

Learning and Development Procedures

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Alternative Formats

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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 individual's 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. The L&D Policy and Procedures applies to all training 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 via the Corporate and Business Plan, Team Business Plans and individual objectives. The fulfilment of Health and Safety requirements, within relevant legislation (H&S at Work Order 1978) will be prioritised. Once these needs have been identified, an annual Training Needs Analysis (TNA) outlining training needs, related business plan objectives, method of delivery, who requires training and timescales, will be developed. The TNA will be reviewed and prioritised by the Directors as follows:

Priority Level 1 = needs to happen this year.

Priority Level 2 = will happen only if all Priority 1 training takes place and there is budget available.

Priority Level 3 = not taking place this year.

Subsequent to prioritisation of training needs, a training plan will be drafted to compile a more accurate costing for learning and development activity. The budget required will be identified for each key area of the training plan and these figures will be fed into the financial processes to ensure that sufficient funding is made available to meet the essential learning needs. All other training will be prioritised based on the budget available, its priority level and sign off by the Deputy Head of HR and a Director.

4. IMPLEMENTING TRAINING

4.1 Notification of Learning Events

All learning events for staff must go through the Learning & Development team for approval and processing. The following process will be followed:

1. The event facilitator should contact the L&D administration team to check the availability of training rooms on the required date or to discuss sourcing an alternative venue if required.
2. L&D admin will provisionally book the room. On receipt of the booking form, L&D admin will confirm the room booking via email. See Appendix 1.
3. The facilitator must provide details of the training event to L&D admin who will then issue an email to all agreed staff and Line Managers.
4. Where a staff member is interested in attending optional training, they must discuss with and seek approval from their line manager (in the event that the line manager is on leave, covering manager approval is required.) Managers should email admin.learninganddevelopment@probation-ni.gov.uk to advise of names for each training event.
5. If the training is mandatory, the staff member can email directly to L&D admin, copying their line manager stating the event they would like to attend and their preferred date for attendance. L&D admin will issue an outlook calendar request to confirm a place has been secured; this will be the confirmation email for attendance and will contain all of the necessary information. The staff member must electronically accept or decline the calendar request in order to secure their place on the training. Where declined, the staff member must contact L&D admin so that another date may be arranged.

External training events will be coordinated by a member of the L&D team who will agree with the commissioner all potential training providers, venues, timescales, budget and audience. The L&D team member will source the training and work closely with those who will be delivering the training to achieve the outcomes agreed. L&D will coordinate attendance, gain approval from the commissioner for the content and arrange for payment of the training. An evaluation report will be issued to the commissioner within 4 weeks of the training being completed assuming all delegates have returned the evaluation form.

4.2 Recording of all Learning Events

As training is planned, L&D admin will set up a record on PAMS detailing event, its date, exact course title, planned outcomes, duration and location. Staff names will be recorded for each event once attendance has been confirmed. If the event is held externally or ran by a consultant and there is a cost, the PAMS code will be added to the budget for reference. In the outlook L&D admin calendar, there will be reminder created for the day after event has taken place to ensure the PAMS record is updated or follow up with external provider for staff attendance. PAMS will be updated and reference closed within 5 working days of the calendar reminder. Staff can request a copy of their training record (PAMS and E-learning), allowing 5 working days for a response. The completion of eLearning is recorded automatically.

4.3. 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 L&D admin in the first instance via e-mail detailing the course, date and cost from their line manager. Approval for ad hoc training, whether at a cost or free, is based on need for the training and budget. Approval for the request will be authorised by the Deputy Head of HR and a Director. Staff are responsible for letting L&D admin know that they have attended training so that their training records can be updated.

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.

4.4 Authorisation Levels

The following authorisation levels apply to all requests for learning and development.

Course Value	Authorisation Level
1	Need to demonstrate value for money by providing 2 quotes. Must be approved by Line Manager, relevant Assistant Director and countersigned by Deputy Head of HR
£501-£5,000	Need to demonstrate value for money. 2 email quotations, must be approved by Line Manager, relevant Assistant Director and countersigned by Deputy Head of HR (quotations should be attached to order on ACNI)
£5,000 - £30,000	4 selected tenders, must be approved by Line Manager, relevant Assistant Director, countersigned by Deputy Head of HR 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 Deputy Head of HR, agreed by Deputy Directors and have approval from the Director
Above EU limits (varies)	Subject to EU procurement rules and procedures

Where staff are being booked on an open or public course, 2 quotes are not required by Accountni. Final approval of learning requests will normally rest with the Deputy Head of HR or an approved deputy. The exception to this is requests for the Further Education Study Scheme where approval will be sought from a panel of Senior Managers, depending on available budget.

