



**Business Services
Organisation**

Providing Support to Health and Social Care

Post Entry Training and Development Policy

***Produced by the Human Resources Directorate
Business Services Organisation
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Title:	Post Entry Training and Development Policy		
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Ownership:	Director of Human Resources & Corporate Services		
Approval by:	BSO Board	Approval date:	03/09/15
Operational date:	7 th September 2015	Next Review:	September 2018
Version No.	1.4	Supersedes	Post Entry Training Policy
Key words:	Training, education, learning and development		
Director Responsible	Director Human Resources		
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Links to other policies	BSO Human Resources Strategy 2014-16 BSO Learning & Development Plan		

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1. Aim of Policy

The BSO wishes to encourage staff to undertake any training, development and education which is linked to the Strategic Objectives, Mission and Values of the organisation. BSO may offer support by way of finance and/or time off work.

This policy augments the policy decision that all BSO staff must have an appraisal and Personal Development Plan/KSF Outline to identify development needs for which training, developmental and educational activity is required. Furthermore, the Human Resources Strategy advocates that every staff member should have at least 15 hours of training, education or development activity per annum.

2. Scope of Policy

This Policy applies to employees and workers of the BSO in relation to training, developmental and educational activity, inclusive of mandatory training.

3. Definitions

- (a) Training, Development and Education is defined as activity such as corporate mandatory training, an academic course, professional development programme, conference, event, e-learning course, on-the-job training, workshops, webinar or seminar that meets an identified development need.
- (b) Such activity must be:
- I. Mandatory: by way of statute, corporate, contract or profession; or
 - II. Professional: substantially linked to the work of the member of staff currently or in the near future; or
 - III. Personal: activity undertaken which will enhance long term career progression and personal growth, and in which 3((b) i.-ii. do not apply; or
 - IV. Other: For example a conference or activity substantially linked to the work of the member of staff currently or in the future.
- (c) Providers of the above include:
- internal BSO directorates;
 - HSC Leadership Centre;
 - HSC Clinical Education Centre;
 - Other HSC providers;
 - Other public sector providers;
 - external providers ;
- (d) Support arrangements may include:
- payment/reimbursement of course or programme fees
 - payment/reimbursement of expenses incurred
 - time off work
 - time off in lieu
 - coaching/mentoring

4. Responsibilities

(a) Responsibilities of management:

- i. BSO managers are expected to provide, when feasible, the necessary support to staff who wish to participate in training, education or development activity.
- ii. Managers should use this policy to facilitate the appraisal and KSF process, specifically the Personal Development Plan element of appraisals.
- iii. BSO managers are expected to identify training, development and educational needs of staff and in such cases, where appropriate, support may be given to staff laid out in s.3 (d) above.
- iv. In cases where staff decide to undertake training, education, or development activity and make an application for support, taking account of the following;
 - a. Relevance to the BSO's Objectives, Mission and Values;
 - b. Relevance to the individual's present work responsibilities, near future work responsibilities or current development need;
 - c. Previous training support given;
 - d. Local demand;
 - e. Feasibility of the individual's commitment to undertake and complete the course of training or study;
 - f. Length of the employee/worker's contract;
 - g. Satisfied probationary period;
 - h. The overall cost;
 - i. Return on investment;
 - j. The length of the course of training or study; and
 - k. The exigencies of the service.
- v. Should a BSO manager reject an application in whole or in part, written reasons for the rejection should be given to the staff member at the time.
- vi. Where approval is given Management must advise of any liability for non-completion of a course or non-attendance at an event (see section 7 below).

(b) Individual employees have a responsibility to :

- i. Participate and complete all mandatory training.
- ii. Identify on an on-going basis training, developmental and educational needs which will enhance individual effectiveness and improve organisational performance.
- iii. Seek management approval for support for training, developmental or

educational activity prior to the event. Management must be provided with all relevant information in order to make an informed decision on which support, if any, is to be given.

- a. Requests for leave and/or expenses should normally be made at least 4 weeks prior to commencement of each academic year or event.
- iv. Settle any liability for non-completion of a course or non-attendance at an event (see section 7 below) unless caused by other work commitments unless otherwise agreed.

5. Overview of Eligible Support for Training, Education and Development events and courses

All support outlined in Section 3 above is at the discretion of the line manager and budget holder if necessary. Support will be awarded subject to the criteria laid out in section 4(b)iii above. The support mechanisms below are not entitlements and are subject to adjustment depending on the nature of the request.

