



Learning and Development Procedures

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1. BACKGROUND

PBNI has developed a Learning & Development Policy with the aim of ensuring that the mechanisms are in place to equip PBNI staff with the necessary knowledge, skills and attributes required to deliver the objectives identified in the Corporate Plan, Business Plan, team plans and individuals objectives within available resources.

2. PURPOSE

These procedures supplement the PBNI Learning & Development Policy. The procedures provide a framework to ensure a planned and systematic approach to learning and development for all members of staff.

3. PLANNING TRAINING

The L&D Policy outlines how training needs are identified on an annual basis at organisational and team level (as outlined in the L&D Policy) via the Corporate and Business Plan, Team Business Plans and Individual Objectives. Once these needs have been identified, the L&D Manager will produce an annual Training Needs Analysis (TNA) outlining training need, related business plan objective, method of delivery, who requires training, etc. The TNA will be reviewed and prioritised by the Deputy Directors as follows:

Priority Level 1 = needs to happen this year;

Priority Level 2 = will happen only if all Priority 1 training takes place;

Priority Level 3 = not taking place this year.

Subsequent to prioritisation of training needs, a training plan will be drafted by L&D to compile a more accurate costing for learning and development in PBNI. Budgets will be identified for each key area of the training plan by the L&D Manager and these figures will be fed into the financial processes to ensure that sufficient funding is made available to meet the essential learning needs. Other learning needs identified will be agreed dependant on budget and time spent at the training.

4. IMPLEMENTING TRAINING

4.1 Notification of Learning Events

All internal learning events for staff must go through the L&D team to process. The facilitator should contact L&D team to book the event (rooms, room set up, drafting the Training Invitation, presentations required etc). The draft Training Invitation should be approved by the L&D Manager to ensure the target groups are inclusive of the appropriate grades of staff, the event allows sufficient notice for staff etc. (See Appendix 1 for Training Invitation)

Training Invitations will be emailed directly to all relevant staff (ie if target is for POs, then all POs will be emailed) and copied to relevant Line Managers. If a staff

member is interested in attending the training, they must discuss with and seek approval from their line manager. Line Managers should complete the nomination form (with one or more nominations from their team) and return by email to admin L&D.

Admin L&D will immediately confirm receipt of Nomination Form with Line Manager and Individual(s).

4.2. Ad Hoc Learning Event Request

It is recognised that specific training needs may arise during the course of the year that were not identified at the Planning stage. Such ad hoc training requests should be referred to the L&D Manager via the completion of the 'Request for Training' form (Appendix 2) which will be assessed against the following criteria:

CRITERIA	EVALUATION
1. Was the development need highlighted on the individual's PDP?	In general, if a learning request is made, this need must have been identified during the PDP process. There may be some exceptions to this, where there is a need for someone to attend a session unexpectedly.
2. Is attendance at the event an organisational requirement (e.g. do PBNI need the member of staff to attend the session to fulfil organisational obligations)?	Where there is a direct need for a member of staff to attend a session due to requirements placed upon PBNI, these requests will be prioritised.
3. Is the cost of the session prohibitive?/Is there budget available for the learning event?	PBNI will seek to secure best value from learning events / seminars and where the costs are prohibitive, PBNI may recommend a different approach to fulfil the development need. Learning event requests will only be approved where there is budget available to meet the request. Once the allocated budgets have been utilised no other learning events can be approved.
4. Has the individual already participated in external learning events during the current financial year?	If the individual requesting the learning event has already attended 2 or more external run sessions (i.e. that have led to external costs) during the current financial year, it is less likely that budget will be approved for further sessions unless criterion 2 applies.
5. Has the individual cancelled or failed to meet any other scheduled training during the current financial year (either compulsory sessions or optional)?	If the individual requesting the learning event has cancelled / failed to attend compulsory training, further requests will only be authorised in exceptional circumstances with the approval of the relevant Assistant Director.

4.3 Authorisation Levels

The following authorisation levels apply to all requests for learning and development (using the relevant request forms as noted in the L&D procedures):

Course Value	Authorisation Level
Under £500	Need to demonstrate value for money. Must be approved by Line Manager, relevant Assistant Director and countersigned by L&D Manager
£501-£5,000	Need to demonstrate value for money. 2/3 email quotations, must be approved by Line Manager, relevant Assistant Director and countersigned by L&D Manager
£5,000 - £30,000	4 selected tenders, must be approved by Line Manager, relevant Assistant Director, countersigned by L&D Manager and have approval from the tender panel consisting of one Deputy director and two senior managers
£30,000+	Must be advertised, 5 selected tenders (through CPD), must be approved by Line Manager, relevant Assistant Director, countersigned by L&D Manager, agreed by Deputy Directors and have approval from the Director
Above EU limits (varies)	Subject to EU procurement rules and procedures

Final approval of learning requests will normally rest with the L&D Manager. The exception to this is requests for the Further Education Study Scheme where approval will be sought from a panel of Senior Managers twice per year, depending on available budget.

