



FALKIRK COUNCIL

LEARNING AND DEVELOPMENT POLICY



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PART 1

1.1 POLICY STATEMENT

Falkirk Council is committed to ~~Employee~~ Learning and Development. The Council recognises that the Learning & Development of its employees and Elected Members has a key role to play in ensuring ~~they~~employees have the necessary knowledge and skills to deliver a high quality and cost effective service to the community the Council serves.

Falkirk Council recognises the need for lifelong learning to gain new skills, improve performance, develop careers and maximise the potential of every employee and Elected Member. The Council aims to provide the highest standard of learning and development and is committed to providing a wide variety and range of opportunities ~~to employees~~. This will allow employees and Elected Members~~them~~ to acquire the skills, knowledge and qualifications necessary to perform efficiently and effectively in their roles and thus provide a high standard of service delivery.

PART 2

2.1 INTRODUCTION

The purpose of this policy is to ensure best practice in enabling the learning and development of employees and Elected Members to deliver Service and Organisational objectives. The policy aims to ensure equality of access to learning and development opportunity, the achievement of Best Value in all learning and development activities and to outline the support available to employees and Elected Members.

2.2 SCOPE

Falkirk Council is committed to equality of opportunity for all employees and Elected Members as described in its Equal Opportunities Policy. ~~T and~~ this will be reflected by systematic and planned development for all employees and Elected Members. Appropriate learning and development opportunities will be available to, and accessible by, all employees and Elected Members and will address individual, Service and Organisational needs. Falkirk Council will monitor training applications and learning undertaken to ensure equality of access.

2.3 INVESTORS IN PEOPLE

All Falkirk Council Services are committed to achieving the Investors in People (IiP) standard. This will provide a framework to ensure that we provide support to all of our employees to enable them to fulfil their role. IiP is the recognised national standard for ensuring investment in learning and development is linked to performance.

Falkirk Council will meet the key principles of IiP, in a structured way, as follows:

Key Principle	<u>Employee</u> Process	<u>Elected Member</u> process
Employees <u>/Elected Members</u> have performance objectives that are tied into an operational plan	Achievement and Personal Development Plan	<u>Personal Development Plan</u>
Employees <u>/Elected Members</u> learning and development needs are assessed	Training Planning System	<u>CPD Framework for Elected Members</u>
Managerial effectiveness is assessed	Leadership Framework	<u>CPD Framework for Elected Members</u>
Managers are trained to effectively lead, manage and develop employees	ILM accredited Leadership and Management training programmes	<u>CPD Framework Development Programme</u>
People who are new to the organisation have effective induction	Corporate and Service Induction	<u>Induction for Elected Members</u>
The organisation is able to demonstrate the impact learning and development has on the performance of the organisation	Evaluation Strategy	<u>Evaluation Strategy</u>

Each of these processes is outlined below.

2.4 THE ACHIEVEMENT AND PERSONAL DEVELOPMENT SCHEME (APDS)

The APDS for employees provides a framework and process to ensure that, in line with IiP, learning is linked to business plans and performance.

The purpose of Falkirk Council's APDS is to:

- ensure everyone knows what is expected of them;
- improve individual, team and service performance;
- develop leadership and management effectiveness through regular communication.

The key stages for the APDS are:

1. An APDS Planning meeting between the manager and employee to discuss individual objectives and development needs/opportunities, linked to team and Service plans;
2. The production of an APD Plan, which includes SMART business objectives and personal development objectives;

3. An APDS Review meeting where achievements and progress are discussed and evaluated.

Every employee will have a current and active personal development plan as a result of participating in the APDS. Full guidance is provided in the scheme booklet which is available to all managers and accessible on the intranet.

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2.5 THE TRAINING PLANNING SYSTEM

Training Planning ensures that the right people undertake the right learning at the right time to ensure that individuals are sufficiently skilled to meet service and organisational objectives and deliver a quality service. Training Planning also ensures the identification of learning needs and the effective planning of resources to meet these needs at Team, Service and Corporate levels. Following an APDS meeting training may be required to provide the employee with the knowledge and skills to deliver service objectives. The Falkirk Council Training Planning System provides a framework for the identification and planning of individual and team learning needs and is available on the intranet.

In addition, the Training Planning System may be used during an employee's induction period, or when an individual's job role changes. The Training Planning System should be considered in conjunction with the Achievement and Personal Development Scheme and Line Managers should undertake Training Planning interviews with each member of staff at least once a year.