Type of development	Funding for course fees, registrations, conference fees	Working Time off to attend (if within working pattern)	Costs for resources required e.g. books*	Expenses: Mileage and subsistence (need to be receipted)	Time off work: study leave for exam	Time off work: for sitting exam	Time off in lieu (if outside working pattern)
Mandatory	100%	100% Paid time to attend	All costs covered	100% mileage and subsistence rates	1 day study leave	0.5 day for exam	Yes
Professional (and work related; PG training)	Up to a maximum of 75%	100% Paid time to attend	Up to a maximum of £75 per annum	100% mileage and subsistence rates	1 day study leave	0.5 day for exam	N/A
Personal (development)	Up to a maximum of 50%	50% Paid time to attend	50% of cost up to a maximum of £75 per annum	50% mileage and subsistence rates	Annual Leave	Annual Leave	N/A
Conferences	100%	100% Paid time to attend	Not applicable (unless they are presenting)	100% mileage and subsistence rates	N/A	N/A	N/A
Other: HSC Courses (e.g. Leadership Centre)	100%	100% Paid time to attend	Not applicable (unless they are presenting)	100% mileage and subsistence rates	N/A	N/A	N/A
Other: work-related Seminars/webinars	100%	100% Paid time to attend	Not applicable (unless they are presenting)	100% mileage and subsistence rates if necessary.	N/A	N/A	N/A

*See section 7(b)

6. Time Off Work, Time off in lieu, Study Leave & Exam Leave

- (a) There are four types of leave applicable under this policy:
 - i. Time Off with pay
 - ii. Time Off in lieu
 - iii. Exam Leave
 - iv. Study Leave
- (b) Time off for academic or educational courses or programmes will not exceed the equivalent of one whole working day per week during the period of study.
- (c) Attendance at taught courses outside of normal working hours may not attract time off in lieu, overtime or other financial reimbursement **unless attendance comes under “mandatory” heading at section 2(a) above**. Trainees cannot avail of time off in lieu for such courses.
- (d) Self-directed studying outside of normal working hours does not count as working time, and thus does not attract time off in lieu, overtime or other financial reimbursement.
- (e) Exam Leave must be taken only for a half-day in which the exam is to be taken.
- (f) Study Leave should be for a full day in the preceding working day to which an exam is to be taken except in special circumstances. a maximum of 3 study days may be taken in any one academic year. Study Leave is not granted for coursework/dissertation submissions.
- (g) No Study Leave is eligible for resit exams.
- (h) No Time Off or Study Leave is eligible for work on written assignments. Annual Leave or Flexi-Leave should be used instead.
- (i) Special arrangements can be made in respect of OU type programmes requiring summer schools etc.

7. Reimbursement of Expenses

- (a) The normal rate of reimbursement is 75% of expenses incurred for –
 - i. Course enrolment fees
 - ii. Examination fees
 - iii. Text books expenses up to a maximum of £75.00.
- (b) It is expected that books/resources will be borrowed or sourced at the lowest cost possible.
- (c) Cost of resit examinations will not be reimbursed.
- (d) It will not be possible for the BSO to fund the costs of production of a Dissertation for a Master's degree.
- (e) Expenses/Fees **will not** be paid in retrospect to any member of staff who has not been given prior approval for attendance

8. Membership of Professional Bodies

- (a) Membership fees for professional bodies will not be paid by BSO, subject to the exceptions below:
 - i. Where it is a consolidated part of the course fee and it will be for the duration of the course only at a rate of 75%, with the employee paying 25% of the cost of membership fees.

9. Resits

In the event of a member of staff needing to resit an examination, a half-day's exam leave on the day of the examination will be granted. There will be no reimbursement for the exam fees and no study leave for resits.

10. Courses/Programmes considered relevant for support

In general, the BSO will provide support under "Professional" and "Personal" to courses which meet the consideration highlighted earlier and lead to an award/accreditation. In order to give some guidance on courses likely to meet the criteria the following courses/ programmes will be considered appropriate, although this is not an exhaustive list:-

- i. Institute of Healthcare Management courses;
- ii. Chartered Institute of Personnel and Development courses;
- iii. Institute of Chartered Secretaries and Administration courses;
- iv. Chartered Institute of Management Accountants
- v. Chartered Institute of Purchasing and Supply course;
- vi. Chartered Institute of Public Finance and Accountancy courses;
- vii. Certificate, Diploma, Degree and Masters programmes provided by the University of Ulster, Open University or Queen's University of Belfast which are H&SC Management orientated;
- viii. BTEC National and Higher National Certificates with subjects directly relevant to H&SC management and supervision;
- ix. Recognised Trade Union developmental activity pursuant to Part 4 of Agenda for Change terms and conditions handbook.
- x. Nursing, Midwifery and Allied Health Professional qualifications

The BSO recognises the changing situation in respect of educational methods used and courses/programmes offered and will constantly review the relevance and appropriateness of training, education and development available.