4.4. Cancellation or Acceptance of Learning Events / Sessions

PBNI will determine whether organisational Learning & Development sessions are 'mandatory' (normally legislative requirements), 'optional' or 'by request' (i.e. in line with PDP's). When staff are allocated a place on these sessions, the sessions must be either accepted or rejected when invitations are first circulated. All members of staff must discuss their intention not to attend training with their line manager who should email L&D admin.

Where an employee cancels without sufficient notice, or does not attend compulsory sessions they have been allocated, without having sought approval to cancel their attendance with their line manager, this may affect future requests to attend other external or optional sessions.

If an employee fails to advise L&D that they will not be attending a training session and has not sought the approval of their line manager, L&D will contact the line manager in the first instance, however, should this happen on more than one occasion then disciplinary action may be considered under PBNI's Disciplinary Procedure. If for any reason staff are aware that they will be unable to attend an

allocated learning event they must get approval from their line manager who will advise L&D (by email) as far as possible, at least 48 hours before hand. This is to provide the opportunity to re-allocate staff to the sessions. If staff fail to attend learning events or seminars and have not cancelled in advance and PBNI incur a charge, it is unlikely the individual will have any further external learning events/requests authorised during that financial year and costs may be taken from the local team budget.

Due to the potential financial loss for PBNI, employees should give priority to learning events and seminars booked and should not request changes without good reason. Changes will therefore need to be verified by a line manager prior to making new arrangements. Managers are encouraged to plan training into weekly schedules so that time away from the work place for development is scheduled and not cancelled without good reason.

Workload relief will be negotiated between the member of staff and their line manager once training has been approved. The principle of developing a learning culture hinges on allowing staff time to develop during work thus workload relief should always be allowed however there will be times when special arrangements need to be put in place.

4.5 Travel Expenses

Travel expenses for work related learning events & seminars will be reimbursed at the normal rate. Travel expenses related to applications made through the Further Education Study scheme are detailed in Section 5.

4.6 Reimbursement

If an employee has organised academic study or professional development courses, the individual may pay for the course in the first instance and will be reimbursed through appropriate financial procedures upon proof of relevant receipts and approval.

5. FURTHER EDUCATION STUDY SCHEME

PBNI will, subject to resources and in accordance with the selection criteria and underpinning procedures, assist staff who wish to undertake formal courses of academic/vocational study related to their work and leading to recognised academic/vocational qualifications. Courses of study leading to qualifications, which are deemed essential to a post, are normally funded by PBNI and fall outside the funding for Further Educational course funding. The L&D Team will invite applications to the Scheme and staff should apply through completion of the Further Education Study Scheme Application Form (Appendix 3).

5.1. Selection Criteria

In determining the available budget, account will be taken of prior commitments. For new applications the following criteria will be applied in priority order:

Criterion 1	The course of study will make a contribution to an officer's performance as outlined in the objectives in their Annual Review and has been agreed by their line manager
Criterion 2	The course of study will make a contribution to the achievement of team business objectives and has been agreed by their line manager
Criterion 3	The course of study will make a contribution to PBNI business objectives and has been agreed by their line manager
Criterion 4	The course of study will contribute to the personal development of the individual and have some potential relevance to performance and has been agreed by their line manager

Applications for funding should be linked to the role being performed or potential development, funding allocated will be proportional to the role currently undertaken. Staff on Career Break will not be eligible for assistance under the Further Education Study Scheme.

5.2 Applying for Assistance

Staff wishing to apply for assistance should first seek the approval of their Line Manager. It is the responsibility of the applicant to demonstrate how they meet the criteria. An application form should be completed (see Appendix 3). Once complete the application form should be forwarded via e-mail to the Learning & Development Manager.

Applications will be considered by a Selection Panel of Senior Managers and processed in line with the criteria order as follows:

- Applications made under Criterion 1 will receive first consideration, followed by those made under Criterion 2.
- Applications made under Criteria 3 and 4 will only be considered if funding is available.

An application for assistance is no guarantee that it will be successful.

Consideration will be given to Line Manager comments on the applicant's ability to complete the course of study without detriment to job performance. Should an application not be supported by the line manager or the selection panel, the applicant will be informed in writing.

Staff with an unsatisfactory attendance record at the date of application will not be considered for support under the Further Education Study scheme.

The scheme will operate, subject to resources and in accordance with the selection criteria and procedures, twice per year; in May and October to allow for courses starting in January and September. All applications must be received by the closing

date specified. Applications cannot be made retrospectively; they must be received by the panel before the course has started.

