



# **TRAINING AND DEVELOPMENT POLICY**

<b>Title</b>	Training and Development
<b>Who should use this</b>	All Staff
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<b>Approved by Management Team</b>	September 2013
<b>Approved by Joint Board</b>	
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<b>Review Date</b>	<b>2016</b>

## Review History

<b>REVIEW NO.</b>	<b>DETAILS</b>	<b>RELEASE DATE</b>
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## **AYRSHIRE VALUATION JOINT BOARD**

### **TRAINING AND DEVELOPMENT**

#### **1 Introduction**

- 1.1 References to internal training in this policy includes training courses provided by the Board's Lead Authority (South Ayrshire Council).
- 1.2 Ayrshire Valuation Joint Board recognises that the training and development of its employees has an important contribution to make in the achievement of its corporate objectives, the provision of quality services and in the maintenance of an effective, well-motivated, work force.
- 1.3 The Board will provide appropriate training and development to enable employees to acquire the qualifications, skills, and knowledge necessary to perform effectively the duties and responsibilities of their posts. Such provision will also take into account career development and progression opportunities in respect of the Board's future work force requirements.
- 1.4 The Policy applies to all employees and the Assessor will take account of the training and development needs of all when considering training plans and budgetary provision for training and development.
- 1.5 All employees are encouraged to take responsibility for their own personal development and together with line managers are welcome to contact the Training Group at any time to discuss any training related issue.

#### **2 Training and Development Objectives**

- 2.1 The overall objectives of the Board's Training and Development Policy are:

To ensure that the Board has sufficient trained, qualified and experienced employees to meet its current and anticipated service needs;

To provide the training needed to enable employees to perform their present jobs effectively and to acquire new skills relevant to the duties they will require to undertake;

To provide the training needed to ensure that employees are able to discharge their statutory duties in terms of health and safety legislation and to assist the Board in discharging its responsibilities as an employer;

To assist employees to develop their potential for career progression consistent with the needs of both the Board and the individual employee;

To meet effectively the training and development needs both of the Board and its employees in terms of quality and cost, by using both the Board's own resources and, where appropriate, external facilities and/or training providers;

To assist the Board in developing and providing the best possible service to the community by encouraging all employees to maximise their potential;

To provide equal access to appropriate learning opportunities for all employees;

To provide all training and development opportunities at appropriate levels of quality and value for money.

2.2 These objectives will be achieved by:

Ensuring that assessment of training and development needs is carried out on a regular basis.

Ensuring that appropriate training is made available to enable employees to reach and maintain satisfactory performance in their jobs.

Provide training to those employees identified for new or different roles within the organisation in the future.

Providing appropriate support and advice to employees wishing to embark on relevant professional studies.

Encouraging all employees to accept responsibility for and to contribute towards their own self-development.

Evaluating all training and development activities (internal and external) on a regular basis to ensure satisfactory provision.

### **3 Training and Development Priorities**

3.1 The Board recognises that in order to deploy its available resources to the best advantage, certain priorities need to be established. The Assessor will decide the priority needs in the light of available resources and operational commitments. It will be the responsibility of the Assessor to include in his prioritisation considerations, training and development required:

To induct new employees;

To equip appropriate employees with the skills, knowledge and attitudes needed to effectively participate in promoting and delivering quality services;

To assist the introduction of new technology, new equipment and/or new organisational procedures;

To promote good employment practices and industrial relations and job satisfaction for employees;

To promote the effective implementation of the Board's Equalities Policy and its obligations under various employment related Acts.

#### **4 Training and Development Provision**

4.1 The Board will provide training and development opportunities which will include the delivery of internal training and encourage staff to access SAC COAST via the Wire.

Relevant external courses/seminars will be considered on an individual basis as and when they arise.

4.2 Training and development opportunities may include:

- i) Job Specific Training which will focus and target training, usually of a short duration, to increase competency in one or more selected areas of an employee's current job;
- ii) Professional and Vocational Training which leads to a qualification awarded by a relevant professional or vocational body;
- iii) Career Development aimed at enhancing employees' future employability or promotion prospects and either deepen or widen knowledge in areas of current job responsibility or provide the individual with new areas of competence, knowledge and understanding.

#### **5 Job Specific Training**

5.1 Employees should be encouraged to increase competency, efficiency, work rate or performance and to adapt to innovation whether policy driven or related to new processes or technology.

5.2 Training options may include;

- i) Internal Courses.
- ii) External Training and Development Events.

