to patients and those who use the organisations services.
- 1.2 Frimley Health NHS Foundation Trust (the Trust) recognises its obligation to ensure the health and safety of employees under the Health and Safety at Work Act (1974).
- 1.3 This policy is developed to ensure that access to education and learning opportunities is aligned with organisational and service business requirements, and the allocation of resources reflects this.
- 1.4 Frimley Health NHS Foundation Trust is committed to the provision of a service that is fair, accessible and meets the needs of all individuals.

## 2. SCOPE OF THE POLICY

- 2.1 This policy covers all staff groups within the Trust and includes bank staff, volunteers, and Berkshire and Surrey Pathology Services staff.
- 2.2 The policy does not relate to Ministry of Defence staff working at the Trust.

## 3. DEFINITIONS

- 3.1 **CPD** - Continuing Professional Development
- 3.2 **TOIL** - Time Owing in Lieu
- 3.2 **MAST** - Mandatory and Statutory Training

## 4. PURPOSE OF THE POLICY

- 4.1 This policy describes the Trust's commitment to training and development and clarifies its responsibilities. It outlines a process that is equitable and facilitates individual, departmental and organisational training and development that supports the Trust's business objectives
- 4.2 It aims to clarify staff responsibility for their own personal and professional development and provide consistent and fair guidelines to managers for allocating training and study leave to their staff
- 4.3 It provides guidance to managers and staff on available funding resources outlines compliance responsibilities

## 5. THE POLICY

The policy provides guidance to ensure that all staff are provided with the opportunity and access to relevant staff and patient safety training as well as professional development to ensure that services at the Trust are delivered in a safe and effective manner and remain compliant with external regulation and commissioning requirements.

## 5.1 Categories of Education and Training

5.1.1 The Trust classifies training into the following types:

- Statutory and Mandatory - Training required in order to ensure compliance with relevant statutory provision or mandated by the organisation, e.g., fire safety training, moving and handling.
- Essential – Training required in order to maintain the delivery of services across the organisation or improve quality or productivity. This includes any training required by staff to comply with their professional bodies in order to maintain professional registration, or training to deliver current or emerging service requirements.
- Desirable - Training that may assist with the general understanding of and/or improvement in an individual's role within the organisation, e.g. conferences, network events

## 5.2 Financial Assistance, Study Leave and Employment Commitment for Training and Development

5.2.1 As the resources and available time for training are limited, it may be necessary to prioritize training needs in any one year. As a general guide, the following priority order should be applied:

### 5.2.2 Statutory or mandatory training

- Training to address a gap in the skills/knowledge necessary for the individual to perform their job effectively.
- Training to address any annual organisational development needs identified that relate to the individual's post or to develop a service provision
- Training to further improve the individual's standard of work performance
- Training to provide any new skills/knowledge that the individual will need to use in their role in the future
- Training to support the individual's longer term career development.

5.2.3 In order for funding for training and development to be approved, at least one of the following criteria must be met.

It must:

- Support the Trust towards meeting its statutory obligations and business objectives
- Assist the member of staff in carrying out their duties
- Help the member of staff achieve their professional and personal development plans at the same time as Trust, ward or departmental business objectives

5.2.4 In all cases, staff must gain approval for funding and/or study time from managers before they commit themselves to training and development activities. Funding cannot be guaranteed if approval is sought retrospectively. In addition, funding will only be considered if the applicant is up to date with all their statutory and mandatory training requirements.

5.2.5 Students who DNA (do not attend) study days and do not comply with the Trust Absence policy will be subject to the terms of this policy, which can lead to disciplinary action.

#### 5.2.6 **Mandatory and statutory training (MAST) and development**

Mandatory and statutory training (MAST) and development must be fully funded by wards and departments regardless of employment status. This includes course fees and materials, payment to individuals to attend (i.e., bank) and, if necessary, travel expenses. Full study leave must be allocated and staff are not expected to undertake MAST in their own time.

#### 5.2.7 **Essential training and development**

Training and development that is deemed essential will be 100% funded by the Trust either through departmental budgets or via centralised CPD budgets or contracts. This includes course fees and full study leave for learning days and exams. Independent study (i.e., outside of formal learning sessions) is not included in the study leave entitlement. There is no entitlement to 'time owing in lieu' (TOIL) where any learning activity and/or travel exceeds an individual's normal working hours. Expenses including travel, subsistence and accommodation are at the discretion of the manager based on service need and available local resources.