If a course spans more than one academic year, applicants must submit an application in relation to each year of their course. This will allow applicants to provide details of costs which apply to the current year of study and facilitate L&D in managing their budget. Eligibility for continuing support is subject to successful completion of the previous year of study (evidence must be provided). It should be noted that ability to fund continuing applications will be dependent on availability of funding; every endeavour will be made to support continuing applications.

At the end of the course of study applicants must forward evidence of successful completion to Learning and Development.

Failure to complete a course of study will result in PBNI recouping fees on an agreed pro rata basis, except in exceptional circumstances. However, each case will be considered on its merits.

5.3 Outcome & Notification of Decision

The decision on which courses to fund will be taken by a Panel of three Senior Managers. The Panel may identify an alternative viable option to meet the identified need. The Panel will meet within 10 working days of the closing date and the decision will be communicated, in writing, to the applicant within 5 working days.

If an applicant is dissatisfied with the decision, s/he should follow the appeals process.

5.4 Appeals Process

An employee can use the appeals procedure if he/she can provide evidence that:

- the process used by the PBNI is flawed or;
 - he/she has been treated less favourably than another candidate in the same process.
- a. Employees must exercise their right of appeal by writing to the Head of Human Resources within 10 working days of being notified of the decision by the Learning & Development Manager.
 - b. The Head of Human Resources will consider evidence of the appeal and also consider information provided by the Panel as he/she deems necessary
 - c. The Head of HR should give his/her decision/outcome of the appeal to the employee and reasons in writing within 5 working days.

- d. The decision following the appeal shall be final and there will be no further internal right of appeal.

5.5 Line Manager Responsibilities

Line managers have responsibility for ensuring that:

- They make the decision whether to support an application in line with the above Criteria and inform applicants of their decision. In supporting the application, line managers are confirming, to the best of their knowledge, that the content is correct and that they are willing to support the application e.g. granting time off, if applicable
- Staff are made aware of ineligibility if they are subject to a current written warning in respect of an unsatisfactory attendance record
- Staff are fully aware of the personal commitment and the extra time required for study in order to successfully complete their course and be satisfied that if a course takes place during working hours, that time can be made up without impacting upon workload.
- Deadlines for submissions are met.
- They monitor attendance and progress of their staff at regular intervals.
- They monitor their staff's adherence to the conditions of the Further Education Study scheme.
- They provide the necessary support so that staff gain the maximum benefits from their course of study e.g. work based opportunity to apply and consolidate knowledge and skills gained from a course through specific work based assignments.

5.6 Assistance

Fees

80% of course fees for the most economical method for the course of study **up to a maximum of £1,000** per academic year will be paid. The maximum limit will be subject to an annual review, taking account of increases in courses' fees.

Books

50% of essential books, up to a maximum of £50 per academic year on provision of evidence from educational establishments, for example, a signed letter from your course tutor, will be paid. You must source the most economical means, in other words public libraries etc.

Travelling Expenses

Full travel costs for Priority 1 and 2 courses will be funded by PBNI for any days of compulsory attendance. Travel expenses for courses which are below Criterion 2 status will not be paid.

Course Attendance

There is no provision for day release under the Further Education Study Scheme. Line managers should give consideration to granting use of annual leave/flexi leave/TOIL/unpaid leave to facilitate attendance during working hours where service needs would allow.

Special Leave and Time Off

A maximum of five days special leave with pay may be granted per academic year of course, which can be made up of study leave, project leave/assignment or combination of both. In addition, time off will be granted to undertake examinations, compulsory residentials and for graduation (provision detailed below).

Staff are responsible for notifying Learning & Development and their line manager immediately if they discontinue a course or subject for which study leave has been granted. Any study leave taken after discontinuing a course will be charged to annual leave or taken as leave without pay.

5.7 Examinations

Time off to take examinations (including travelling time), if held during normal working hours will be granted. You must provide evidence of the date/time/venue of the examination. This is in addition to special leave for study or project/assignments.

5.8 Graduation

Up to a maximum of one day special leave; in addition to the five days' special leave for study or project/assignments. All costs associated with graduation are your responsibility.

5.9 Residentials eg Summer Schools

A maximum of three days per academic year will be approved to attend residentials that are a compulsory course requirement. Evidence from educational establishments will be required, in other words, a signed letter from course tutor.

5.10 Failure to Complete Course

If a member of staff leaves PBNI within 2 years of completing the course or fails to pass the course, PBNI may ask the staff member to repay the amount of financial assistance awarded on a pro-rata basis.

6. SOCIAL WORK STUDENTS

PBNI work with a number of Level 3 Social Work Degree students from January to June each year who are on placement from The University of Ulster and Queens

University, Belfast. The number of students offered practice learning opportunities with PBNI will be negotiated internally and externally annually. Practice Teachers have been trained across the organisation allowing for a wide range of expertise to be involved with this vital role.

