



Human Resources

Staff Learning and Development

May 2016

1.0 Purpose and Scope

The University of Surrey values its employees and their expertise and understands the contribution that staff make to the achievement of organisational success. It recognises the importance of providing appropriate learning and development to assist staff to make this contribution

The purpose of this policy is to outline the principles underlying the provision of staff learning and development at the University. It describes the levels of responsibility for identifying and agreeing to individual learning and development.

This policy applies to all staff. It incorporates the policy on award bearing courses which provides for financial support to be given to staff who wish to pursue an externally provided course that results in the award of a Masters, Degree, Certificate, or Diploma.

This policy and procedure does not form part of any employee's contract of employment. It may be amended from time to time with appropriate consultation with recognised trade union representatives.

2.0 General Principles

- Staff learning and development encompasses a wide and diverse range of activities the purpose of which is to increase the performance, engagement and effectiveness of University staff. These activities include formal professional, technical and interpersonal skills training, both classroom and online as well as informal methods including networking, coaching, mentoring, shadowing, attendance at conferences and meetings.

- In order to be effective, staff development activities must align to key organisational people processes including induction, probation, appraisal, succession planning, promotion and application of reward all of which help staff to grow in their role and career.
- The University shows its commitment to learning and development by encouraging and giving staff the time and resources to train and develop and by monitoring performance.
- The University will ensure equal access to learning opportunities by monitoring the efficacy of its planning, organising, promotion, delivery and evaluation of learning and development activities.
- Learning and Development agreed for staff must relate to the individual's essential performance in their role, as described in job purposes, role profiles and appraisal objectives. Any development agreed should have identified the budget available to pay for it.
- It is expected that essential staff learning and development needs will be identified during appraisal discussions. This data is forwarded to HR teams and captured by the Staff Development Team as part of the annual Staff Training Needs analysis which drives the programme of training and development available.
- All learning and development should be evaluated by the training teams who commission or deliver it to ensure it is high quality and meets required learning outcomes.
- For funding received by staff for award bearing courses or for external training and development above a certain threshold, an agreement will be signed regarding repayment conditions should staff leave the University shortly after receiving the development or withdraw from a programme before they have completed it.
- Personal Membership Fees of Professional bodies or other organisations are not paid for by the University. See also the University's Staff Expenses Policy.

3.0 Responsibilities for the Development of Staff

Responsibility for the identification, agreement to and provision of University wide training and development is threefold:

1. Individual member of staff
2. Line Managers and Heads of Departments
3. Central Staff Development team and the specialist University learning and development teams.

Individual Staff

Any member of staff requiring training and development should discuss this with their line manager at appraisal time or during the year if a new need arises. For maximum effectiveness, individuals should take responsibility for making the development happen and evaluating its usefulness. All staff are encouraged to keep a personal log of their development whether formal training or more informal development.

Line Managers and Heads of Department

Line managers are responsible for discussing with staff at appraisal time and in on going 121s what development will enhance performance. Any development that is appropriate should be recorded in the training and development section of the Appraisal form. Managers should be clear how the development can be funded; monitor that it has taken place and how it has enhanced performance.

Central Staff Development

Central Staff Development are responsible for developing and enhancing organisational processes that support staff performance and for advising what development is required. This includes welcoming staff through focused induction; advising and consulting on effective performance linked to appraisal; planning development linked to succession planning; production of a training needs analysis from appraisal data augmented by training needs that continue to be identified over the year.

The Staff Development team work in collaboration with the other University specialist training teams all of who commission and deliver training. These include the Department for Higher Education and Department for Technology Enhanced Learning; Researcher Development; Research Enterprise Service; Health and Safety; Information Technology and all University systems training providers.

4.0 Essential training and development

Where training and development is essential for a role to be carried out and has been agreed by a line manager and budget holder then this will be entirely funded by the University. This will not be subject to a repayment policy. Sections 5.0 Award Bearing Courses and 6.0 Repayment of University Funding of externally sourced training that is not award bearing relate solely to courses and training that is non-essential and developmental. Essential training may relate to safety, technical requirements or knowledge or specific job purpose requirements – this however is not an exhaustive list and for any questions contact the Head of Staff Development.

5.0 Award Bearing Courses

It is recognised that it will be appropriate for some staff to study for an external award bearing course which is a course that results in provision of an award of a PhD, Masters, Diploma, Certificate, Degree or qualification.