#### **6 Professional and Vocational Training**

6.1 Facilities and financial assistance may be granted to prepare employees for undergraduate and post graduate level qualifications.

### 6.1.1 Further Education

Provision may include courses of study leading to Modules, Certificates, MBA, MSc and Diplomas. Courses of this nature will generally involve attendance by day or block release or evening classes.

### 6.1.2 Day or Block Release

Day or block release facilities will be provided, where available, for employees at the commencement of the further education session.

Where an employee, at the commencement of the further education session, already has the appropriate entrance qualifications and is given day or block release facilities to undertake an authorised course of studies towards gaining an approved basic qualification, the Assessor will normally undertake to continue such facilities until the employee has successfully completed the course subject to satisfactory progress being made throughout the course. Facilities to continue further study on a day or block release basis for a higher qualification may be granted at the discretion of the Assessor.

When an employee is given day/block release facilities to pursue a course of studies leading to a professional qualification essential to the practice of the profession to which the employee has been recruited, such facilities will be guaranteed to the employee until the completion of that course of studies, subject to satisfactory progress being made throughout the course.

An employee who is undertaking an authorised course of study and who is appointed to a different post within the Board will be allowed to complete the course of study for that academic year. Any further facilities granted after that will be subject to Assessor approval on the basis that the qualification will be relevant in the new post.

## 6.2 Vocational Qualifications

The Board is committed to the development of Vocational Qualifications as a means to improve employee skills and performance. Vocational Qualifications are seen as an integral part of the Board's Training and Development Strategy and employees encouraged where appropriate to consider embarking on the Vocational Qualification route.

Vocational Qualifications will be recognised as a qualification of current competence, and employees undertaking work towards the achievement of Vocational Qualifications shall be given reasonable time within working hours to carry out the work required in producing portfolios of evidence. This facility will also extend to employees undertaking assessor and internal verifier qualifications and in all cases shall be subject to the exigencies of the service. In all cases where an employee embarks on Vocational Qualifications a V.Q. Commitment Declaration (Appendix 2) shall be completed and forwarded to the Assessor.

## **7 Career Development**

- 7.1 Wherever possible employees will be encouraged to develop skills and knowledge which will improve future career progression and employability.
- 7.2 The acquisition of strategic and managerial knowledge and skills will be the major focus in Career Development Training.

## **8 Identifying Training and Development Needs**

- 8.1 The Assessor needs to identify the skills required to meet stated aims and objectives and assess where skills gaps exist.

### **8.2 Training Needs**

In consideration of a Training Plan the following steps should be considered:

- Prioritise the Board's needs in terms of known current requirements and known imminent changes.
- Identify the people in the department requiring new or additional skills to meet these needs.
- Regularly review and up-date in view of changing circumstances.

### **8.3 Individual Training Needs**

- Assess what skills, knowledge, etc., are required for the effective delivery of service and whether there is likely to be changes in the foreseeable future which will require new or different skills.
- Assess the individual's current levels of skill, knowledge, etc., compared to that required. Where there is a shortfall consider whether further training or development is appropriate.
- Discuss with the individual how best to meet any identified training needs liaising with appropriate training staff to decide the best method of training delivery.
- Agree a Personal Development Plan with the individual setting learning objectives, learning outcomes and a realistic timescale for completion.
- Review regularly to measure progress.

## **9 Training Records**

### **9.1 Introduction**

All employees wishing to take advantage of training and development opportunities should access COAST via the Wire as all courses previously run by South Ayrshire Council at Links Road Prestwick are now all accessible as online modules.

## Internal Training Provision

Internal training can take the format of members of staff organising various in house seminars etc or for non technical aspects all staff are advised to access COAST.

COAST has been developed to allow all staff to be pro-active in completing the various modules available online. The modules come under a number of headings;

Employee Essentials,  
Management Essentials,  
Leadership and Management,  
Computer Skills,  
Safety and Compliance,  
Energy Awareness,  
Healthy Working Lives,  
Individual Development,  
Employee Information.

A spreadsheet is located on the AVJB Directory for all staff to log courses they have completed.

If a specific course tailored to AVJB staff is thought to be relevant this should be brought to the attention of the Training Group and if approved by Management an approach would be made to SAC to see if this can be provided.

## External Training Provision

In all cases employees attending training events organised by external bodies will have had attendance approved by the Management Team.

### 9.2 Evaluation Forms and Learning Action Sheets

On completion of both Internal and External Training Courses an Evaluation Form will be completed. This will be returned to the Training Group.