4.5 Cancellation or Acceptance of Learning Events

PBNI will determine whether organisational Learning & Development sessions are 'mandatory', '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 outlook 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 having gained the necessary approval.

Where an employee cancels without sufficient notice (less than 3 days' 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 a staff member cannot attend an event, they must have Line Manager Approval and will need to email L&D admin as soon as possible to allow the training place to be offered to a colleague. If cancelling within 24hrs of training, AD approval by email is required. If a member of staff fails to advise that they cannot attend a training event and has not sought the approval of their line manager, L&D will contact the line

manager asking for AD approval in the first instance, however, should this happen on more than one occasion then disciplinary action may be considered by the line manager.

If staff fail to attend learning events or seminars where PBNI have incurred 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.

4.6 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.

4.7 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. Staff will be invited to submit applications in May each year using the Further Education Study Scheme Application Form (Appendix 2) which must have their manager's approval. In exceptional circumstances, applications made outside of this timescale should be sent to the Deputy Head of HR who will consider available budget and gain approval from one Director.

5.1. Selection Criteria

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
Criterion 2	The course of study will make a contribution to the achievement of team business objectives
Criterion 3	The course of study will make a contribution to PBNI business objectives
Criterion 4	The course of study will contribute to the personal development of the individual and have some potential relevance to performance

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 a career break will not be eligible for assistance under the Further Education Study Scheme. Temporary members of staff may apply for funding. The panel will take into account the duration of the course applied for and the duration of the staff member's contract when making a decision on funding support.

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 and note it on the application form. Once complete, the application form should be forwarded via e-mail to the address at the bottom of the form.

Applications will be considered by a selection panel of 3 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, the Line Manager must inform the member of staff in writing the reasons why they do not support the application, this letter will need to be sent with the application to L&D admin when submitting the FE application. The Panel will consider all applications, taking the Area Managers reasons for not supporting the application into consideration.

In order to be considered for funding staff must have:

- a satisfactory record of attendance, performance and conduct with no “live” warnings.
- there must be no “live” disciplinary, capability or complaint matters outstanding against the applicant

The scheme will be launched in May each year with funding being awarded in June. All applications must be received and signed by the Line Manager, by the closing date specified. Applications cannot be made retrospectively; the panel must receive them 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 in May each year. 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 would 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 L&D admin so that training records are kept up to date.

5.3 Outcome & Notification of Decision

The decision on which courses to fund will be taken by a Panel of 3 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, via email to the applicant within 5 working days. If an applicant is dissatisfied with the decision, they should follow the appeals process.

5.4 Appeals Process

A member of staff can use the appeals procedure if they can provide evidence that:

- the process used by the PBNI is flawed or;
- they have been subject to less favourable treatment

Employees must exercise their right of appeal by writing to the Head of Human Resources, or nominated Deputy within 10 working days of being notified of the decision of the Panel. The Head of HR or nominated Deputy will consider evidence of the appeal and also consider information provided by the Panel as deemed necessary.

The Head of HR, or nominated Deputy, will communicate the outcome of the appeal to the employee and reasons for the decision, in writing within 5 working days. The outcome of the appeal could be to:

- Uphold the original decision not to approve funding
- Over-rule the original decision and grant funding

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 must:

- Decide 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 and the necessary time off work.

If not supporting the application, Line Managers should note their reasons for doing so. The Panel will discuss all applications. Line managers must:

- Make the applicant aware of ineligibility if they have an unsatisfactory record of attendance, performance and conduct with “live” warnings or that there are “live” disciplinary, capability or complaint matters outstanding against the applicant
- Ensure the applicant is 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 affecting workload.
- Ensure deadlines for submissions are met.
- Monitor attendance and progress of their staff at regular intervals throughout their course of study.
- Monitor their staff’s adherence to the conditions of the Further Education Study scheme.
- 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

Criterion	Fees	Travel Expenses	Books	Residentials (max 3 days)	Graduation	Course attendance	Exams
1	80% up to £1000	Yes	50% up to £50	Yes	Yes	No	Yes
2	60% up to £500	Yes	40% up to £40	No	Yes	No	Yes
3	40% up to £300	No	30% up to £30	No	No	No	Yes
4	20% up to £100	No	20% up to £20	No	No	No	Yes

Fees

One invoice for awarded amount of money as per the table above, should be sent to L&D admin for processing and payment

Books

Book costs as per the table above up to the approved limit will be paid, evidence of the need to purchase books may be required. Books must be sourced from the most economical means; two quotes for the books will be required, the cheapest one being bought. Books should be paid for personally and reimbursed via L&D admin.

