POLICY AND PROCEDURE FOR DEALING WITH

TRAINING AND DEVELOPMENT

SAC - Human Resources
April 2001
TRAINING AND DEVELOPMENT VISION

To promote the Board as a learning organisation, by working in partnership to offer a varied programme of learning opportunities accessible to all, that develops the skills of employees and contributes to the achievement of the Board’s objectives by:

- assisting in achieving the Board’s agenda and meeting its current and anticipated service needs, through developing the workforce.

- fostering a climate that encourages and allows employees to take responsibility for their own learning and development.

- developing a varied programme of learning opportunities that meets the aspirations of employees

- ensuring access to learning opportunities for all.
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1 Introduction

1.1 References to internal training in this policy include 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 with respect to the Board's future work force requirements.

1.4 The Scheme 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 managers are welcome to contact the appropriate Human Resources staff at any time to discuss any training related issue.

2 Training and Development Policy

2.1 Ayrshire Valuation Joint Board acknowledge the important contribution all employees make towards achieving the corporate aims and objectives of the Board and are committed to promote and protect the interest of all employees by helping them reach their full potential through appropriate training and development.

2.2 This policy extends to all employees including those engaged on a part-time basis and aims to provide a planned and systematic approach to training and development at all levels throughout the organisation.
3 Training and Development Objectives

3.1 The overall objectives of the Board's Training and Development Scheme 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.

3.2 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.
4 Training and Development Priorities

4.1 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 their own 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 Equal Opportunities Policy and its obligations under various employment related Acts.

5 Training and Development Provision

5.1 The Board will provide training and development opportunities which will include the delivery of an internal training programme and access to Open Learning facilities.

Employees will be expected to take advantage of internal provision in the first instance and attendance at external events will only be approved where no suitable internal provision exists.

5.2 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.
6  **Job Specific Training**

6.1 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.

6.2 Training options may include;

i) Internal Courses.

ii) External Training and Development Events.

7  **Professional and Vocational Training**

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

7.1.1 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.

7.1.2 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.

Subject to the exigencies of the service, day or block release facilities may be granted to employees to undertake an authorised course of studies leading to an approved professional or vocational qualification. The continuance of day and block release facilities will be subject to satisfactory progress being made throughout the course of studies.

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.

7.1.3 Secondment

Employees may be granted leave of absence without pay to attend an approved full-time course of studies which may be at Undergraduate or Post Graduate level. Secondment may also be required in order to complete Level 3, 4 or 5 Vocational qualification. The granting of such release will be subject to the recommendation of the Assessor and approval by the Board.

7.1.4 Evening Classes

Employees may be granted financial assistance to attend approved courses of studies by means of evening classes.

7.1.5 Distance or Open Learning

An employee may be granted financial assistance to undertake a relevant course of studies by distance or open learning.

In support of the continuing growth of Open Learning opportunities and techniques South Ayrshire Council has set up The Training Link Open Learning Centre located within the Training Centre at Links Road, Prestwick. Full details of how to access the Centre is contained in the leaflet attached.

7.1.6 Higher Education

Provision may be made for an employee to undertake a course of studies leading to the award of a Post Graduate Certificate, Diploma or Masters Degree or V.Q. Level 3, 4 and 5.

Such a course of studies will generally be undertaken by attendance at evening classes or by open or distance learning. Exceptionally, an undergraduate first degree course of studies may be undertaken through such a route.

7.2 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.

8 Career Development

8.1 Wherever possible employees will be encouraged to develop skills and knowledge which will improve future career progression and employability.

8.2 The acquisition of strategic and managerial knowledge and skills will be the major focus in Career Development Training.

8.3 A career counselling interview should be an integral part of any selection or access process and should continue at intervals during the period when an employee is undergoing any such agreed development.

9 Identifying Training and Development Needs

9.1 The Assessor needs to identify the skills required to meet stated aims and objectives and assess where skills gaps exist. Advice and guidance is available from Board HR Representatives and the appropriate Human Resources staff.

9.2 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.