### 9.3 Failure to Attend Training Events

Failure to attend external training events which is being centrally funded will result in all expenses incurred being charged to the Board.

## **10 Day Release and Distance Learning Facilities**

### 10.1 Introduction

The Board acknowledges the need for day release and distance learning facilities to be granted to certain employees in the furtherance of particular studies/qualifications.

## 10.2 Conditions

Day Release and distance learning opportunities will only be granted where:

- The activity undertaken is clearly linked to the Board's objectives.
- The gaining of a particular qualification is a pre-requisite of continued employment within a particular occupation and day release is the most appropriate mode of study.

All day release is subject to the exigencies of the service and students may be required to attend work on college days.

## 10.3 Paid Leave

Employees authorised for study requiring day release will be allowed paid leave during working hours to attend sessions held as part of the course. In addition, reasonable travelling time will be authorised where sessions commence during the working day, i.e., half day/evening sessions.

Where day release forms an afternoon and evening session the student will not be entitled to claim pay for evening hours and will not receive time off in lieu.

For employees on flexi-time, normal day release, i.e., morning and afternoon sessions should be recorded as a standard day, i.e., 7 hours 10 minutes.

In cases where the study is held over an afternoon and evening session, the employee will be deemed to "clock out" at 4.45 pm. No allowance will be made under flexi-time arrangements for evening sessions.

Part time employees on approved training events outside their contracted daily hours shall be paid on the same basis as full time employees.

Employees attending day release should be made aware that non-attendance at day release classes will be treated in the same way as non-attendance for work and that they will be required to adhere to the normal departmental absence management reporting arrangements.

Failure to do so may result in disciplinary action being taken.

## 10.4 Payment of Expenses

An employee granted day release or distance learning facilities shall be entitled to payment of the following expenses subject to section 11:

- course fees and other approved educational expenses.
- travelling expenses.

## 10.5 Examination Leave

Employees will be entitled to one day with pay to attend each examination. Any time off for a re-sit shall be taken as annual flexi or unpaid leave.

10.6 Time off for Final Revision

Time off for the purpose of final revision should be taken as part of annual leave/flexi leave entitlement.

10.7 Progress

An employee who has been granted professional or vocational training facilities but fails an examination will be responsible for payment of the re-sit examination fee. Where the employee fails the re-sit examination, the Assessor or nominated officer will interview the employee to decide whether or not the Board can support the continuation of facilities. If the employee is successful in the re-sit examination, normal resumption of qualification training facilities will be granted.

**11 Reimbursement of Training Expenses**

11.1 Introduction

All employees will receive reimbursement of reasonable expenses incurred while attending training events. This is subject to the following conditions:

11.2 Reimbursement Criteria

Reimbursement of expenses related to attendance at approved events will be reimbursed in full.

This will include course fees, examination fees, travel and subsistence expenses.

11.3 Travelling Expenses

In normal circumstances employees will be required to utilise public transport when attending training events and provide receipts for all expenditure requiring reimbursement via Payroll. Where this is not practical authorisation will be required from the Assessor for the employee to use a private vehicle and be reimbursed at the appropriate mileage rate.

11.4 Course Fees

Course fees can be paid in after receipt of letter/invoice from college/university stating the fee amount for the academic year.

If the course fee is claimed via payroll, confirmation of payment should be attached to the claim form.

11.5 Course Materials

Where course materials are purchased in connection with a course of study, an invoice or receipt must be produced before any reimbursement can be made. These should be submitted on a Reimbursement of Miscellaneous Expenses form. Materials shall be reimbursed at 50% of the cost subject to an overall maximum of £50 per academic year.

## 12 Repayment of Training Expenses

### 12.1 Introduction

This section outlines the circumstances under which the Board reserves the right to claim repayment of all or a proportion of expenses paid to employees during a course of study.

### 12.2 Scope

The policy extends across all employee groups and applies to all training and development activities where there is a significant cost implication to the Board.

The policy covers circumstances where courses are not completed or where employment terminates during or following the approved course of study in accordance with Para. 12.4 (below).

### 12.3 Repayment Mandate

In circumstances where this policy is appropriate employees will be required to complete a Repayment Mandate form which outlines the conditions applying to that particular course of study.

It will be the responsibility of the Assessor's nominated officer to ensure the Mandate Form is issued to the employee and retained on file.

Should the employee terminate employment and become liable for repayment, the Assessor should be notified immediately in order that appropriate action can be taken by the Salaries and Wages Section to recover sums due.