11. Liability of Staff for Non-completion of a course/Non-attendance at event

- (a) Staff members will be required to pay back all course, registration, conference fees and resource costs for non-mandatory training, education and development if they:
 - a. fail to attend all or part of the course;
 - b. fail to attend a scheduled conference/event;
 - c. leave the HSC within two years of completing a training or academic course;
 - d. leave the HSC prior to completing the course.
- (b) Staff members may be liable for the cost of paid leave taken should they fail to attend a scheduled conference/event and do not attend work.

- (c) Managers must:
 - a. ensure staff are aware of this section of the Policy as appropriate
 - b. Contact Income Shared Service Centre to arrange an invoice or other method for remittance so that any liabilities can be settled.
- (d) Staff or former staff must ensure that all liabilities are settled under this section, prior to their leaving.
- (e) Sections (a)-(c) will not normally apply in the case of:
 - a. Death;
 - b. Pregnancy;
 - c. Sickness absence;
 - d. Bereavement;
 - e. Reasons related to disability;
 - f. Redundancy;
 - g. Retirement;
 - h. Unforeseeable circumstances relating to caring or domestic responsibilities;
 - i. Significant personal/business reason.

12. Equality Statement & Monitoring Arrangements

Application of the Policy will be monitored to ensure adherence to the principle of Equality of Opportunity.

The BSO will undertake quantitative section 75 monitoring of applications and qualitative monitoring of staff experience of the efficacy of the policy.

The BSO is committed to the provision of equality of opportunity in training and development regardless of age, religious belief, political opinion, gender or marital status, sexual orientation, race or ethnic origin, disability, domestic responsibility or Trade Union membership.

13. Procedure for applying for Training, Education and Development

Before Applying

- Check that the course of study is included Personal Development Plan or will meet a development need
- Source costs of course and associated costs (e.g. travel)
- line manager discuss application with the employee
The requesting officer's Director should forward all requests for full-time courses of study and research secondments to the Director of Human Resources- **See Appendix 1 below**

Applying & booking

- For internal courses' booking or approval please see the intranet "How to Guide"- **ESS - How to book an internal course.**
- Approval and booking for HSC Leadership Centre/Clinical Education Centre courses are done through their websites - HRPTS training records will be automatically updated. *There is no need to apply/book via HRPTS.*
- For external courses' approval please see the intranet "How to Guide"- **ESS - How to complete a new training request (NTR) form**
- Courses that cost in excess of £3,000 per annum should get line manager consent via **NTR** and receive written consent from Director Human Resources- **See Appendix 1 below**
- Any leave (e.g. exam, study) should be requested via HRPTS - please see the intranet "How to Guide"- **ESS - How to request leave**
- Reimbursement of expenses - please see the intranet "How to Guide"- **ESS - How to create an expenses claim**

Make arrangements for external courses/conference

- Raise a requisition where applicable (with e-proc)
- Invoices paid (with FPM)
- Book external course as required by provider
- Book travel/accomodation if required

Summary of HRPTS protocols:

Type of Training, Education or Development,	HRPTS location	Relevant “How to Guide” available on BSO intranet
Internal Course	HRPTS > Employee Self Service > Appraisals, Learning & Development > Learning Portal	ESS - How to book an internal course
HSC Leadership Centre course	N/A	HSC Leadership Centre website (http://www.leadership.hscni.net/)
Conference	HRPTS > Employee Self Service > Appraisals, Learning & Development > New Training Request	ESS - How to complete a new training request (NTR) form
Externally provided course (non-HSC)	HRPTS > Employee Self Service > Appraisals, Learning & Development > New Training Request	ESS - How to complete a new training request (NTR) form
Seminar	HRPTS > Employee Self Service > Appraisals, Learning & Development > New Training Request	ESS - How to complete a new training request (NTR) form

14. Claiming Reimbursement of Expenses

(a) Reimbursement of expenses - please see the intranet "How to Guide" ESS - How to create an expenses claim

(b) Please note that you must provide confirmation of which subjects are to be studied each year (via official clarification from the College/University), and when claiming reimbursement for textbook expenses you should stipulate which textbook is being bought for which subject. Every effort should be made to borrow books from libraries or purchase second-hand from other students.