A member of L&D staff will act as Practice Learning Co-ordinator, organising the Practice Teachers, on-site supervisors and students. PBNI currently operates a split site practice learning model which allows for the students to spend one day per week at the Learning & Development Unit and four days on site in their respective teams. This model of good practice is for the benefit of students and practice teachers; students have an opportunity to 'catch up' with their peers, avail of both individual and group supervision and access a range of learning materials centrally located at L&D; practice teachers have the opportunity to meet on a regular basis for support and meet their students at a central location.

As part of their learning and development, students may also attend any training taking place during their placement alongside other staff.

The L&D team also contribute to the NI Degree in Social Work by delivering the Preparation for Practice Module at University of Ulster and also the Criminal Justice Module at Queens University.

7. PROFESSIONAL IN PRACTICE

Professional in Practice (PiP) is the Professional Development Framework for Social Work. As registered professionals, Social Workers are required to develop and maintain their knowledge and skills to practise competently and safely. PBNI also encourages and supports staff participation in PiP. A member of PBNI L&D team will act as PiP lead with responsibility for co-ordinating PiP registration with NISCC and organising and overseeing all PiP submissions for the three awards.

Staff can achieve requirements and full awards via Approved Programmes route or Individual Assessment Route.

All newly qualified social work staff are required to enrol within the PiP framework and complete 2 requirements at Consolidation Level within the first 3 year period of registration.

7.1 PiP Professional Awards

The three professional awards within PiP are:

NI Consolidation Award in Social Work

For newly qualified social workers or those re-entering the workforce. This Award supports the development of in-depth competence, to produce well rounded competent and confident practitioners.

NI Specialist Award in Social Work

For social workers involved in complex decision-making requiring high levels of professional responsibility and accountability. This award supports social workers to develop high levels of specialist knowledge, skills and expertise.

NI Leadership & Strategic Award in Social Work

For social workers demonstrating high levels of competence, moving beyond the detail of their own practice to explore a wider perspective where they influence developments and are thought leaders.

7.2 Credit Accumulation

The new PiP framework provides an opportunity to accumulate credit by recognising a wide range of training and learning as well as providing a range of Professional Awards certified by NISCC. This offers a way to maintain Post Registration Training and Learning (PRTL) and recognise all CPD activity. Time spent on learning activities can be used to achieve credits. These credits may be exchanged for Requirements within the Professional Awards.

L&D will assess all learning events and highlight on training invitations, the potential PiP credits that staff can attain through attending such events, reflecting on learning and discussing with and seeking verification from their line manager.

Staff are responsible for logging learning and the reflection that results from it via the NISCC Portal.

7.3 Study Leave

Staff are allowed study leave to pursue PiP as follows:

- Programmes Route = one day per requirement
- Independent Assessment Route = 2 days per requirement

All study leave must be agreed and managed by the line manager.

7.4 Financial Support

PBNI will pay for costs associated with PiP registration with NISCC. PBNI, subject to available financial resources, may pay costs for having submissions academically marked by the Universities. However, in the event of late submission or non-submission, PBNI reserve the right to recoup any charges incurred or original costs.

7.5 Contract

Staff wishing to undertake PiP training should complete and sign the PiP Contract (Appendix 4) after discussion with their line manager who is also required to sign the contract. This should be forwarded to the L&D PiP Co-ordinator.

PBNI expects those who are enrolled with PiP to attend the relevant training and workshops and to submit assignments within the pre-set timeframe. Due to contractual and other arrangements all deferrals must be made in writing and agreed by the relevant AD. Only one deferral can be accepted.

Further information can be found within the PBNI Handbooks for the Consolidation and Specialist Awards which are updated regularly and posted on the intranet.

8. E-LEARNING

PBNI has committed to the introduction of an e-learning plan as one method of learning delivery to complement other delivery methods. In order that the e-learning opportunity is maximised to effective and efficient use, it is necessary that the deployment and management is co-ordinated centrally at Learning and Development. This will allow PBNI to support more fully the organisation's development needs and those of the individual.

To maximise learning engagement, a blended learning programme is an opportunity for individuals to develop skills through a number of learning delivery methods. For example, e-learning can be a precursor to classroom based sessions, which frees up time for these sessions to be more interactive and activity based.

E-learning courses will be developed and tailored to meet specific requirements of service areas and departments within PBNI, as agreed via the training needs process and in line with Business and Corporate Plan objectives. E-learning training will be identified and prioritised via the training needs process in March/April each year in the same way as other training.

8.1 The approach to e-learning

Organisation

E-learning is a valuable tool for developing employee knowledge and skills and has a positive impact on workforce motivation and morale. Overall, e-learning can be substantially cheaper than the traditional learning interventions and cuts costs, such as trainer fees and room hire, and also saves valuable time and resources.