### 12.4 Circumstances Where Repayment May Be Claimed

#### 12.4.1 Non Completion of Study

Where an employee fails to complete a course of study and as a consequence fails to attain the recognised qualification or competence, the Board will require repayment of all course fees, travel expenses and associated expenses, i.e., books, residential weekend costs, etc.

#### 12.4.2 Termination of Employment During Course of Study

Where an employee resigns or is dismissed under the Board Disciplinary Procedure during a course of study, repayment will cover all expenses incurred up to the date on which the termination of employment takes place. This will cover course fees, travel expenses and associated expenses.

#### 12.4.3 Termination of Employment Following Course of Study

Where facilities or assistance are granted, the Board may make it a condition of the granting of such facilities that the officer shall undertake to remain in the service of the Board for a period of two years, provided that there is a post available for which the qualification is required. Where an officer fails to honour such an obligation, but transfers to another Authority, the Board may require the officer to repay a sum not exceeding 50% of the financial assistance granted. Where the officer leaves local government or leaves before completing the whole or a defined part of the qualification, then repayment in full or in part of the financial assistance should be required.

#### 12.5 Exceptions

While this policy extends to all employees, each case will be considered in light of its own particular circumstances.

The policy will not apply in the following circumstances:

- Premature termination of employment due to redundancy or ill-health retirement.
- Where an employee has been unable to complete a course of study due to the exigencies of the service, illness or exceptional personal circumstances.
- Where an employee has been on maternity leave and is not returning to work with the authority.

#### 12.6 Method of Repayment

In normal circumstances, any expenses being reclaimed will be deducted from the employee's salary/wage or termination payment, e.g., pay in lieu of notice. Notification of sums to be deducted will be given in advance.

##### 12.6.1 Employees Not Completing Study

Employees will be notified in advance of the amount to be reclaimed and will be given the opportunity to repay by one payment or by a mutually agreeable instalment plan.

##### 12.6.2 Employees Terminating Employment

Employees will be notified whenever possible prior to the date of termination of the amount which is to be reclaimed. This amount will be deducted from the final salary payment. Where the amount reclaimed exceeds the final salary payment the member of staff will be requested to repay the excess either in one payment or by instalment in cases of financial hardship.

The sum to be repaid will be in accordance with the following scale:

Termination within 6 months of course completion*	100%
Termination between 6 - 12 months	75%
Termination between 12 - 18 months	50%
Termination between 18 - 24 months	25%

**\*For the purposes of this section the date of completion shall be the final day of the course where no examinations are involved or the date of the final examination where examinations are required.**

### **13 Evaluation of Training and Development Activities**

13.1 It is imperative that the Board ensures that effective and efficient delivery of training is carried out and that identified training and development needs are being met.

13.2 It is essential therefore to establish a system of evaluation within the organisation to ensure we receive value for money.

13.4 The evaluation process will take the form of:

- An evaluation form will be issued after the event to ascertain if the course was a worthwhile event and benefits were gained and can be transferred to the workplace and whether attendance at the training event has benefited the individual and the organisation.
- The process of evaluation will also allow Equalities monitoring.

Copies of the evaluation forms are attached at Appendix 3

Appendix 1

## MANDATE FOR REPAYMENT OF EXPENSES

<u>Name</u> _____	Job Title _____
Course Undertaken _____	
College/University _____	
Commencement Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Completion Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

### DECLARATION

*I hereby agree to repay expenses incurred during study for the above course as may be requested by Ayrshire Valuation Joint Board in accordance with the following schedule and I agree that the sums due under this agreement may be deducted from salary or other payments due by the Board to me and that I hereby authorise any such deductions.*

	REASONS FOR REPAYMENT REQUEST	REPAYMENT
A	Failure to complete course of study.	<b>100%</b>
B	Resignation/Dismissal during course of study (other than on redundancy or ill-health grounds).	<b>100%</b>
C	Resignation after completion of course of study – the sum to be repaid will be in accordance with the following scale:-  Termination within 6 months of course completion Termination between 6-12 months Termination between 12-18 months Termination between 18-24 months	  <b>100%</b> <b>75%</b> <b>50%</b> <b>25%</b>

Signed \_\_\_\_\_

Date \_\_\_\_\_

**Note:**

**Expenses repayable will include Course Fees, Exam Fees, Travelling Expenses, Text Books and any other Expenses claimed during course of study.**

*This Mandate for Repayment of Expenses Form is used by the Board as authorisation to deduct expenses repayable from your salary. It will be securely stored and only authorised personnel will have access to it.*