15. Booking Travel Abroad/Outside of Ireland

Employees should note that booking travel arrangements, e.g. flights, transfers etc., should be done through a procured agent, Selective Travel (<http://www.selective-travel.co.uk/>), whom the organisation uses. This includes flights from Northern Ireland to Britain.

Appendix 1: Application for professional/personal course of study >£3,000

1. Personal details

Name:

Directorate name and Address:

Date Appointed to BSO : _____

Job Title: _____ Grade: _____

Date Appointed to Present Post: _____

2. Educational qualifications

Subject	Level	Grade	Date obtained	Method of study

3. Course details:

Course/Qualification to be attained:

College/University etc.:

Nature of Study (Please tick):

Day-release

Correspondence

Half-day release _____
 Night Class _____

Other _____

Length of Course (state years/months) _____

Year of study being applied for: _____

Cost/Fees:

	Course Fees	Exam Fees	Other Fees (Please State)
Year 1			
Year 2			
Year 3			
Year 4			

What assistance are you seeking?

Day-release
 Half-day release
 Night Class

Financial Assistance
 Modular release

4. Previous financial assistance:

Have you previously received financial assistance by the Organisation to attain academic qualifications? (If so please list below)

Course Title	Date of Attendance	Qualification Obtained	Method of Study

5. To be completed by applicants seeking approval for 2nd or subsequent years of course

Have you previously applied for Financial Assistance? Yes/No

Have you received Financial Assistance for all previous years of study? Yes/No

If No, please state reasons for Financial Assistance being withheld

Have you successfully completed all exams required for continuation of course

Yes/No

If No, please state dates of re-sits, or action required for continuation of course:

Have Human Resources been notified of results of exams successfully completed ?

Yes/No

If No, please state reasons:

- 6. Please state your reasons for undertaking this course and its relevance to the Organisation's Mission and Objectives and the relevance to your present and/or future work.**

ACCEPTANCE

I hereby agree to accept the Provisions as laid down in the scheme for Post Entry Training and in consideration of the Financial Assistance granted to me in accordance with the Post Entry Training Guidelines. I agree that if I decide to discontinue my studies during the Academic year that I shall refund to the Organisation part or all the Financial Assistance awarded to me.

I confirm that I am not in receipt of any subsistence from an Individual Learning Account grant.

Signed: _____ Date _____

7. To be completed by your director

I **do/do not** approve this application for the following reasons:

Signed: _____ Date: _____

PLEASE CHECK THAT APPLICATION FORM HAS BEEN COMPLETED FULLY AND THAT THERE ARE NO OMISSIONS. COMPLETED APPLICATION FORMS MUST BE RETURNED TO THE HUMAN RESOURCES DIRECTORATE.

Appendix B: New Training Request Form – hints and tips

Below are a few hints and tips when filling out an NTR on HRPTS.

New Training Request Form

Training Type: Personal Development (50%)

Training in the Past? Is this in PDP?

Title of the Training:

Date: No. of days: No. of Hours per day:

Cost of the training in £: Require Finance Assistance:

Reason for training:

Assistance required for ?

<input checked="" type="checkbox"/> Travel	<input type="checkbox"/> Subsistence
<input type="checkbox"/> Books	<input type="checkbox"/> Exam Fee

Description of the Course/L&D activity & the expected benefit(s) to your service area as a result of the new learning

Decision:

Percentage of training cost approved

50 %

75 %

100 %

The Manager cannot add to or amend any of the information on the form. If the Manager does not agree with any of the information they should reject it and ask the applicant to complete a new form with the amended details

The manager will either approve the request, indicating the percentage of the "Cost of the Training" to be funded, or reject the request (refer Appendix 4 of Assistance to Study Policy for the template rejection letter). It is mandatory requirement of the system that a percentage option is selected prior to clicking on "Approve". There is an option to print and/or save this form prior to approval/rejection

Approval for a percentage of cost other than 50, 75% or 100%
In the event that a manager wants to approve a percentage of funding other than 50%, 75% or 100%, then the manager should reject the form and request the employee to resubmit the form with additional information contained in the *description text box*. The additional information should include the agreed percentage to be approved and the actual amount of funding sought (i.e. the proportion of the figure entered in the "Cost of the training" field above). On resubmission, the manager may approve selecting the lowest nearest percentage *radio button* i.e. 50% or 75%.