Staff are required to commit to:

- the submission or re-submission of all course work in order to attempt to complete the course successfully
- submission or re-submission of assessments/assignments/dissertations in order to attempt to complete the course successfully
- completion of all examinations or re-sits in order to attempt to complete the course successfully
- **remaining in post for a period of one year following completion of an extended course of study with a cost exceeding £500**

**OR** repaying the course fees. This will be on a pro-rata basis = 1/12th of the course fee for every month not completed in employment or in full if the employee fails to attempt to complete the course successfully taking advantage of all opportunities to resubmit work or re-sit examinations.

#### 5.2.8 **Desirable training and development**

Desirable training and development can be **funded up to a maximum of 100%** of the course/event fees at the line manager's discretion and according to available resource, and the individual will contribute any remaining amount regardless of employment status. **Up to 100% study leave** may be allocated by the manager, for learning days and exams. This has to be based upon service demands at the time of application and event. Independent study (i.e., outside of formal learning event) is not included in the study leave entitlement. There is no entitlement to 'time owing in lieu' (TOIL) where any learning activity and/or travel exceeds an individual's normal working hours. **Expenses of any kind are not included**, including travel, subsistence, accommodation, etc.

Staff are required to commit to:

- i) the submission or re-submission of all course work in order to attempt to complete the course successfully
- ii) submission or re-submission of assessments/assignments/dissertations in order to attempt to complete the course successfully
- iii) completion of all examinations or re-sits in order to attempt to complete the course successfully
- iv) remaining in post for a period of one year following completion of an extended course of study with a cost exceeding £500

**OR** repaying the course fees. This will be on a pro-rata basis = 1/12th of the course fee for every month not completed in employment or in full if the employee fails to attempt to complete the course successfully taking advantage of all opportunities to resubmit work or re-sit examinations.

5.3 A Trust Learning Agreement/Contract form (Appendix B) is required for each course that requires new funding from the department/Trust. If an individual leaves the Trust during the course, they will be committed to repay all monies owing, including the Trust's contribution to course fees, salary costs and any funded travel. This will be deducted direct from salary. This will also apply if the individual fails to complete the course, but remains in the Trust's employment. In exceptional circumstances of genuine hardship, or where retirement occurs, the Trust may waive the right to be refunded for its contribution to training fees. In these cases, the Director of HR, Medical Director or the Director of Nursing, will make the final decision.

#### 5.4 **Eligibility criteria for Trust funding to support CPD**

(This section does not apply for statutory, mandatory or desirable training).

5.4.1 Individuals are eligible to receive funding for education, training and development/CPD following satisfactory completion of their probationary periods and only if they are up to date with all their MAST training requirements.

#### 5.5 **Study Leave**

5.5.1 Study leave is defined as time off work to:

- Attend lectures, tutorials and residential
- Undertake formal course work (Including distance learning modules and courses)

5.5.2 Study leave should be pro-rata for part-time staff. All requests for study leave must be negotiated between the manager and the staff member applying for 'Trust Supported' education, training and development/CPD prior to the commencement of the course.

5.5.3 Individuals will be entitled to paid time off to sit their examinations. This is regardless of the individual's employment status. If an individual fails the examinations first time, he/she will be expected to re-sit examinations and will be entitled to paid time off to sit the examinations for the second time.

5.5.4 The Trust will not provide financial assistance for study aids and/or books (unless provided through the Trust Library Service).

#### 5.6 **Training Budgets and Funding**

##### 5.6.1 **Directorate/Departmental Training Budgets**

All directorates are responsible for identifying resource for staff training. The Clinical Education or Learning and OD Department may ask directorates/departments to

make a financial contribution towards training and development (this will never constitute surplus for the Learning and OD Dept). It is up to General Managers and Heads of Service to determine how directorate and departmental budgets are adequately resourced to cover their local training plan needs.

#### 5.6.2 **Learning and OD Department Budget**

The Learning and OD Department holds a Central training budget. This budget covers Trust-wide training such as induction, essential skills, some management development courses, costs of bringing in external trainers and resources and materials.