## **Appendix 2 - Commitment to Training V.Q. – Ayrshire Valuation Joint Board**

V.Q.	_____	Level	_____
Candidates Name	_____	Dept.	_____

### **Candidate's Declaration**

I understand that by enrolling for this qualification I am making a commitment to the following actions:

- a) attending an initial workshop with my V.Q. Assessor and further meetings to agree and review assessment plans
- b) gathering, collating and presenting evidence for assessment
- c) preparing a portfolio of evidence
- d) on the job assessment and reviews of progress Assessor

Signature \_\_\_\_\_ Date \_\_\_\_\_

### **Assessor's Declaration**

As Assessor for \_\_\_\_\_ I accept responsibility for

- a) ensuring that the candidate is fully briefed
- b) ensuring that the candidate's progress is recorded accurately
- c) ensuring that I provide the candidate with regular constructive feedback

Assessor's Signature \_\_\_\_\_ Date \_\_\_\_\_

### **Manager's Declaration**

I support the enrolment of \_\_\_\_\_ to this V.Q.

I am prepared to release the candidate for briefings, portfolio preparation, development meetings and on the job assessments and discussions with the Assessor.

Managers signature \_\_\_\_\_ Date \_\_\_\_\_

**This form is used to allow the manager, assessors and the candidate to demonstrate commitment and support to the training. It will be securely stored and only authorised personnel will have access to it.**

## Appendix 3 – Training Course Evaluation form



To ensure that training courses are relevant and meeting both employee and organisational needs, I would be obliged if you would complete and return this training evaluation form electronically.

**NOTE: Where tick boxes are provided please ensure only ONE box has been ticked for each question. If more than one box is relevant please tick the most appropriate and place any comments in Box 12 (Additional Comments).**

1	Employee Name	
2	Course Title	
3	Date of Course	
4	Duration of Course	
5	Course Type	<input type="checkbox"/> Council Tax/Valuation
		<input type="checkbox"/> Electoral Registration
		<input type="checkbox"/> Information Technology
		<input type="checkbox"/> General
6	Course Objective	<input type="checkbox"/> Enhancing Knowledge
		<input type="checkbox"/> Improve Skills
		<input type="checkbox"/> Introduction
7	Rate the objectives covered	<input type="checkbox"/> Teamwork
		<input type="checkbox"/> Poor
		<input type="checkbox"/> Good
		<input type="checkbox"/> In Depth
		<input type="checkbox"/> Partly Relevant
8	Length of Course	<input type="checkbox"/> Not At All
		<input type="checkbox"/> Just right
		<input type="checkbox"/> Too Long
9	Please indicate the main area achieved following the course	<input type="checkbox"/> Better Understanding
		<input type="checkbox"/> Keyboard Skills
		<input type="checkbox"/> Management
		<input type="checkbox"/> Presentation Skills
		<input type="checkbox"/> Self confidence
10	Would you recommend this course?	<input type="checkbox"/> Supervisory
		<input type="checkbox"/> Teamwork
11	How relevant was the course to your position	Yes/No
		If no, please give reasons
		<input type="checkbox"/> Very Relevant
		<input type="checkbox"/> Relevant
		<input type="checkbox"/> Partly Relevant
<input type="checkbox"/> Not Relevant		
12	Additional Comments	

### Equalities Monitoring:

Ayrshire Valuation Joint Board is committed to eliminating discrimination and promoting equality in all aspects of its service. In order to ensure that this is the case, detailed monitoring of training requires to be carried out. Your assistance would be appreciated in providing the following information.

Please tick the appropriate box.

<input type="checkbox"/> White Scottish	<input type="checkbox"/> White English	<input type="checkbox"/> White Welsh	<input type="checkbox"/> White Irish
<input type="checkbox"/> Any other white background (please specify) .....			
<input type="checkbox"/> Indian	<input type="checkbox"/> Pakistani	<input type="checkbox"/> Bangladeshi	<input type="checkbox"/> Chinese
<input type="checkbox"/> Any other Asian background (please specify) .....			
<input type="checkbox"/> Caribbean	<input type="checkbox"/> African		
<input type="checkbox"/> Any other Black background (please specify) .....			
<input type="checkbox"/> Any other background including Mixed Background (please specify) .....			
<input type="checkbox"/> Disabled	<input type="checkbox"/> Not Disabled		
<input type="checkbox"/> Male	<input type="checkbox"/> Female		