With learning accessible via a computer and learners able to access concurrently, it decreases the amount of time spent away from the workplace and eliminates the capacity limitation of classroom based sessions, although it may be necessary to attend classroom based session in addition.

Individual

E-learning provides an efficient and effective learning experience with a particular focus on continuing professional development for PBNI employees. e-learning can be accessed as and when necessary, and can be broken down into bite sized chunks and self-paced, to fit in with the learners preferences, work schedules and other priorities. The PBNI e-learning site is hosted internally, which means that staff can access the programmes anywhere the internet is available. E-learning may provide individuals with “choice” in terms of enhancing their learning experiences, ensuring the most effective route to learning is adopted.

8.2 E-Learning Procedure

- The commissioner or requester of e-learning training should complete the ‘Commission of E-Learning Programme Request Form’ (Appendix 5) and email to the L&D Manager.
- The L&D Manager will then discuss request with commissioner.
- The Project Team (Subject Matter Expert (SME), Developer, Trainer) will then meet to discuss and produce plan including timescales.
- Product Produced
- Reviewed and Signed off by Commissioner
- Approval Panel convened (comprising L&D Manager, Senior Manager, E-learning Co-ordinator and others as required).
- Pilot/Testing
- (Agree by Approval Panel and Project Team)
- GO LIVE

9. CONFERENCES/SEMINARS

Attendance at conferences and free training courses offered in the community is agreed as being an important learning opportunity and a chance to keep abreast of new or emerging ideas. All conferences attended by PBNI staff must:-

1. Be clearly related to the PBNI Corporate or Business Plan
2. Be approved by Line AD or DD
3. Be approved by DDs if travel outside of NI is required.

9.1 Procedures

- a. Any conferences or seminars sent directly to ADs, DDs or members of staff should be forwarded to L&D.

- b. The L&D Manager will filter all relevant conference notifications to the Operational DDs for approval.
- c. If the DD requests circulation of the conference to staff, the L&D team will draft a Training Invitation with the number of places and target participants agreed by the DD. In some cases the DD may identify a staff member to attend a conference – this should follow step 5 below.
- d. After the closing date, L&D will inform the relevant DD/AD of the nominations and they will make a decision regarding attendance. Decisions may take into account the number of conferences/seminars nominees have previously attended. L&D will inform nominees whether they have been selected to attend or not.
- e. L&D will book selected staff onto the conference and will process any invoice. L&D will confirm booking details with the candidate although the conference providers will send joining instructions directly to the individual. At this stage, L&D will forward a Conference Report pro-forma for completion after the event (Appendix 6).
- f. Any flights and accommodation should be booked by the individual through Staff Travel department.
- g. Should a member of staff be unable to attend the conference they should discuss their intention not to attend with their line manager who should contact L&D admin as soon as possible in order to re-allocate the place to other staff. Where a member of staff cancels without sufficient notice, or does not attend without having sought approval to cancel their attendance with their line manager, this may affect future requests to attend other conferences.

9.2 Evaluation

Where staff have attended an approved conference or seminar, they must complete a Conference Report (Appendix 6) and submit to L&D. The report should include an overview of the conference and an outline of the learning gained. Where additional information is available, this should also be outlined. This report will be shared with other staff via a link to the document on the intranet and highlighted in the Probation News.

The L&D Manager will provide a regular report to Head of HR detailing spend on conferences.

10 EVALUATION OF LEARNING & DEVELOPMENT

There are a number of important issues to consider when thinking about the evaluation of learning and development and the learning outcomes that are expected. These are:

1. Objectives of Learning and Development
2. Pre-training
3. Reaction Level Evaluation
4. Reflection Level Evaluation

10.1 Objectives of Learning and Development

For PBNI's L&D policy to be effective, one of the key processes in the system is the evaluation of the learning or development that has taken place. Effective evaluation is part of an accountable, professional and ethical public service and it is fundamental to good practice and good management. Effective evaluation will allow PBNI to measure whether it has achieved its learning outcomes during a given period of time.

The objectives for evaluating learning and development are:

- To assess if intended learning and development objectives have been met
- Continuous improvement of learning and development activities
- To assess whether PBNI's resources are being used wisely and effectively
- To assess the value for money of learning and development
- To assess whether learning and development is providing any 'Added Value' for the organisation.

Effective evaluation will assist PBNI to ensure quality, justify investment in learning and development, make decisions, ensure appropriateness of training and its alignment with PBNI needs and finally to continually identify strengths and development needs.

10.2 Pre-training

Before attending certain learning events or seminars, staff *may* be required to complete the pre course questionnaire (Appendix 7). This will ensure that staff have thought about the reasons for attending the event and the aims and outcomes or objectives that they hope the training will meet for them. This initial thought process will ensure that employees have taken the time to consider the relevance of the training and to link this with their job role and duties. It will also provide the aims for them to revisit after the training to see were the aims achieved and has the job performance improved as a result.