- Develop a Training Plan where appropriate in conjunction with the appropriate Human Resources staff taking into account available resources, timing, availability of suitable training, etc.

- Regularly review and up-date in view of changing circumstances.
9.3 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 individuals 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.
10 Nomination Procedure and Training Records

10.1 Introduction

All employees wishing to take advantage of training and development opportunities will require appropriate authorisation. Requests for ALL training and development events will be submitted using the Learning Agreement Form (Appendix 1). A copy of this should be forwarded to the Training Contact, and a copy held by the line manager and individual staff member. The nomination procedure to be followed will be:

Internal Training Provision

The Board will be notified in advance of training programmes and events offered with the board's internal training programme and of a closing date for nominations. Allocation of places will be determined following an assessment of training needs agreed and prioritised by training officers/training co-ordinators.

If there are spare places following this procedure then nominees will be selected from the waiting list or a further request for nominations will be circulated. This will normally be to the Administrator at Links Road unless otherwise notified in the request for nominations. This will be carried out using Learning Agreement Form (Appendix 1). For Internal Training events nominees will complete Sections 1 and 2 on page 1 and submit the form to training officers/co-ordinators.

The Assessor will be advised of arrangements relating to attendance at the event and this information to nominees will be circulated to nominees either by the Assessor or directly as appropriate.

External Training Provision

In all cases employees attending training events organised by external bodies will require to complete the Commitment to Employee Development and Mandate for Repayment of expenses MUST be completed at this time.

10.2 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 Head of Human Resources.

Depending on the exact nature of the course or programme, participants will normally complete a Learning Action sheet, which will be issued by the course tutor. Participants should discuss this with their line manager after attending the course in order to decide how the learning will be applied, to ensure that their objectives have been met and to identify any further training or development which may be required. Copies of the forms may be required from time to time for central evaluation purposes.
10.3 Failure to Attend Training Events

Considerable inconvenience and cost can be incurred when participants fail to attend training events both internally and externally. To minimise this, nominating officers are requested wherever possible to give at least 5 working days advance warning of non-attendance or where possible to submit an alternative nomination. Notice of non-attendance should be given directly to the Administrator at Links Road, where records are kept for monitoring purposes.

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

11 Day Release and Distance Learning Facilities

11.1 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.

11.2 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.

11.3 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.

11.4 Residential Weekends

In cases where the study involves a residential weekend appropriate reimbursement of reasonable expenses will be made. No time off or payment in lieu will be granted for attendance at a residential weekend.

11.5 Payment of Expenses

An employee granted day release or distance learning facilities shall be entitled to payment of the following expenses subject to section 12:

- course fees and other approved educational expenses.
- travelling expenses.
- out of pocket expenses incurred at residential training courses in accordance with current rates.

11.6 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.

11.7 Time off for Final Revision

Time off with pay may be granted by the Assessor, subject to operational convenience, for the purpose of final revision prior to sitting a post graduate level or distance/open learning examination. The amount of time off will usually be limited to one day per subject examination. Any leave approved beyond that limit should be taken as part of annual leave entitlement.

11.8 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. However, where an employee fails an examination at a later stage in the course of studies, no further facilities will be granted to repeat the course except where exceptional circumstances pertain, such cases should be referred to Head of Human Resources for a decision.
12 Reimbursement of Training Expenses

12.1 Introduction

All employees will receive reimbursement of reasonable expenses incurred while attending training events in line with the limits set out as Para 12.3 below. This is subject to the following conditions:

12.2 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.

12.3 Subsistence

Subsistence payments covering meals will only be payable where the employee necessarily incurs expenses in excess of those normally incurred at base. Subsistence payments will not be made where an employee attends a training event where meals are included in the cost of the event or where subsidised meals are made available to participants, for example, other local government/NHS locations, universities, colleges, etc.

Any claim for meal allowances must be accompanied by till receipts clearly outlining expenditure.

Where an employee attends a residential training course out of pocket expenses in line with current rates will be payable.