2.6 LEADERSHIP FRAMEWORK

The Falkirk Council Leadership Framework details the behaviours and competences required of effective leaders and managers within the Council. Every line manager should carry out an assessment of their own behaviors and competences using this framework, on an annual basis, in conjunction with the APDS. The development needs identified from this assessment should be entered onto the line manager's APD plan. The Leadership Framework is available on the intranet.

2.7 LEADERSHIP AND MANAGEMENT DEVELOPMENT

Falkirk Council recognises that Line Managers have a key role in ensuring effective delivery of quality services through the employees whom they manage. The Council will ensure that all line managers have the opportunity to attend accredited management/leadership learning, at a level appropriate to their role, to allow them to maximise individual, team and organisational performance.

2.8 ELECTED MEMBER DEVELOPMENT

Falkirk Council recognises that the role of Elected Members is integral to achieving the strategic goals, vision and values of the Council. Falkirk Council is committed to supporting the development of all Elected Members to enable them to perform effectively in their current role and to develop to meet future challenges.

2.9 THE CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD) FRAMEWORK FOR ELECTED MEMBERS

The CPD Framework for Elected Members in Scottish Local Government has been developed by the Improvement Service in consultation with local authorities. The Framework is based on 14 political skills which are underpinned by 73 behaviours. It is flexible enough to accommodate the different levels of experience and seniority of members and focuses on behaviours ie. the way in which Elected Members display and practice the skills that they have. Behaviours can be learned or acquired by virtue of increasing experience, gaining knowledge and participating in development opportunities. The CPD Framework delivers enhanced, focussed and structured support arrangements to allow Elected Members to lead local government through a period of considerable change.

The key stages for the CPD Framework for Elected Members are:

- Completion of an on-line development profile which involves self assessment against each of the 73 behaviours. There is also the opportunity to participate in 360 degree feedback;
- Production of a development report which summarises the self assessment and, where relevant, 360 degree feedback, and which highlights strengths and development areas;
- A personal development planning meeting to develop a Personal Development Plan;
- Access to the CPD Framework Development Programme containing a range of development resources;
- A CPD Framework review meeting to discuss progress.

2.108 INDUCTION

Falkirk Council recognises the importance of providing appropriate Induction to every new employee—to allow them to become effective in their role at the earliest opportunity. Falkirk Council will ensure that every new employee receives Induction appropriate to their role, in line with the Corporate Induction programme. To assist with the Induction process, every new employee will be appointed a “Mentor” who will be an experienced member of the relevant team.

Falkirk Council managers will ensure that every new employee receives a specific Induction programme appropriate to their job role, which will include learning about their own Service, health, safety and care matters, as well as the tasks of the job.

Elected Members will also receive Induction appropriate to their role.

2.119 EVALUATING LEARNING AND DEVELOPMENT

All learning and development activities will be evaluated to measure their contribution to the achievement of the Council's objectives and to ensure Best Value. The Employee Development team will evaluate learning and development activities in line with the Corporate Evaluation Strategy. A copy of this is available on the intranet. Learning and development activity will be evaluated against the following criteria:

- How the learning and development activity met the needs of the individual on the day;
- The amount of learning that occurred as a result of the training;
- The impact of the learning on individual performance;
- How learning and development contributes to the achievement of Council goals.

Directors, Heads of Service ~~and and~~ -Line Managers- will contribute to the evaluation process by ensuring that the APD Scheme and the ~~and the~~ Training Planning System are implemented ~~consistently throughout the Service~~ and that pre and post course briefings are undertaken as appropriate.

2.120 METHODS OF LEARNING AND DEVELOPMENT

The Council is committed to providing a variety of methods by which employees at all levels can learn and develop. This increases accessibility and opportunities to learn, which not only suit the learners' style but also supports the time and resource constraints of Services. The Council will provide:

- A Learning Resource Centre (LRC) for quiet study and self-instruction using PC's with web access as well as a library offering books, CDs and DVDs;
- A number of on-line Courses which all employees can access;
- Learning that can be undertaken as on-the job-instruction, which can be tailored specifically to the employees needs and can be delivered by team members, managers or experts from other departments;
- Coaching as a method of learning;
- An Employee Development Bulletin which offers a variety of skills and knowledge courses and events throughout the year.