10.3 Reaction Level Evaluation

All learning events and seminars will be subject to "reaction level" evaluation. PBNI will provide evaluation forms/surveys for external and internal learning events where they are not issued by the training provider. These evaluations (Appendix 8) will be

used to judge employees perceptions of the overall impact of the learning event that they have just attended and will be handed in at the end of each training intervention. This form/survey will provide the Trainer and PBNI with information on the trainer/service provider and the session effectiveness which will in turn allow for future sessions to be modified or updated accordingly ensuring maximum effectiveness of the training in line with organisational objectives. Following attendance at any training event staff should discuss the learning outcomes of the course with their Line Manager at the next supervision session and note any resultant objectives in supervision minutes.

10.4 Reflection Level Evaluation

Three months after certain learning events, staff and their line managers will revisit the course to review the learning from it by filling in the three Month Evaluation of Training Form (Appendix 9). The purpose of this will be for the manager and the member of staff to look back on the event and what they learned from this and to establish whether this helped them with their role and duties and whether this impacted on the service provision of their team section. This evaluation will be completed alongside the manager, who will evaluate whether the staff's performance was improved as a result of attendance at the event or seminar. This will allow the L&D team to monitor whether particular courses or events are meeting organisational needs and to assess whether the spend on learning & learning events is providing value for money. This will be done on a sample basis and will depend on the training being delivered.

11 WORK BASED LEARNING

It is important to be clear that learning events and seminars are not the only way that staff will develop through the course of their employment with PBNI. PBNI encourages active work based learning which is a continual process and which all staff experience, whether it is structured learning or not. The performance management system will allow for the monitoring of staff development through the areas that they identified in their PDP's.

It will become apparent through the performance management system that objectives and targets for development can be achieved through work based learning and development rather than courses or events and in many cases when staff are encouraged to develop themselves in the context of their job role this learning is much more effective. PBNI want to encourage this continual process of learning and development on the job thereby enabling staff to diversify their skills and competencies, while carrying out their work. If learning and development is delivered on the job by competent members of staff it is likely to be much more effective as staff can directly relate the learning to their work context.

12. RECORDING OF LEARNING

All external and internal training, conferences and seminars will be officially recorded by the L&D team (which will help the social work trained staff with their registration

with the Northern Ireland Social Care Council). Staff must inform L&D of any attendance that has not been booked through the L&D team by emailing the course details to the L&D admin email address, for example training arranged through partner agencies. This is to assist with the evaluation of the training provided, to ensure individuals training records are being updated and to ensure that training identified through PBNI's PDP process is being carried out as required. L&D will therefore require information on all training booked and attended and will record this information on the system. Anyone not attending training courses that have been booked must pass this information on to the L&D team as soon as they are aware that they cannot attend, this will allow for cancellations or nominating someone else to attend sessions.



Training Invitation

Course Ref:

MOTIVATIONAL INTERVIEWING

You'll Learn How to:

Professional in Practice
You could claim PiP credits through attending this learning event

MONDAY 1ST JANUARY 2013
9.30 – 4.30 pm

Where?

L&D, Unit 5,

Antrim Technology Park

Antrim, BT41 1QS

Who Should Attend?

How Many Places?

Is it Mandatory Training?

Yes/No

How do I Apply?

Discuss with and get approval from your line manager who should complete the Nomination Form and email to:

admin.learning&development.gsi.gov.uk



Training Nomination Form

COURSE REFERENCE:

TITLE:

Name(s)	Preferred Date: (If appropriate)
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
	Click here to enter a date.
Location:	
Line Manager:	

Please return Completed Nomination Form by Noon on ***** to
admin.learning&development.gsi.gov.uk.

Please DO NOT take this nomination as confirmation of a place at this event. L&D will be in touch as soon as possible to confirm whether delegates have been selected to attend or not.

REQUEST FOR TRAINING

This should be completed for any staff wishing to attend an ad-hoc training event

Name:		Grade:	
Location:			
Line Manager:			
Details of training required (to be completed by member of staff):			
Course Name:			
Date(s):			
Reasons for requesting this training			
How will the proposed course make a direct contribution to the achievement of business objectives? (to be completed by Line Manager)			
Approved by:			
Line Manager:		Date:	
Please email completed form to admin.landd@pbni.gsi.gov.uk			
L&D Manager approval:		Date:	
Approval from DD:		Date:	

Further Education Study Scheme Application Form

All applications must be submitted by date specified on memo.

Where information is not available by the closing date, please submit your application and provide outstanding information as soon as possible.

PART 1 – PERSONAL DETAILS

Full Name	Mr/Mrs/Miss/Ms	
Office Address		
Office telephone		Mobile:
Grade		
Employment Status (Full Time/Part Time/Jobshare)		
If Part-time please state days/hours worked		

PART 2 – DETAILS OF CRITERION LEVEL

Which Criterion level do you believe this course of study relates to?	
Please provide full details of why you consider your application meets your selected criterion?	