12.5 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. **Given that the Board has opted for a receipted expenditure travel and subsistence scheme it is not possible to use a private vehicle and restrict the claim to the cost of public transport.**

12.6 Provision of Business Travel / Accommodation

Guidelines for arranging travel and accommodation are attached at Appendix 4.

This system must be used for all travel and accommodation connected with attendance at training events.
12.7 Course Fees

Course fees can either be paid in advance by Financial Services, claimed on the expenses claim form, or invoiced to the Board.

Where a cheque is requested in advance the appropriate documentation should be directed to Financial Services.

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

12.8 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.

12.9 Advance of Expenses

The facility exists for an advance of anticipated expenditure on training events, and any other travel etc in connection with Board business.

Cash advances are available from Financial Services.

The request for cash advance form should be obtained from Financial Services, and completed by the Assessor. The cash will then be provided. Receipted expenditure should be claimed in the normal way i.e. Travelling and Subsistence Expenses Form. On receipt of these expenses the full amount of the Cash Advance must be returned to Financial Services.
13 Repayment of Training Expenses

13.1 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.

13.2 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. 13.4 (below).

13.3 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. (The Mandate is contained within Appendix 1)

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 with a copy being sent to Head of Human Resources, County Buildings.

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

13.4 Circumstances Where Repayment May Be Claimed

13.4.1 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, ie, books, residential weekend costs, etc.

13.4.2 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.
13.4.3 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.

13.5 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.

Employees instructed to attend training events may, at the discretion of their nominating officer, be exempt from these provisions.

Where it is considered that an exemption is not appropriate this should be made clear to the employee prior to the commencement of the training and the Mandate for the Repayment of Training Expenses must be completed.

13.6 Method of Repayment

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

13.6.1 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.
13.6.2 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%

Where the employee terminates employment to move to another Local Government employer these sums will be reduced by 50%

*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.

14 Evaluation of Training and Development Activities

14.1 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.

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

14.3 The evaluation process can be complex. However, the following system will be operated by the Human Resources staff in conjunction with the Assessor in respect of all internal events and is recommended for use in all other training activities. The system will be reviewed and improved in light of experience.

14.4 The evaluation process will take the form of:

- An initial agreement between employee and nominating officer prior to the event on learning outcomes expected from the training event.

- An immediate evaluation at the end of the event to check if initial learning outcomes have been met.
- A follow-up evaluation some time after the event to ascertain if the initial learning outcomes have been transferred to the workplace and whether attendance at the training event has led to a change in work performance/behaviour which has benefited the individual and the organisation.

- The process of evaluation will be driven by Human Resources using evaluation documentation, copies of this are attached at Appendix 3.
Appendix 1 – Learning Agreement

Internal Nominations – Complete Section 1 & 2
External Nominations – Complete Section 1 & 3 & 4 & 5

On completion please send to your department training representative.

SECTION ONE – PERSONAL DETAILS

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<thead>
<tr>
<th>Name</th>
<th>Designation</th>
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<tr>
<td>Dept</td>
<td>Contact No.</td>
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<tr>
<td>Nominating Officer</td>
<td>Designation</td>
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<td>Contact No.</td>
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SECTION TWO – EVENT DETAILS (INTERNAL PROVISION)

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<tr>
<th>Event Title</th>
<th>Venue</th>
<th>Dates</th>
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PRE EVENT EVALUATION
(To be completed by participant)

1. What do you hope to get out of this training.
2. How will this affect your performance at work.
3. How will this contribute to your personal development.

(To be completed by Nominating Officer)

Have you discussed this training with the participant.
1. What objectives do you hope are Achieved.
2. How do you see this affecting performance:
   a) at an individual level
   b) contributing to departmental goals

Signed ____________________________         ____________________________
Participant                  Nominating Officer

Yes/No
This form is used as notification and authorisation for you to attend a course of training. It will be securely stored and only authorised personnel will have access to it.