Travelling Expenses

Travel expenses will be approved as per the table above by the Line Manager and paid for from local budgets.

Course Attendance

There is no provision for day release under the Further Education Study Scheme. Line Managers should consider granting use of annual leave/flexi leave/TOIL/unpaid leave to facilitate attendance during working hours where service needs 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. Staff are responsible for notifying L&D 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. Special leave must be recorded in the normal manner.

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.

Graduation

Up to a maximum of one-day, special leave, in addition to the five days' special leave for study or project/assignments, will be approved by the Line Manager. All costs associated with graduation are the employee's responsibility. Special leave must be recorded in the normal manner.

Residentials

A maximum of three days per academic year will be approved to attend residentials that are a compulsory course requirement under criterion 1 and 2. Evidence from educational establishments will be required, in other words, a signed letter from course tutor. This is considered special leave must be recorded in the normal manner.

5.7 Failure to Complete Course

Failure of exams, coursework or 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. Should a member of staff leave PBNI within 2 years of completing a course funded by the FE study scheme, consideration will be given to recouping fees on a pro rata basis.

6. The PBNI Student Hub

L&D will provide a central Hub for managing all students within PBNI including social work students, psychology students, internships, work experience students and volunteers. All requests should be sent to L&D admin who will forward to the Student Coordinator. The Coordinator will be the main point of contact and as such will communicate with all applicants and queries received, arrange for all paperwork to be completed, ensure the necessary insurance is in place and communicate with the student as well as the area that they will work within. On completion, the Coordinator will meet with the student to review their experience with PBNI, liaise with the University/College/School and report to the Deputy Head of HR.

In line with the PBNI Corporate and Business plan needs, L&D working with the Psychology team will agree the number of placements to be provided and advertise them for applications. Applications for research will be forward to the Research Board for their consideration.

PBNI work with a number of Social Work Degree students from January to June each year who are on placement from Ulster University and Queens University, the new Open University course students will be included as necessary. The number of students offered practice-learning opportunities with PBNI will be reviewed annually. Practice Teachers have been trained across the organisation allowing for a wide range of expertise to be involved with this vital role. Practice teachers should be released to perform this role whenever possible.

The Student Coordinator 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 the students to spend time at the Learning & Development Centre and 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 learn from their peers, avail of both individual and group supervision whilst having access to 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.

The Student Coordinator will be the PBNI link to the NI Degree Partnership attending the necessary meetings and providing all reports as well as communicating with the local Area Managers.

Students must attend the PBNI induction and may 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 lectures, facilitating small group sessions and attending careers fairs alongside colleagues at the universities.

7. PROFESSIONAL IN PRACTICE

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

Staff can achieve requirements of the PiP awards via a range of routes, including the Approved Programmes Route, Individual Assessment Route and Credit Accumulation Route. Details are available on the Social Care Council portal.

All newly qualified social work staff are required to enrol within the PiP framework and complete two requirements of the Consolidation Award within the first 3-year period of registration (post AYE).

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 PBNI PiP Co-ordinator prior to completing the training. By signing this contract, staff are agreeing they could be held liable for financial recompense to PBNI in the event that they fail to submit or withdraw from the training.

7.1 PiP Professional Awards

The four professional awards within PiP are:

1. 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.

2. 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.

3. 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.

4. NI Advanced Scholarship Award in Social Work

Stretching beyond Masters Level the new award acknowledges professional practice and academic achievement at Doctorate level

7.2 Credit Accumulation

The 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 via the Social Care Council. 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.

The PiP coordinator will assess the content of all learning events and highlight on training invitations the potential PiP credits that staff can attain through attending such events. Time to reflect on the learning, discussions with colleagues and seeking verification of a change in how the member of staff works from Line Managers will be a vital part of learning.