Where it can be shown that this will enhance an employee's performance in their role, they can apply subject to line manager agreement, for part funding of the course on a year by year basis. Staff must agree with their line manager how the course will contribute to the enhancement of their role. Funding can only be applied for if a line manager is supportive.

The employee and line manager should complete the 'Award Bearing Course Application for Part Funding Form' at Appendix 1. If the award bearing course lasts for more than one year, applications for funding have to be made separately for each year of study. However, support is likely to be prioritised for staff who are part way through a course and as long as there is written confirmation that the member of staff has successfully completed the previous year's study and passed required exams or assignments.

There is no central funding for award bearing courses and it is expected any financial support is from 'local' budgets. Funding for an award bearing course will be up to a maximum of £1000 per annum per applicant or no more than 50% of the annual course cost if the course costs less than £2000 per annum. The balance of fees to be met by the Individual. Staff must advise their line manager if they are applying for funding from another source, whether internal or external to the University.

Funding will not be available to staff having to re-take part or all of a course including Open University modules.

5.1 Other expenses incurred during an award bearing course.

Financial support will not be provided for expenses incurred during an award bearing course such as examination fees, travel, books or professional membership fees.

5.2 Time off to attend an award bearing course

Paid time off for attending an award bearing course will vary depending on the volume and regularity of these elements. An individual should in their application include an indicative number of days that are required to undertake the course and this should be discussed as part of the application. This may result in an individual receiving all attendance as paid leave or in part with the remainder being taken as unpaid leave or annual leave. In addition, whilst time off to attend an award bearing course there may be times when work priorities will take precedence and this should be discussed between the individual and line manager to agree an appropriate resolution. For further advice and guidance then discuss with the Head of Staff Development.

5.3 Time off for study and examinations for award bearing courses

The University will support one paid day off as study leave for each examination. Also the actual time needed to attend an examination will be given as paid leave, unless the examination falls on a non-working day.

A timetable of examinations must be submitted to the line manager in good time in advance for this paid study and exam attendance leave to be granted. Further time off for study may be taken as annual or unpaid leave in agreement with the line manager, and where needed further advice and guidance from the Head of Staff Development.

5.4 Repayment of University Funding of award bearing courses

If an employee wishes to withdraw from an award bearing course, before completion, they should discuss and agree this with their line manager.

Individuals may be exempt from repayment of fees if there are extenuating circumstances (e.g. illness) for withdrawal from a course and where needed further advice and guidance can be obtained from the Head of Staff Development.

Repayment rules will apply as follows if an employee withdraws from an award bearing course or leaves the University:

Point of departure	Repayment terms
If you leave the University or withdraw from the course before it has commenced but cost has been incurred or withdraw from the course or leave the University once it has commenced.	100% of that year's University funding
If you leave the University up to 6 months after completing the course	75 % of final year's University funding
If you leave the University between 6- 12 months after completing the course	50% of final year's University funding
If you leave the University over 12 months after completing the course	No repayment required
If you are made redundant	No repayment required

Repayment will be made via deduction from payroll or from final salary payment in the event an employee leaves the University. It is recognised

that often there is a time gap between the time when the student takes their last exam or completes the last assignment and the time when the qualification is issued. For the purpose of this policy, completion of the course will be taken from the date the student sits the last exam or submits their last assignment (whichever is the later).

6.0 Repayment of University Funding of externally sourced training that is not award bearing.

The University will support staff to attend specialised external training that will provide skills and knowledge to enhance performance.

In consideration of this, employees agree that if their employment terminates, or if they withdraw from the course, after the University has incurred liability for training in excess of £1000, the member of staff will be liable to repay some or all of the fees, expenses and other costs (“the Costs”) associated with such training.

Individuals will be exempt from repayment for courses / training if there has been a business requirement for an individual to complete the training.

The repayment rules, if an employee withdraws from an external course or leaves the University:

Point of departure	Repayment terms
If you leave the University or withdraw from the course before it has commenced but when cost has been incurred or withdraw from the course or leave the University once the course has commenced.	100% of the Costs
If you leave the University up to 6 months after completing the course	75% of the Costs
If you leave the University between 6 - 12 months after completing the course	50% of the Costs
If you leave the University over 12 months after completing the course	No repayment required

If you are made redundant	No repayment required
---------------------------	-----------------------

When arranging externally supported training, employees are required to sign the Form (*Appendix 2*) agreeing to repayment conditions. Repayment will be made via deduction from payroll or from final salary payment in the event that an employee leaves the University permanently.