Data Protection Act 1998

Under the terms of the above Act your college or training provider may not provide information for example attendance course progress etc. to the Board without your written consent. As the Board is financing your course, it is only right that the above information is made available to allow monitoring of your performance. To this end, the Board requests that you sign the waiver below:

I ____________________________ Consent to Ayrshire Valuation Joint Board

having access to records and information held about me, both electronic and paper held by my College or Training Provider.

Signature: ________________________________
**SECTION THREE – MANDATE FOR REPAYMENT OF EXPENSES**

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
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<tr>
<td>Course Undertaken</td>
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<tr>
<td>College / University</td>
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</tr>
<tr>
<td>Commencing</td>
<td>Completion Date</td>
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1. 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.

**REASON FOR REPAYMENT REQUEST**

<table>
<thead>
<tr>
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<th>REPAYMENT</th>
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<tbody>
<tr>
<td>A. FAILURE TO COMPLETE COURSE OF STUDY</td>
<td>100%</td>
</tr>
<tr>
<td>B. RESIGNATION/DISMISSAL DURING COURSE OF STUDY (OTHER THAN ON REDUNDANCY OR ILL-HEALTH GROUNDS)</td>
<td>100%</td>
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<tr>
<td>C. RESIGNATION AFTER COMPLETION OF COURSE OF STUDY</td>
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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%

WHERE AN EMPLOYEE TERMINATES EMPLOYMENT TO MOVE TO ANOTHER LOCAL GOVERNMENT EMPLOYER THESE SUMS WILL BE REDUCED BY 50%

**SIGNED** _____________________________ **DATE** ________________

**NOTE:** EXPENSES REPAYABLE WILL INCLUDE COURSE FEES, EXAM FEES, TRAVELLING EXPENSES, TEXT BOOKS, AND ANY OTHER EXPENSES CLAIMED DURING THE COURSE OF STUDY.

**PLEASE SEND A COPY OF THIS FORM TO THE HUMAN RESOURCES TRAINING SECTION, COUNTY BUILDINGS, WELLINGTON SQUARE, AYR.**

This form is used by the Board as authorisation to deduct expenses re-payable 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

<table>
<thead>
<tr>
<th>V.Q.</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Candidates Name</th>
<th>Dept.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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

TO BE COMPLETED BY PARTICIPANT

COURSE TITLE

DATE OF COURSE

What is your overall assessment of the course in terms of the relevance and detail of the content?

POOR  
FAIR  
GOOD  
VERY GOOD  
EXCELLENT

Grade the following according to how you felt this course was conducted

<table>
<thead>
<tr>
<th></th>
<th>POOR</th>
<th>FAIR</th>
<th>GOOD</th>
<th>VERY GOOD</th>
<th>EXCELLENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE CONTENT: RELEVANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COURSE CONTENT : AMOUNT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COURSE CONTENT : LEVEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WRITTEN COURSE MATERIALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PACE OF COURSE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUTOR(S) KNOWLEDGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUTOR(S) : PRESENTATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VENUE AND FACILITIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What do you think of the course duration?

TOO SHORT  
JUST RIGHT  
TOO LONG

How was your overall understanding of the subject matter improved by the course?

DIDN’T LEARN ANYTHING  
FAIRLY INFORMATIVE  
GOOD INFORMATION  
REALLY VALUABLE  
ESSENTIAL KNOWLEDGE GAINED

Other Comments

__________________________________________________________________________

__________________________________________________________________________

Name ___________________________ Dept. ___________________________

Return to: Human Resources Training Section, County Buildings, Ayr, KA7 1DR

This form is used to evaluate Training Course. It will be securely stored and only authorised personnel will
Note: Each cash advance must be settled in full within one week of the cash being expended.

This form is used to authorise a cash advance. It will be securely stored and only authorised personnel will have access to it.
Appendix 4 (b) – Settlement of Cash Advance

<table>
<thead>
<tr>
<th>Date</th>
<th>Description of Expenditure</th>
<th>VAT Exclusive Amount</th>
<th>VAT</th>
<th>Total</th>
</tr>
</thead>
</table>

*All available receipts to be attached.*

Employee Name _____________________________

Amount of Advance £ __________

Less Expenditure £ __________

Net Sum due to / by SAC £ __________

Signed _____________________________
(Department certifying officer)

<table>
<thead>
<tr>
<th>CODE</th>
<th>EXPENSE</th>
<th>Received</th>
<th>£ __________</th>
<th>From SAC</th>
</tr>
</thead>
</table>

Signed _____________________________
(claimant)

Date of Advance _____________________________

Settlement Date _____________________________

Note: Each Cash Advance must be settled in full within one week of the cash being expended.

