

# Training & Development



## Education, Training & Development Funding Policy

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South Yorkshire  
Fire & Rescue  
WORKING FOR A SAFER  
SOUTH YORKSHIRE



## Service Training & Development Function

### Education, Training & Development Funding Policy

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## 1. Introduction

Effectively trained staff in the right place at the right time are the most important asset of any Fire and Rescue Service. South Yorkshire Fire and Rescue (SYFR) will ensure that it provides the correct training and development opportunities for all its members of staff. Whether staff are at the front end of services – responding to incidents or undertaking activities in the community – or in any of the supporting sections it is vitally important that they have the appropriate training, learning and development opportunities available in order that they can undertake their role effectively.

All members of staff have a very important role to play - it is therefore important that each member of staff is given the appropriate opportunity to acquire, maintain and develop their skills for their current and potential future role within the Service. The following policy provides a broad overview of the classifications of training within SYFR and how these will or may be addressed/progressed.

The date for the policy to become effective is 1<sup>st</sup> August, 2008. Funding for existing education or development previously agreed will be honoured.

## 2. Policy Objectives

To ensure that all staff who work for SYFR have:

- A comprehensive induction to SYFR and their individual role
- An annual Performance Development Review meeting (PDR) that clearly identifies their training needs (for both current and potential future roles), chosen career pathway and integration of these into the needs of the organisation
- Essential training needs for their role identified
- Training and development needs met through the most appropriate method
- Support from management in their Continuing Professional Development (CPD) regardless of role or status
- Fair and equitable access to education and development opportunities for their current and potential future role.

(A copy of the full Training and Development Policy and Statement is available on the Service Intranet)

## 3. Responsibility for Training and Development

All personnel within the Service have a direct or indirect responsibility for ensuring the training and development that they need to effectively undertake their role is identified, provided and maintained. Each individual, regardless of role or position has a responsibility to themselves and/or those they are responsible for to ensure they can carry out their duties effectively, efficiently and to the right standards.

Through formal or informal de-briefs, the Performance Development Review process or through normal day to day work all line managers have a responsibility to identify the training and development needs of those who they manage or lead. Line Managers also need to ensure that they provide or source the training required to meet the identified training needs.

Formal training will be provided or resourced from either the Training and Development function or Human Resource function on the following occasions:

- On initial induction into the Service
- Initial training of Operational personnel
- Refresher training to meet legislative or CLG guidelines
- Upon the introduction of relevant new equipment
- Upon the introduction of relevant new procedures, policies or legislation

- Provision of role/job specific training that cannot be locally resourced (ie Fire Service College, legislative training etc).
- On other occasions when local facilities or arrangements cannot meet identified needs or shortfalls.

#### 4. Performance Development Review (PDR)

All SYFR staff will engage in the PDR process with their line manager in accordance with the PDR policy (policy and booklet available via the Service Intranet under Human Resources). The undertaking of this process will allow all members of staff to jointly identify and prioritise their current and potential future training and development needs with their line manager. It will also directly assist in identifying the most appropriate methods of addressing the identified needs. The PDR process must take into account the priorities of the organisation and the section/team the individual works in.

#### 5. Classifications of Training

Training and development can be provided on a formal basis by attendance on courses, seminars, conferences or via other structured delivery methods. However it is important that all personnel understand the benefits of more informal methods of training and development such as experiential, coaching, mentoring and standard day to day work in addition to the formal methods of delivery. Managers and members of staff must therefore maximise on training and development opportunities available within their normal or adjacent working environments whilst considering the most appropriate method of addressing identified needs.

The more formal methods of delivering training and development within SYFR are:

- a) **Induction** - All staff who join SYFR will receive a local induction relevant to their job role, which, as a minimum, must cover all items on the generic SYFR induction checklist (see Human Resources on Service Intranet). Induction days will be arranged relevant to an individual's role and may be undertaken on a one to one basis or within a group.
- b) **Emergency Response Training** - A large proportion of time for the acquisition and maintenance phase of training for operational personnel is essential in order for them to safely and effectively undertake their role. The Emergency Response Training Guide provides guidance on safety critical areas of training whilst the Station Routine programme identifies the time available to undertake these areas of training (both documents are available on the Service Intranet). Due to its very nature "Emergency Response" training must take precedence over all other areas of training.
- c) **Essential Training** - For all personnel within SYFR. These are areas of training that all personnel must undertake such as workplace fire safety, manual handling, equality and diversity and basic health and safety. All training under this category will be incorporated within the induction phase of training and within the "Learnpro" on-line learning system. Line managers must assist personnel to meet the frequency levels within these areas.
- d) **Job/Role Requirement Training/Development** - This is a broad category to define training and development that must be undertaken in order for an individual to undertake their role effectively. This training is generally at the instigation of a manager, i.e. they identify that there is a Service need that a particular member of staff attends a certain course, development programme, seminar or conference. This training or development is not just a useful addition to the individual or section but is important to fulfil the actual requirements of the post/role. Examples would be a recruitment and selection training course for members of staff involved in recruitment and selection or a finance course for financial services staff. This training should be supported by allowing access to the most appropriate training via the Training and Development function. The role being undertaken at the time will assist managers in identifying the level of support necessary for the specific

areas of training or development identified. The training should be planned into the work schedule over an agreed period of time which will minimise the impact on other team members and the delivery of the service.