Staff are responsible for logging their own learning and the reflection that results from this via the Social Care Council portal.

7.3 Study Leave

Staff are permitted 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 facilitated by the Line Manager.

7.4 Financial Support

PBNI will pay for costs associated with PiP registration with The Social Care Council, 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. The cost of one exam resit will be paid for by PBNI if there are extenuating circumstances.

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 PiP Co-ordinator prior to commencing the training and within the timescales.

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.

Withdrawals are actively discouraged and staff should consider the level of commitment that will be required before embarking on PiP training. Should a candidate be unable to complete (and where a deferral is not appropriate), they must request a withdrawal in writing to their Line Manager who will notify the line Assistant Director of the reasons and seek approval for withdrawal. The line Assistant Director will be required to discuss and agree with the Deputy Head of HR or nominated Deputy if the staff member is liable for financial recompense to PBNI.

8. BLENDED LEARNING

E learning is one method of training, which can be delivered as standalone events or can be developed to compliment other delivery methods. All training requests will be evaluated to decide on the best method for delivery which will support the organisation's development needs by the L&D team in partnership with the person requesting the training

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 may 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 provided in partnership with the system provider and on occasions, they may be tailored to meet specific requirements of service areas and departments within PBNI. This will be identified and prioritised via the training needs process each year in the same way as other training. A subject matter expert will be identified at the beginning of the process to support the design of the eLearning course; the approval process will also be agreed at the needs analysis stage.

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, eLearning can be substantially cheaper than the traditional learning interventions and cuts costs, such as trainer fees and room hire, and 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. This allows a flexible approach to learning, members of staff can access e learning at a time and place that suits them.

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.

9. CONFERENCES/SEMINARS

Attendance at conferences and free training courses are important learning experiences and provide the opportunity to keep abreast of new or emerging ideas. A Director must approve all conferences attended by PBNI staff, including those that are or remotely delivered. All conferences will be sent to the Directors by L&D admin on a weekly basis.

Procedures

Any conferences or seminars should be forwarded to L&D admin who will record all requests and forward to Directors for approval weekly. The Directors will indicate the number of places to be offered, the staff grade and the selection criteria. L&D admin will ensure that the person who brought the conference to their attention, is kept informed of the Directors decision.

1. If the Directors request circulation of the conference to staff, L&D admin will draft an email with the number of places and target participants agreed by the Directors. In some cases, the Directors may identify a staff member to attend a conference in which case L&D admin will coordinate with the member of staff.
2. After the closing date, L&D admin will select staff using the guidance provided by the directors and inform the nominees if they have been selected to attend.
3. L&D admin will book selected staff onto the conference and will process invoices as needed. L&D admin will confirm booking details with the candidate in addition to the conference providers sending their own joining instructions directly to the individual.
4. If the conference/ seminar is for an Assistant Director or a Director, their personal secretary will, after confirming with L&D admin that there is budget available, book the conference/seminar and advise L&D admin of related costs so that they can develop a purchase order and update the budget.

5. Flights and accommodation for training are booked locally.
6. Should a member of staff be unable to attend a conference/seminar, 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.
7. Following attendance at a conference, staff must complete a Conference /Online Training Report (Appendix 4) which will be made available on the intranet in the resources are for other members of staff to share the learning gained from the conference or seminar. This will then be used to update individual training records.

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.

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 a pre course questionnaire. 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 will be subject to “reaction level” evaluation. PBNI will provide an online survey or paper evaluations immediately after external and internal learning events where the training provider does not issue them. Evaluation reports will be used to understand employee’s perceptions of the overall impact of the learning event that they have attended and provide valuable feedback to the trainer and PBNI. Information on the trainer/service provider and the session effectiveness, will allow future sessions to be modified or updated accordingly, ensuring maximum effectiveness of the training in line with organisational objectives.

10.4 Reflection Level Evaluation

Three months after some learning events, L&D staff will revisit the course to review the learning gained by attendees. 50% of attendees will be sent a survey asking them to reflect on the course and the changes to practice as a result. The purpose of this will be for the member of staff to look back on the event, consider what they learned and to establish whether this helped them with their role and duties this will allow the L&D team to monitor whether this particular event met organisational needs and gauge if further training is required.

11. WORK BASED LEARNING

It is important to be clear that learning events 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.