#### 5.6.3 **Continuous Professional Development Budgets**

The Deputy Director of Clinical Education is responsible for two budgets that support continuous professional development for ALL non-medical health care staff, professional or otherwise to enhance the individual's contribution in the delivery of health care.

- CPD 'Non cash': this is an annually negotiated contract between Frimley Health, Health Education England and a number of local universities to deliver an agreed programme of post registration education courses. Applications for places on post registration courses should be discussed with line managers and Heads of Service. The Deputy Director of Clinical Education conducts an annual needs analysis to identify which courses are required by which departments.
- CPD 'Cash': this is a stream of funding allocated to the Trust by Health Education England and is provided to support non-contract learning. Applications supported by CPD 'cash' monies must be accompanied by a Learning Agreement form (Appendix two). There is no annual guarantee for funding from HEE. In the event of a reduction to CPD cash monies, individuals who are partway through a course will be given preference over new funding applications.

#### 5.6.4 **Continuous Professional Development Budget for Medical Staff**

The Director of Clinical Education holds the study leave budget for junior doctors in training, which forms part of the service level agreement between the Deaneries and the Trust. Study leave applications must adhere to the Regional Study Leave Guidelines for the Deaneries. All study leave applications from junior and senior medical staff are entered on the Regional database – Intrepid.

#### 5.7 **Evaluation of Training**

Managers are responsible for evaluating the success of the training and development activity on individuals and groups and for gauging its impact on individual and group performance.

#### 5.8 **Training Records**

5.8.1 Managers are responsible for maintaining accurate records of training and development activity for staff within their areas. This is especially important for statutory and mandatory training.

5.8.2 The Learning and OD Department maintain records of internally delivered courses and programmes using Oracle Learning Management System (OLM).

#### 5.9 **Monitoring of Attendance on Training**

5.9.1 Under the Health and Safety at Work Act (HASAWA) 1974 the Trust has a responsibility to ensure the health, safety and welfare of its employees by providing safe systems of work, safe working environments and safe premises. In order to



deliver this undertaking the Trust provides statutory and mandatory training that staff are obliged to attend in order to comply with this legislation and thus meet the requirements of their contract of employment. Attendance at mandatory training will be recorded on OLM (or similar database) by co-ordinating function.

5.9.2 The employee is required to take reasonable care of themselves and others who might be affected by their actions and to co-operate with Management on Health and Safety issues. This means that staff have a responsibility to ensure they attend any statutory and mandatory training that has been identified as relevant for their post within the recommended timescales. Failure to comply with this puts the employee, their colleagues, patients and carers at risk of harm.

5.9.3 Employees are expected to take part in appropriate training activities; some of these are designated as mandatory activities. Employees must attend statutory and mandatory training events. If an employee fails to attend a mandatory training activity, and their manager has not authorised their absence then this will be taken as a failure to carry out a reasonable instruction. Employees who do not carry out reasonable instructions are in breach of their contract of employment. Thus, a failure to attend or persistent failures to attend training events are disciplinary matters and will be dealt with under the Trust's disciplinary policy. Employees should also be aware that employees who are registered with a professional body are generally obliged under their code of conduct to maintain and update their skills and so risk being reported to their regulatory body for not attendance.

## 5.10 **Action Following Non-Attendance**

5.10.1 Failure to attend statutory or mandatory training will hold the following consequences:

### 1<sup>st</sup> occasion

- E-mail notification of the failure to attend will be sent to the employee and their immediate manager (for military personnel this will be sent to the Practice Development Lead)
- A penalty fee of £50 will be levied to the Service Head. (not applicable to military personnel)
- Initial disciplinary action may commence as a result of 'failure to carry out a reasonable instruction' in accordance with the Trust Disciplinary policy where non-attendance has not been agreed under the Sickness Absence or Special Leave policy.
- A record of non-attendance, and the reason will be placed on the employees training history on the Trusts personnel system, ESR

### 2nd occasion

- The Service Head and General Manager will be informed by e-mail of the failure to attend (for military personnel this will be sent to the Practice Development Lead).
- A penalty fee of £100 will be levied to the Service Head (not applicable to military personnel).
- Disciplinary action will commence as a result of 'failure to carry out a reasonable instruction' in accordance with the Trust Disciplinary policy where non-attendance has not been agreed under the Sickness Absence or Special Leave policy.