7.0 Budgets and Delivery of Training and Development

The University’s Central Staff Training Budget exists to support the core professional, interpersonal, leadership, management and transferable learning and development skills of University staff. Budgets allocated to other training teams, exist to supply training for the specific focus of their activity.

Local training budgets allocated to Faculties or Departments exist to support local and specific technical; professional or personal training and development deemed to be outside the core staff development or other training team activities. These local budgets will also support part funding for award bearing courses.

8.0 Value for Money Criteria for Training and Development

Measures of effectiveness are in place to help line managers decide whether to support requests for learning and development to ensure that maximum value for money is derived from development interventions.

In deciding whether training can be funded, line managers must differentiate between activity that is essential for an individual’s performance or desirable. This decision should clearly link to the requirements set out in an individual’s job purpose and their objectives at appraisal. Applications for learning and development by staff must be authorised by a line manager and should ideally have been identified in the annual appraisal.

9.0 University Venue Hire for Training

Campus facilities should always be considered as a first resort for internally commissioned training and development courses and events. Exceptionally, facilities outside the campus may be hired if there is a reason why using internal facilities would be detrimental to success.

10.0 Maintenance of Training Records

Once staff have attended and completed an internal training course their employee self-service training record will be automatically updated if the course was included on the system. It will be the responsibility of the employee to ensure that records of any external training courses are added to their record.

Appendix 1

Award Bearing Courses – Application for Funding Form

Name		Employee ID No
Job Title		
Faculty/Department		
Extension No.		

Award Bearing Course Details

Course Title	
Year X of Y	
Fee for year £	
Course fees split	The Student - £xxxx The Department – (max £1k) £xxxx
Start date	
Provider	
Date fees due	
Number of days attendance at course	

Please state how this course will contribute to your role.

Please note:

1. Line manager approval must be sought before applying to any course.
2. Before completing this form read the Staff Development Policy
3. Continued financial support is dependent on satisfactory completion of studies and availability of funding.
4. The University reserves the right to request absence reports from any course provider
5. The University reserves the right to reclaim a proportion of fees in accordance with the rules set out in the Staff Development Policy.
6. The member of staff agrees that the information on this form may be used to registered purposes under the Data Protection Act 1998.

Agreement by the Employee:

‘I confirm I have read and understood the sections about Award Bearing Courses in the Staff Development Policy and understood that I will be liable to reimburse part or all of the monies paid as laid out in the conditions of the Staff Development Policy.

I agree that any such reimbursement can be deducted by the University of Surrey from any sums due to me by the University, including my final salary. I understand I must gain prior agreement from my line manager before terminating a course’

Signed by Employee		Date	
---------------------------	--	-------------	--

By signing this agreement you agree that if the University exercises its discretion by waiving your obligation to repay course costs under this agreement, you will be solely responsible for any income or other tax payable as a result of the waiver and you shall indemnify the University on a continuing basis in relation to such tax.

Line Manager's Authorisation

Please state how this course will contribute to the individual's role.

I confirm that I support the above application for funding of this training.

Application Authorised By Line Manager:	Name Job Title		
Signature of Line Manager			
Date			
Course Fee Split:	Faculty or Department	£	
	Staff Member	£	
Account code		Project Code	

Appendix 2

Externally Sourced Training - Agreement to Repayment

Name		Employee ID No
Job Title		
Department		
E-mail address		
Title of Training Course		
Dates		
Cost		
Provider		
Fees paid by		

Please note:

1. Line Manager approval is required before applying for a course.
2. Read the Staff Development Policy regarding rules of funding.
3. The University reserves the right to reclaim a proportion of fees in accordance with the Staff Learning and Development Policy.
4. The member of staff agrees that the information given on this form may be used to registered purposes under the Data Protection Action 1998.

Agreement by the Employee:

'I confirm I have read and understood the sections about Externally Provided Training Requested by Staff in the Staff Development Policy and understood that I will be liable to reimburse part or all of the monies paid as laid out in the Staff Development Policy.

I agree that any such reimbursement can be deducted by the University of Surrey from any sums due to me by the University, including my final salary. I understand I must gain prior agreement from my line manager before terminating a course. A Trade Union representative will be included in the decision process if deemed necessary'

Employee's Name	Signature	Date
------------------------	------------------	-------------

By signing this agreement you agree that if the University exercises its discretion by waiving your obligation to repay course costs under this agreement, you will be solely responsible for any income or other tax payable as a result of the waiver and you shall indemnify the University on a continuing basis in relation to such tax.