PART 3 – DETAILS OF PROPOSED COURSE OF STUDY

Course Title		
What is the qualification at the end of the course?		
Full name and address of school, college or university.		
Date on which the course begins		
Date on which course ends.		
Duration of complete course	Years	
Current year of study	(e.g. 1 st , 2 nd , 3 rd)	
Days and hours of attendance each week: e.g. Mon 17:30 – 21:30		
<p>Please Note: There is no provision for day release under this Scheme. Any courses which impact on working hours will require the agreement of Line Manager eg use of Annual Leave/Flexi Leave/TOIL/Unpaid Leave.</p>		
Is your final assessment project based?	Yes/No	
COSTS	Details	£
Course/Tuition Fees		
Registration/Membership Fees		
Essential Textbooks		
Exam Fees		
Others (Please Specify)		
Total costs per year		
How do you propose to study?		
Open Learning	Yes/No	
Evening Class	Yes/No	
Other	Yes/No	

If Other please give details

PART 4 – DETAILS OF PREVIOUS ASSISTANCE

Have you applied for any assistance with a course(s) of study within the last 5 years?

Yes

No

If yes, please provide detail below:

Course Title	
Date course completed	
Results(s)	
Amount funded by PBNI	

This application cannot be finally approved until exam results from your previous course of study are received. We will request these if not already held on your training record.

PART 5 – TO BE COMPLETED BY LINE MANAGER

Only formal sources of academic/vocational study leading to recognised academic/vocational qualifications, linked to appropriate external standards will be considered.

Do you endorse this application	Yes/No
Please give details in support of above answer	
If attendance at this course takes place during working hours, are you satisfied that the applicant will be able to make up the time? (eg Annual Leave/Flexi Leave/TOIL/Unpaid Leave)	Yes/No

Do you endorse the Criterion of Assistance under which this application is being made	Yes/No
If No please indicate the Criterion you consider appropriate, and give reasons	
<p>I understand that the travel costs associated with this course, subject to the priority given, might be met by the PBNI and that the member of staff will be granted time off as outlined in the L&D Policy Guidance</p> <p>Name _____ Grade _____</p> <p>Signed _____</p>	

DECLARATION

I am making this application with the full intention of completing the course of study on the understanding that the financial assistance is conditional on the completion of the course.

If I should fail to complete any part of it, or withdraw completely from the course I shall inform the Learning and Development team immediately stating the reasons.

I confirm that I fully understand that if I leave PBNI within two years of completing the course or in the event of my failure to pass this course, if deemed necessary, I will undertake to repay the amount of financial assistance awarded on a pro-rata basis, except in exceptional circumstances, e.g. serious illness, this list is neither exclusive nor exhaustive.

I believe the details I have given are true and correct.

Signature _____ Date _____

**Please return the completed application to:
 Learning & Development Team
 3 Wellington Court, Ballymena, BT43 6EQ
 or
 admin.landd@pbni.gsi.gov.uk**

Contract for Staff Undertaking Professional in Practice Training

Candidate details:

Name:				
Grade:				
Office Location:				
Tel:				
Date of Professional Qualification:				
Place of Qualification:				
NISCC Registration Number:				
Date of Registration:				
Date of Employment:				
Dates of AYE (if applicable)	From		Until	

Line Manager's details:

Name:			
Grade:			
Office Location:			
Tel:			

Award

Consolidation

Specialist

Leadership & Strategic

Chosen PiP Pathway		Proposed Submission Date				Costs
		April		Nov		
PBNI Consolidation SWK714	<input type="checkbox"/>	April		Nov		
PBNI Specialist SWK 732	<input type="checkbox"/>	April		Nov		
PBNI Specialist SWK 733	<input type="checkbox"/>	April		Nov		
PBNI Specialist SWK 734	<input type="checkbox"/>	April		Nov		
Independent Assessment Route With Academic Marking	<input type="checkbox"/>	March		Oct		
Independent Assessment Route Without Academic Marking	<input type="checkbox"/>	March		Oct		
Accredited Course*	<input type="checkbox"/>					

*If accredited route, name of course and institution.		
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***NB associated costs *may* be paid for by PBNI, depending on available resources**

Roles of Parties To This Contract:

CANDIDATE

The candidate will:

- Attend the all required training days
- Complete the submission within the agreed timescale
- Notify the PiP Co-ordinator and Line Manager as soon as possible if unable to attend training or submit work,
- If considering deferral, the candidate must discuss this with their line manger and the PiP Co-Ordinator, obtaining a letter of approval from the line Assistant Director. NB only one deferral can be accepted.
- **NB In the event of late submission or non-submission, we reserve the right to recoup any charges incurred or original costs.**