Elected Members will also have access to a range of learning opportunities appropriate to their role including access to the CPD Framework for Elected Members Development Programme.-

2.112.13 COACHING

Coaching is a 1-1 process that helps ~~employees~~ produce results ~~in their careers for employees~~ and for the organisation. Through the process of coaching ~~employees~~ ~~employees~~ deepen their learning and improve their performance. Coaching is forward looking and goal oriented. It assumes that all employees have the necessary ability to find and use the resources they require to do their job. The purpose of coaching

is to help ~~the employee~~~~the employee~~ define for themselves what they want, discover options, develop strategies and move towards these outcomes.

Falkirk Council recognises the importance of coaching in the development of the leaders ~~and -and-~~managers of the Council to improve performance and deliver objectives. Coaching will develop the knowledge and skills of our leaders ~~and-and~~ managers. The Council is committed to developing a coaching culture throughout the organisation. We will do this by:

- Providing a coaching service to all line managers;
- Developing the skills of our managers to enable them to coach employees.

2.1~~4~~² HEALTH, SAFETY & CARE

Falkirk Council is committed to protecting and promoting the health, safety and wellbeing of all employees ~~and Elected Members~~ and the delivery of safe services. The Council will ensure that every employee ~~and Elected Member~~ receives appropriate Health and Safety training relevant to their role.

Falkirk Council will ensure that any learning and development activity undertaken on its behalf is undertaken in accordance with the Health, Safety & Care Policy, and reflects the aims of the Health Safety & Care Strategic Plan.

2.1~~5~~³ APPROVED LEARNING AND QUALIFICATIONS

Approved learning can be defined as:

“Any job-related learning which is necessary to allow the employee to perform effectively in their current role”

This includes any learning required by an employee to allow them to develop their knowledge, skill or attitude to assist them to perform their current role to the required standard.

Employees will be entitled to receive time off to travel to and attend approved learning. Where the learning takes place outwith the employee's normal working hours, the employee will be entitled to time off in lieu at plain time. Where the line manager deems that time off in lieu does not meet operational requirements, payment at plain time may be made.

Falkirk Council will pay all costs associated with approved learning including the cost of course fees and course materials. Subsistence and excess travel costs will be paid as per current Conditions of Service.

Approved qualifications can be defined as:

“Any qualification which has been identified as essential, as opposed to desirable, for the employee in their current role”

Employees will be entitled to receive time off to travel to and undertake any learning assessment or examination leading to an approved qualification. Where the activity takes place outwith the employee's normal working hours, the employee will be entitled to time off in lieu at plain rate.

Falkirk Council will pay all costs associated with approved qualifications including the cost of learning assessment, examinations and course materials. Subsistence and excess travel costs will be paid as per current Conditions of Service.

Employees who are required to sit formal examinations as a result of undertaking approved learning or qualifications will be granted up to half a day study leave per examination. This will apply to examinations of 2 hours and above.

This section applies to Elected Members to the extent that any necessary learning or essential qualifications are those required by statute or determined by a decision of Council.

2.146 DEVELOPMENTAL LEARNING/QUALIFICATIONS

Developmental learning /qualifications can be defined as:

“Any learning /qualification which, although completion may assist the employee—develop personally and/or professionally, is not required to allow the employee—to perform effectively in their current role”

This includes:

- Learning /qualifications which will assist an individual to gain the knowledge, skills or attitude required of a role other than their current role;
- Learning/qualifications which allow an individual to develop personally and/or professionally and, although it may improve their performance in the current role, it is not required to allow them to perform the current role to the required standard.

The amount of financial support offered to individuals for Developmental learning/qualifications is at the discretion of the Line Manager. The Line Manager, when determining this, will consider the business case for the learning including:

- The amount of budget available;
- The business benefit of the learning;
- The motivations of the individual applying for the learning;
- Associated recruitment and retention issues.

Line Managers will ensure that the employee is advised whether the learning/training is classed as “Approved” or “Developmental” before the learning/training commences and will ensure fairness and equality of opportunity in making these decisions.

The amount of time off to attend training offered to individuals for Developmental learning/qualifications is also at the discretion of the line manager, subject to the following:

The Employee Rights Act 1996, section 63D provides that, from April 2010, employees have the right to request “time to train”. Employees can make requests for time to undertake any training which they believe will improve both their effectiveness at work and team/division/service performance. There is no limit on the amount of time, study or training that an employee can request, however employees do not have the right to be paid for the time spent training when requests of this nature are made.

EMPLOYEE ACTION

To request time off to attend training in line with the legislation employees must:

- Submit the request in writing to their line manager, stating that it is an “application under section 63D of the Employment rights Act 1996”;
- Provide the following information;
 - the subject matter of the proposed training or study;
 - where and when the proposed training or study would take place;
 - who would provide or supervise it;
 - what qualification it would lead to (if any);
 - how the employee thinks the proposed training or study would improve their effectiveness at work and team/division/service performance;
 - the date of the application;
 - the date and method - eg email or letter - that their last application (if any) was submitted.