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. In many cases when staff are encouraged to develop themselves in the context of their job role this learning can be 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 highly effective as staff can directly relate the learning to their work context.

12. RECORDING OF LEARNING

All external and internal training events will be recorded by L&D admin on PAMS (which will help the social work trained staff with their registration with the Northern Ireland Social Care Council). All eLearning courses will be recorded via the PBNI learning management system. Staff must inform L&D admin of any attendance that has not been booked through the L&D team by emailing the course details to L&D admin, for example training arranged through partner agencies. This is to assist with the evaluation of the training provided and to ensure individuals training records are 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. Anyone not attending training courses that have been booked must pass this information on to L&D admin as soon as they are aware that they cannot attend, this will allow for cancellations or nominating someone else to attend sessions.

L & D - Booking Form for Training & Breakout Rooms

Title of Training/Meeting	
Date/s for Training/Meeting	
Times for Training/Meeting	
Minimum/ Maximum Numbers per event	
Name of person booking the room	
Name of trainer	

Please identify which room you require, times and the table requirements below:

Large Training Room	Small Training Room	Breakout room if required
Seminar layout capacity - 50 Table layout capacity - 32	Table layout capacity - 8	

Training Equipment Required:	
Flip charts	Yes/No
PowerPoint slides	Yes/No
Interactive media	Yes/No
Wi-Fi	Yes/No
Other. (Please specify)	

Please note catering requirements below

Tea/Coffee/Water
Scones (requires Director approval)
Sandwiches (requires Director approval)

All training needs ie PowerPoint slides or photocopying must be sent to admin.learninganddevelopment@probation-ni.gov.uk at least 3 working days before an event takes place. If not received on time, the trainer will accept responsibility for setting up PowerPoint displays and all photocopying.

For PBNI L&D Use Only	
Date Rec'd:	Other Comments:
Approved:	
Confirmation Sent:	
Signed:	

Please return this form to: admin.learninganddevelopment@probation-ni.gov.uk

Appendix 2

Further Education Study Scheme Application Form

PART 1 – PERSONAL DETAILS

Full Name		
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

Current year of study (e.g. 1st, 2nd, 3rd)

Have you been awarded for funding for previous years of this course?
Please provide details

Days and hours of attendance each week: e.g. Mon 17:30 – 21:30

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 e.g. use of Annual Leave/Flexi Leave/TOIL/Unpaid Leave.

Is your final assessment project based?

Yes/No

COSTS	£	Any other information
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 and commit to following the criterion commitments as outlined in the L&D Procedures.</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.

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
admin.learninganddevelopment@probation-ni.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 Strategic
 Specialist
 Leadership & Advanced Scholarship Award

Chosen PiP Pathway		Proposed Submission Date			Costs
		April		Nov	
PBNI Consolidation SWK 701	<input type="checkbox"/>	April		Nov	
PBNI Consolidation SWK 714	<input type="checkbox"/>	April		Nov	
PBNI Specialist SWK 731	<input type="checkbox"/>	April		Nov	
PBNI Specialist SWK 732	<input type="checkbox"/>	April		Nov	
PBNI Specialist SWK 733	<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.						

***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 a deferral, the candidate must discuss this with their line manager and make the request in writing. This needs to be approved by the Assistant Director. (NB: only one deferral can normally 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 the Line Manager)
- Manage L&D resources (financial and non-financial) required for PIP submissions

Signature:

Date:

PBNI CONFERENCE /ONLINE TRAINING REPORT

Name: Click here to enter text.

Location: Click here to enter text.

Conference/Online Training 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/online learning :

Click here to enter text.

Please outline the learning gained:

Click here to enter text.

Would you recommend this event to a colleague?

Definitely Not

Maybe

Worth Attending

Highly Recommended

Any other comments?

Click here to enter text.

Conference/Online Training Information

Conference /Online Training Papers? Choose an item.

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

Web link? Choose an item.

If Yes, please supply Web link details:

Click here to enter text.

[Please return to admin.learninganddevelopment@probation-ni.gov.uk](mailto:admin.learninganddevelopment@probation-ni.gov.uk)

Glossary of Terms

HR	Human Resources Department
IT	Information Technology Department
L&D	Learning and Development Team
NIDSWP	Northern Ireland Degree Social Work Partnership
PAMS	Personnel Administration Management System
PiP	Professional in Practice
TNA	Training Needs Analysis
SLT	Senior Leadership Team