Signature:

Date:

LINE MANAGER

The line manager will:

- Support the candidate through supervision in line with PBNI Supervision Policy
- Ensure that the candidate is free to attend all the training/support groups provided
- Ensure that the candidate is free to take the study days allowed by the pathway
- Ensure that the PiP Co-ordinator is informed if there are any issues in relation to the candidate, especially if the candidate is unlikely to complete the course in the agreed timescale.
- Ensure Line Manager verification report is completed for inclusion along with the submission
-

Signature:

Date:

PiP Co-ordinator

The PiP Co-ordinator will:

- Arrange contact with the candidate on an individual basis in accordance with the requirements of the pathway
- Discuss the academic requirements and how they can be integrated with practice, if applicable
- Support the candidate to identify suitable practice to meet course/submission requirements
- Provide feedback on work in accordance with course/submission guidelines
- Encourage the candidate to adhere to submission deadlines.
- Support discussions about decisions to defer (in conjunction with Line Manager)
- Manage L&D resources (financial and non financial) required for PIP submissions

Signature:

Date:



Commission of E-Learning Programme

So that L&D can process your request, please fill in the following details.

1	Name of commissioner	
2	Date of request	
3	Which PBNI Business Plan or Team Business Plan is this request related to?	
4	Which objective is this request connected to?	
5	What is the E-Learning Requirement?	
6	What are the objectives of the E-Learning programme?	
7	What outcomes would you like to see as a result of this training? <i>(Include whether outcome is to improve Skills or raise Awareness)</i>	
8	To what grade/grades of staff is this training targeted?	

9	By what date does this training need to commence?	
10	Target date for training completion?	
11	Name of Subject Matter Expert (this person should be the individual with knowledge in regard to the e-learning subject)	

This form should be emailed to L&D Manager: Lesley.mcallister@pbni.gsi.gov.uk

PBNI CONFERENCE REPORT

Name: Click here to enter text.

Location: Click here to enter text.

Conference Title: Click here to enter text.

Date Attended: Click here to enter a date.

Venue: Click here to enter text.

Please give an overview of the conference:

Click here to enter text.

Please outline any learning gained:

Click here to enter text.

Would you recommend this conference to a colleague?

Definitely Not

Maybe

Worth Attending

Highly Recommended

Any other comments?

Click here to enter text.

Conference Information

Conference Papers? Choose an item.

If Yes – please forward a copy of papers to L&D for library purposes.

Web link? Choose an item.

If Yes, please supply Web link details:

Click here to enter text.

Please return to Admin.landd@pbni.gsi.gov.uk

Pre-Course Questionnaire

Title of Training:	
Date:	
Venue:	

Please complete this questionnaire and *bring it with you* to the training event.

1. Why are you attending this course/undertaking this learning?

Manager recommended	
It is a requirement of my job	
It is a requested training	
It is a requirement for my department	

2. What is your most important aim for doing this learning event?

--

3. How do you feel about this learning event?

Enthusiastic	
Fairly positive	
Neutral	
Resigned	

4. What do you think your manager would like you to achieve from this learning activity?

--

5. Please briefly describe current/future projects you are working on where you feel this learning can help you?

--

Training Evaluation

Title of Training:	
Date:	
Venue:	

On a scale of **1-5** please indicate how well the objective was met

1 2 3 4 5

(1 = Poor, 2 = Adequate, 3 = Average, 4 = Good and 5 Very Good)

Learning Outcomes:

Objectives:

Please complete the following statement.

<u>From today's training I have learned.</u>
<u>What went well?</u>
<u>What could have been improved?</u>

Name: _____ **Location:** _____

Three Month Evaluation of Training

To be completed by staff member, in discussion line manager & returned to admin at L&D

Name:	Grade:	Location:
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Date Of Event:	Name Of Event:
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1. Which of the skills learned have you found useful since you completed training?

2. Which areas of the training have you shared with your other work colleagues?

3. Have you had any difficulties applying the content of the training?
Please delete: YES/NO.

If yes explain;

4. Do you have any suggestions for how to address these challenges?

5. What kind of follow-up support would be most helpful to you?

6. Are there any additional tools or resources that you feel you need to be able to carry out the process or procedure covered during training?

List and explain why;

7. Is any further action required? **Please delete:** YES/NO.

If Yes, what action and by whom,(i.e. you, line manager, Learning & Development)

Action	Responsibility	By when

Your Signature:

Line Manager's Signature:

Date:

Glossary of Terms

HR	Human Resources Department
IT	Information Technology Department
L&D	Learning and Development
NIDSWP	Northern Ireland Degree Social Work Partnership
NISCC	Northern Ireland Social Care Council
PDP	Personal Development Plan
PDR	Performance and Development Review
PiP	Professional in Practice
SME	Subject Matter Expert
TNA	Training Needs Analysis