MANAGER ACTION

Where an employee has made a request for Developmental learning/qualifications outwith the Employee Rights Act 1996, section 63D, the amount of time off and financial support offered to individuals is at the discretion of the Line ~~Manager,~~ Manager, as stated above.

Where an employee has made a request for time off for training for Developmental learning/qualifications under the Employee Rights Act 1996, section 63D, the following applies:

Managers are only required under the act, to consider one request from an employee in any twelve month period unless the employee has requested that they ignore an earlier request. Within 28 days of receiving a valid request the manager must either:

- accept the request on the basis of the information set out in the individual's written request and inform the employee of the decision in writing: ~~or~~
- meet with the employee to discuss their request - then within 14 days of that meeting, inform the employee of their decision in writing.

If the manager who would normally deal with training requests is absent from work on the day the application is received, the period within which a meeting must be held is automatically extended. A 28 day extension period will begin on the day the manager comes back to work. This automatic extension can last no longer than 28 days.

The timescales for holding meetings and issuing notices of decisions on applications and appeals can be extended by agreement with the individual who has made the request. Such an agreement must be recorded in writing and a copy given to the employee.

The record of agreement to extend these timescales must:

- specify what period the extension relates to;
- specify the date on which the extension is to end;
- be dated.

The manager may only refuse an employee's request for time to train for one of the following business reasons:

- the proposed study or training would not improve the employee's effectiveness at work;
- the proposed study or training would not improve team/division/service performance;
- the additional financial costs of allowing the employee time off;
- agreeing to the request would have a detrimental effect on the ability to meet customer demand;
- the manager would be unable to reorganise work among existing staff;
- the manager would be unable to recruit additional staff to cover;
- agreeing to the request would have a detrimental impact on ~~quality~~ quality;
- agreeing to the request would have a detrimental impact on performance;
- there would be an insufficiency of work during the periods the employee proposes to work;
- there are planned structural changes during the proposed study or training period.

Further guidance on application of the legislation is available from Human Resources

In respect of Elected Members, they will have access to developmental learning/ qualifications approved by (TO BE DETERMINED) following submission of a relevant business case.

2.175 REPAYMENT OF LEARNING / QUALIFICATION COSTS

There will be no requirement for an employee to repay any costs paid by Falkirk Council associated with:

- Approved learning;
- Approved qualifications;
- Developmental learning.

Where an employee leaves the service of the Council or fails to complete a Developmental Qualification, the line manager ~~may~~, if it is considered appropriate, demand repayment of costs paid by the Council as follows:

- **Employee ~~fails to complete qualification~~** - repayment by ~~employee~~ of all costs paid by Falkirk Council excluding travel costs and time off
- **Employee ~~leaves the service of the Council whilst undertaking the qualification~~** – repayment by employee of all costs paid by Falkirk Council excluding travel costs and time off
- **Employee ~~leaves the service of the Council within 12 months of completion of the qualification~~** - repayment by employee of all costs paid by Falkirk Council excluding travel costs and time off
- **Employee ~~leaves the service of the Council within 13-24 months of completion of the qualification~~** - repayment by employee of 50% of costs paid by Falkirk Council excluding travel costs and time off
- **Employees will be made aware of the repayment request at the time of application.**

If managers have any queries they should contact the Employee Development Team.

Elected Members will require to repay costs of Developmental qualifications paid by the Council in line with the conditions and process approved by (TO BE DETERMINED).

2.168 CONTINUOUS PROFESSIONAL DEVELOPMENT

Falkirk Council is committed to Continuous Professional Development (CPD) and will encourage and provide appropriate support to employees to allow them to fulfill the CPD requirements of their professional body.

2.197 CUSTOMER SERVICE, CHARTER AND STANDARDS

Falkirk Council is committed to providing a high quality customer service and has a Customer Charter and Standards which it uses as a framework for delivering its Services. The Council will ensure that appropriate Customer Service learning and development is

available relevant to the Charter and Standards for all employees, to allow them to deliver a consistent and high standard of service to both internal and external customers.

2.~~2018~~USE OF EXTERNAL LEARNING PROVIDERS/CONSULTANTS

For the purposes of quality assurance, the Employee Development team will retain a database of external learning & development providers approved to work with Falkirk Council. They will also maintain a database of those providers who have proved to be unsuitable to work with Falkirk Council. Services will be required to consult with the Employee Development Team prior to engaging with any external learning provider to discuss suitability for purpose.