e) **Formal Development Programmes** - This category relates to uniformed staff who are new in post and who are on a development program. There will be key formal development programs at Supervisory, Middle and Strategic Manager levels with intermediate programs to cover progression from Crew to Watch Manager, Station to Group Manager and Area to Brigade Manager.

f) **Personal Development/CPD** - This is training, education or development which is not a requirement to fulfil the job/role but which makes a valuable contribution to the organisation and includes elements of personal development or education for the individual. This is likely to include degree and post graduate study/qualifications. Time allowed for personal development and education must be agreed with the line manager taking into consideration the exigencies and workloads of the function or Service. Where progressed appropriate planning into work schedule's must take place in order to minimise impact on other team members and the delivery of the service. Personal development or education must only take place when training needs identified in all of the above areas has been undertaken.

## 6. Funding Policy for Personal Development and CPD

Training identified as falling in the induction, Emergency Response, essential, job/role requirement and formal development training categories as defined in 4 a) to e) of this policy will be fully supported at the appropriate time (both financially and with relevant time off for attendance). It must be noted that requests will be appropriately prioritised to ensure funds and resources available are allocated on a risk based approach.

In relation to personal/professional development, it needs to be recognised that training resources are finite and functions need to identify how many people could be supported to undertake development in line with their staffing/logistical resources. In liaison with line managers and function heads the Head of Service Training and Development will manage and prioritise requests in line with the available budget allocation. Even if the development request is supported by line managers in some circumstances a member of staff could be refused financial support until appropriate funds become available. It would then be a matter for the individual to decide whether they wanted to progress or continue on a course/qualification.

Staff wishing to undertake higher level education programmes should discuss the appropriateness of the programme with their line manager prior to a request for financial support. Once line manager support is confirmed an application form (FS 1233) should be filled in by the applicant and signed by their line manager. This signifies the support by the line manager/function head for the applicant to undertake the programme of study and the relevant time off for course attendance. Once completed the form should be submitted to the Head of Service Training and Development for funding consideration.

Unless there are specific circumstances funding of up to 50% per year (maximum £1,000) will be considered for areas identified as personal development. The level of course attendance/study leave will be up to a maximum of 8 days annually although the exigencies of the Service must be considered before any time off is granted.

**The amount of funding and study/course programme leave will be reviewed annually in line with SYFR financial situation.**

Any fees paid by SYFR for the funding or part-funding of personal development courses will be reimbursed by the member of staff if:

- they leave SYFR whilst undertaking the programme;
- they fail to successfully complete the programme through non-attendance;
- they leave within one year of completing the programme;
- they leave within three years of course completion 40% of the fees paid will be reimbursed to SYFR;
- they leave within two years of course completion 60% of the fees paid will be reimbursed to SYFR.

In exceptional circumstances such as staff being downgraded as a result of re-organisation or an ill-health retirement the member of staff's liability to repay fees may be written off by SYFR.

#### 7. Time available for Education, Training and Development

The time needed for the acquisition, application and/or maintenance phase of training and development will differ within each role in SYFR. Line managers should ensure, wherever possible, that all members of staff they are responsible for are given adequate time to meet education, training and development requirements identified during the PDR process. Due to the nature of services provided the delivery of front line emergency response services must take priority. However the people delivering the service need to take time to maintain, update or acquire new knowledge, skills and techniques about the services that they are delivering.

#### 8. Evaluation of Education, Training and Development

Evaluation is an essential process that ensures that the training and development needs of SYFR, teams and individuals are met effectively.

Systematic and targeted evaluation of training and development activities will take place to assess the method of learning, provider and content. Line managers should aim to discuss training and development undertaken with their staff to assess the quality, validity and outcomes in order to confirm that all training and development provided is effective and meeting expectations. This provides valuable feedback in addition to information received from course evaluation forms. General discussion regarding training and development received should also form part of the Performance Development Review (PDR).

Evaluation findings from relevant sources will be used to continuously improve training and development provision.

#### 9. Equality and Diversity

Full consideration of equality and diversity needs will be given for all education, training and development provided by SYFR. Appropriate consideration will be given to language, suitability of training materials, location, venue, hours worked etc.

Staff are advised to discuss their needs with their line manager and the appropriate Training and Development Centre section at the earliest opportunity to ensure training can be accessed and appropriate needs addressed.

#### 10. Review of Policy and Order

The Training and Development Policy and Order will be reviewed on a three yearly basis.