- A record of non-attendance, and the reason will be placed on the employees training history on the Trust's personnel system, ESR
- The HR Advisor will be informed by e-mail to follow up action taken by Service Head

#### 5.10.2 **Notifying non-attendance**

Employees unable to attend booked training sessions (of any type) should notify their manager in the first instance in accordance with the Sickness Absence or Special leave policy and then notify the trainer via the Practice Development Nurse, Learning and OD Department Administrative team or in accordance with joining instructions. (Military personnel should also inform the Practice Development Lead).

5.10.3 Penalty fees will not be applied where absence is due to unplanned leave including sickness, compassionate leave, carer leave, urgent domestic problems and in accordance with the Trust Special Leave policy. Other extenuating circumstances may be considered on an individual basis by the Learning and Development Manager and the employees Line Manager.

5.10.4 Reports of non-attendance will be sent to Trust managers on a monthly basis for review.

## 6. **DUTIES / ORGANISATIONAL STRUCTURE**

6.1 Heads of Service are responsible for ensuring that individual and ward or departmental training needs are identified on an on-going basis; for ensuring that staff are released to attend training; and for developing annual directorate training plans. The directorate training planning process should normally be completed each year and can be recorded using the template at Appendix A.

6.2 The Head of Learning and Organisational Development and Deputy Director Clinical Education are responsible for delivering an annual corporate training programme.

6.3 Manager involvement is critical if education, training and development is to be effective. Manager responsibilities cover the following:

- Inducting new staff effectively
- Appraising staff at least annually, identifying individual training needs and agreeing personal development plans, recording appraisal information (including ratings) on the Electronic Staff Record (ESR) appraisal tracking system
- Ensuring staff receive the appropriate statutory and mandatory training.
- Ensuring staff attend the training courses on which they have been booked or being liable for the 'Did Not Attend' (DNA) corollary detailed in section 12 of this policy.
- Ensuring that internal training courses are cancelled if staff no longer require them or where the individual has left the organisation
- Agreeing objectives with individuals before they attend training courses or before an extended period of development activity
- Evaluating the impact of the training course or development activity on performance
- Supporting and encouraging members of staff in meeting their CPD requirements
- Abiding by Trust procedures for funding and study leave and ensuring that personal training and development contracts are in place where appropriate

- Providing staff with opportunities to use new capabilities following return to the workplace to ensure transfer of learning
- Ensuring that if candidates are required to carry out a physical activity, e.g. Resuscitation, then the candidate is capable of completing the necessary tasks.

6.4 Members of staff have the following responsibilities:

- Identifying their own training and development needs in conjunction with their manager.
- Attending training courses or development activities on which they have been booked
- Informing their manager or training coordinator if they become unable to attend the training for which they have been booked. (Non-attendance without prior notification will result in staff personal training records being marked with failure to attend and may result in disciplinary action.)
- Informing their manager or training coordinator as soon as possible if they are booked onto a course where they are required to carry out a physical activity, e.g. CPR, and through injury or illness are no longer capable of completing the tasks necessary.
- Reflecting on what they have learnt and following departmental or ward procedures for recording learning
- Put acquired knowledge into practice and share learning with other work colleagues.

**NB** Prior to undertaking any additional study the individual will need to be up to date on the necessary statutory and mandatory training relevant to their role.

6.5 Staff who are required to undertake CPD/CME/REVALIDATION activity:

- Must take personal responsibility for complying with their professional requirements and for recording this learning.
- They should expect their manager to support and encourage them, but not to take responsibility for meeting these requirements.

6.6 Staff who are not required to undertake CPD/CME/REVALIDATION activity:

Staff that are not professionally required to undertake CPD activity are still encouraged and entitled to spend a period of time each year on some form of development activity that will either be useful to their role within the Trust or which will help them with career development. This is part of the Trust's commitment to all staff as an Investor in People.

## 7. RAISING AWARENESS / IMPLEMENTATION / TRAINING

- 7.1 The policy will be discussed at all relevant forums and shared with Trust managers.
- 7.2 The policy will be shared with Trust managers for cascade to teams and individuals.
- 7.3 Members of the workforce will be made aware via written and verbal communication.