2.~~2119~~APPLICATION OF POLICY

Employees may refer questions of interpretation or problems related to the provisions or to the application of this policy, in the first instance, to the relevant Director/Head of Service, who if necessary, will consult with the Head of Human Resources. Such consultation may include representation by the employee's trade union. If this procedure fails to produce a satisfactory result to the employee concerned, recourse may then be made to the Council's Grievance Procedure-

2.2~~20~~ ROLES AND RESPONSIBILITIES

Organisational Development Manager

The Organisational Development Manager is responsible for the direction and approach of learning and development provision and for ensuring that this is in line with the Council's objectives. The Organisational Development Manager will ensure that the general approach to learning adopted by all Services is consistent with the Council's Learning and Development Policy and its commitment as an equal opportunities employer.

The Organisational Development Manager is responsible for:

- Formulating, implementing and monitoring a Falkirk Council Learning and Development Policy;
- Annually planning Corporate Learning and Development activities which integrate the learning and development needs of all Council Services;
- Ensuring the provision of support to Services in the creation of annual learning plans which bring together the strategic development needs of the Service with the personal development needs of individuals and specific groups;
- Ensuring the development of systems which will monitor and evaluate the learning and development of Council employees and Elected Members;

- Ensuring the development of systems which will monitor and evaluate the effectiveness of learning and development provision;
- Developing effective partnerships to promote the sharing of learning and development resources ;
- Ensuring the provision of support to Services as they seek Investors in People status;
- Ensuring the development and delivery of workshops for managers and employees to support the Achievement and Personal Development Scheme;
- Ensuring the provision of a 1-1 coaching service to employees. The coaching will be based on the individuals learning objectives;
- Providing advice to Service regarding applications for time off to attend training under the Employee Rights Act 1996, section 63D

Employee Development Team

The Employee Development Team will assist Services by providing an internal learning and development consultancy service to meet team and Service training needs that cannot be met by Corporate training events.

The Employee Development team will:

- Provide support to Services to achieve IiP status;
- Provide support to Services to implement the APDS;
- Provide guidance to Line Managers on effective application of the Corporate Training Planning System, including prioritising learning needs and formulating a Plan;
- Provide guidance to Line Managers to allow them to undertake pre and post course briefing interviews;
- Develop and deliver accredited in-house Leadership and Management Development Programmes;
- Develop and deliver appropriate personal effectiveness programmes;
- Source appropriate external learning providers to deliver Corporate learning programmes;
- Provide a comprehensive internal consultancy service to teams and Services;
- Maintain a database of approved/not approved external learning providers/consultants;
- Support the development of management skills, behaviours and processes through the development of Leadership and Management frameworks;
- Develop and undertake evaluation activities to ensure learning and development provides Best Value for the Council;
- Provide support to Services as they seek Investors in People status;
- Develop and deliver workshops for managers and employees to support the Achievement and Personal Development Scheme;
- Provide a 1-1 coaching service to employees. The coaching will be based on the individuals learning objectives.

Directors, Heads of Service & Head Teachers

Directors and Heads of Service are responsible for ensuring that their employees are aware of their commitment to ensuring individuals receive the learning & development necessary to allow them to carry out their jobs effectively and for ensuring that appropriate resources are made available to allow the learning and development to be undertaken. They are also responsible for ensuring that employees are kept informed of the Council's Learning and Development Policy and the opportunities available to them for personal and professional development.

It is the responsibility of each Director/Head of Service to ensure that:

- The IiP standard is achieved within their Service;

- The APDS is implemented within their Service;
- Employees are aware of the learning and development opportunities available to them;
- The learning and development needs of individuals and teams are identified and plans formulated to meet these needs;
- Adequate resources are made available to allow the learning and development needs to be met;
- A Service Plan is formulated annually to take account of learning needs in line with Corporate and Service objectives, budgeting provision, and individual learning and development needs;
- Where a Service-based learning function exists, resources are co-ordinated effectively with those of the Employee Development Team to maximise use of resources and available expertise to achieve Best Value;
- Learning statistics are provided to the Organisational Development Manager for inclusion in the Corporate Training Plan;
- Any facilitators or providers of learning working within their Services are fully aware of and adhere to this policy.

Line Managers and Supervisors

Line Managers and Supervisors have a key role in achieving the Council's objectives through maximising the contributions and efforts of their employees.

It is the responsibility of each Line Manager/Supervisor to:

- Implement processes and procedures within their division/team to meet the requirements of LiP;
- Implement the APDS within their division/team;
- Discuss with employees their performance in their jobs and identify areas where learning intervention can improve their effectiveness;
- Allow each employee access to appropriate learning and development opportunities;
- Undertake pre and post course briefings with individuals to discuss the objectives of the learning and the desired outcomes and to discuss whether the desired outcome has been achieved, what personal benefits were gained and how the new knowledge can best be utilized to improve performance;
- Ensure each employee has a personal development plan;
- Maintain records of learning applications and the result;
- Advise employees of the reason for refusal of any learning;
- Consider and respond to requests for time off to attend training under the Employee Rights Act 1996, section 63D;
- Ensure each new employee receives a specific Induction programme suitable to their job role.

Individual Employees

The Council believes that employee development is a two way process. Each employee has responsibility for taking ownership of their own learning and development in order to maximise use of opportunities available to them.

Each employee has responsibility for:

- Alerting their line manager to any learning needs which they identify;
- Participating in appropriate learning and development activities;
- Participating in pre and post course briefings with their line manager to discuss the objectives of the learning and the desired outcomes and to discuss whether the desired outcome has been achieved, what personal benefits were gained and how the new knowledge can best be utilized to improve performance;
- Participating in the APDS and contributing to the development of an annual personal development plan.

Facilitators

Facilitators both internal and external to the organisation have a responsibility to offer choice and opportunity and practise in a safe and careful way in the work place, to meet specific learning and development needs. They will do this by:

- Providing events on a variety of dates, times and venues, to include part-time, shift, term time and flexible working arrangements;
- Ensuring access/mobility and sensory requirements are provided where identified;
- Adhering to the Falkirk Council Health Safety and Care Policy.

Trade Union Learning Reps

Employees who are members of a trade union can seek information and advice about learning or training matters from their Trade Union Learning Representative. Further information in this regard can be found in the Time off for Trade Union Duties & Activities Policy & Procedure.

Induction Mentors

Experienced employees nominated as mentors to new employees to help with their induction are responsible for:

- Helping these employees to acquire knowledge, skills and understanding;
- Helping with the induction of these new employees to the Council;
- Helping these employees deal with new or difficult situations.

PART 3

3.1 MONITORING AND REVIEW

The Head of Human Resources, in conjunction with Service Directors and Trade Unions, will monitor and review this policy as appropriate.

SAMPLE LETTER- SUPPORT OF APPLICATION FOR FUNDING OF DEVELOPMENTAL
QUALIFICATION

Dear

APPLICATION FOR FUNDING – *Insert name of qualification here*

I am pleased to support you in your continuing professional development through study of *insert name of qualification here*. The purpose of this letter is to confirm the terms and conditions of the financial support to be provided.

Payment of Costs

Insert name of Service / division will, on receipt of invoice(s), pay the following costs:

Detail costs to be paid e.g.

Tuition fees plus course materials

Exam fees

Quality Assurance license fee

Total

Repayment of Costs

You will be required to make repayment of costs paid, to *insert name of Service / division*, in the following circumstances:

CIRCUMSTANCE	AMOUNT TO BE REPAID
Failure to complete the qualification	Repayment of all costs detailed above
If you leave the service of Falkirk Council whilst undertaking the qualification	Repayment of all costs detailed above
If you leave the service of Falkirk Council within 12 months of completion of the qualification	Repayment of all costs detailed above
If you leave the service of Falkirk Council within 13-24 months of completion of the qualification	Repayment of 50% of all costs detailed above

Please confirm your acceptance of these terms and conditions by signing one copy of this letter and returning it to me by *insert date*.

May I take this opportunity to wish you every success with your studies?

Yours sincerely,

MANAGER

.....

I accept the terms and conditions as stated.

Signature.....

Date

SAMPLE LETTER – UNABLE TO SUPPORT APPLICATION FOR FUNDING OF
DEVELOPMENTAL QUALIFICATION

Dear

APPLICATION FOR FUNDING – *Insert name of qualification here*

I refer to your application for funding support for the above named qualification. I now write to advise you that I am unable to provide funding support for the following reasons:

Insert reasons for refusal to support request

You have the right to appeal against my decision through the Council's Grievance Procedure and, if you wish to exercise this right, you should submit your grievance in writing to *Insert name and address of Head of Service* within 14 days of receipt of this letter.

Yours sincerely

MANAGER