**8. MONITORING COMPLIANCE OF POLICY**

- 8.1 The policy will be reviewed annually by the Head of Learning and Organisational Development and Deputy Director of Clinical Education and Practice Development to ensure it is effective and up-to-date.
- 8.2 The Workforce Committee will be responsible for approving updated versions of this Policy.

**9. REFERENCES**

Health & Safety at Work act (HASAWA) 1974

**10. APPENDICES**

**APPENDIX A Training Needs Analysis Template**

**APPENDIX B Learning Contract/Agreement**

TRAINING NEEDS ANALYSIS

Department/ service:.....Total staff  
no:.....

Completed by:.....Post held:.....

Business or functional objective	Identified Training Need	Delivery Method	Who & how many	By When	Resource Required	What would be the measurable outcomes of this training?
<b>EXAMPLE</b>					<b>Bank Staff @ £120 per day</b>	
<b>Meeting all key standards, both internal and externally established to offer safe care.</b>	<b>Health and safety</b>	<b>In house</b>	<b>All staff x 26</b>	<b>Feb 2010</b>	<b>£3120.00</b>	<b>NHSLA compliance</b>  <b>Improved patient satisfaction survey results</b>  <b>Reduced RIDDOR</b>  <b>Reduced complaints</b>
	<b>Fire Update (3 yearly)</b>	<b>In house</b>	<b>16 staff</b>		<b>£1920.00</b>	
	<b>Manual Handling (3 yearly)</b>	<b>In house</b>	<b>19 staff</b>		<b>£2280.00</b>	
	<b>Patient Safety Days</b>	<b>In house</b>	<b>All staff x 26</b>		<b>£3120.00</b>	

## Learning Contract/Agreement

(to be completed for all extended period of study)

Employee Name:					
Job Title:		Department:		Extn:	
Programme//Module Title:					
Start Date:		End Date:			
Learning agreement criteria: (all the following criteria must be agreed)					
<ul style="list-style-type: none"> <li>▪ I agree to the commitment required for the completion of the programme/ module.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I undertake to attend all study days and learning sets as required by the course guidelines.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I undertake to carry out self-directed study as recommended in the course guidelines.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I understand that it is my responsibility to report non-attendance at study days or learning sets to my manager in line with Trust absence management policies.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I undertake to complete and submit all written course work as required by the course guidelines.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I undertake to seek support or assistance through my manager, Deputy Director of Clinical Education or Head of Learning and OD as necessary to achieve the requirements of this course/module.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I understand that reports about my exam results, assessment outcomes and progress will be sent to the organisation.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I understand that failure to attend study days and learning sets and/or failure to complete the written course work within the appropriate timescales will result in a financial charge, which is a contribution towards the study leave I have received and administrative costs I have incurred and/or reimbursement as required by any awarding body (i.e. NHS Leadership Academy)</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I understand that if I leave the Trust <b>within one year of the course/module end date</b> that this will result in my being charged for the cost of the course and a contribution towards the study leave I have received and administrative costs I have incurred.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ I understand that the Trust will investigate situations where delegates fail programmes or modules in order to determine cause and subsequently take action to reclaim costs where failure is deemed to be as a result of poor attendance, failure to undertake necessary work, failure to commit to the programme.</li> </ul>					

- I understand that the Trust will use all information available to them to recover its costs if necessary, including passing on staff personal details to a debt collection agency.

Amount paid by Frimley Health NHS  
Foundation Trust (up to 100%)

Amount to be paid by individual

To the individual:

If you are paying your contribution by cheque, please make the cheque payable to Frimley Health NHS Foundation Trust and send it to Clinical Education Administration, Post Graduate Education Centre, Frimley Hospital, Portsmouth Road, Frimley. Surrey GU16 7UJ.

You will then be issued with a receipt.

If paying by Payroll deductions, the first payment of £ [amount] will commence on [ date ]

And continue for a period of 6 or 12 months. (Delete as appropriate)

Signature of Delegate.....Date:.....

Assignment (payroll) number.....

Manager's Signature:..... Department:.....

(Please print) Managers name.....Contact no:.....

*This form should be completed and retained by the line manager. For academic programmes a copy should be sent to the Clinical Education Administration Team, Post Graduate Education Centre, Frimley Hospital, Portsmouth Road, Frimley. Surrey GU16 7UJ.*