This form is used to reconcile a cash advance. It will be securely stored and only authorised personnel will have access to it.
Appendix 5 – Human Resources Contact Points

The Training and Development of all employees is a vital part in providing high quality services to our stakeholders. Therefore if you wish to discuss any aspect of Training and Development activities within the Board please do not hesitate to contact the appropriate Human Resources staff as outlined below.

HUMAN RESOURCES

All matters relating to strategy, policy and procedure, training plans, general advice etc:

Head of Human Resources

Training Officer Vocational Qualifications, Information Technology Training, general training advice

Training Officer Internal Training provision and advice, including Way Ahead modules and Training Directory

Training Officer Internal Training provision and advice, including the First Line Managers Programme

Training Administrator Links Road Training Centre, The Training Link, administration and bookings

Skillseeker Administrator Skillseekers, Modern Apprenticeships, New Deal
BOARD HUMAN RESOURCES CONTACTS:

- 
- 
- 
- 
- 
- 
- 
- 
- 
-
Appendix 6 – The Training Link

What is The Training Link?
As part of its commitment to fostering a culture of lifelong learning, South Ayrshire Council has set up an Open Learning Centre that will provide a range of training and development opportunities to all employees, enabling them to acquire the skills and knowledge necessary to fulfil the duties and responsibilities of their posts.

The Training Link will enable you to control your own learning and development by:

* allowing you to tailor your training to your individual needs and capabilities;
* providing you with a diverse range of training opportunities;
* permitting you to work at your own speed;
* allowing you to develop yourself at a time that is convenient to you.

Who is The Training Link targeted at?
The Training Link is open to all employees of Ayrshire Valuation Joint Board.

Where is The Training Link?
Training Centre, Links Road, Prestwick.

What are the opening hours?
Normal working hours: Monday-Thursday from 8.45am until 4.45pm and Friday from 8.45am until 4.00pm.

When can I use The Training Link?
The Training Link can be used in personal, flexi-time and work time. When booking, it must be stated whether you will attend in your own, flexi or work time. If attending during work time, the training that you undertake must be work related and approved by your line manager.

Are there any costs involved?
Use of The Training Link is free of charge to all employees of Ayrshire Valuation Joint Board.

Is there a lending service?
Books, journals, training videos and training packages are not available for personal loan. If Departments wish to run an in-house training programme, arrangements can be made to borrow training videos and/or training packages by contacting the Training Team.
Two laptops have been loaded with the computer based training packages available on the computers in The Training Link and these can be borrowed. Contact the Training Centre, telephone [redacted], if you wish to borrow a laptop.

**Will I have access to a photocopier?**
You will be able to use the photocopier located in the corridor outside The Training Link. The copyright licensing guidelines on the wall beside the photocopier must be read and adhered to.

**Can I just turn up at The Training Link or must I pre-book?**
If you wish to access the Internet or use the computer based training packages loaded onto the two computers in The Training Link, contact the Training Centre, telephone 01292-678861, and book a time that suits you. It is up to you to determine the duration of your session. As a rough guide, the majority of computer based training packages last from one and one-half hours to two and one-half hours.

You must also contact the Training Centre to reserve a desk if you wish to access the books, journals and training packages or want to view a video. Again, it is up to you to determine the duration of your training session.

Please remember that you must have approval from your line manager if you intend to use The Training Link during working hours.

**What should I do if I need to cancel my booking?**
You must advise the Training Centre Administrator at the earliest opportunity if you are unable to attend a previously arranged booking. This will allow us to reallocate your time to others.

**Can I be contacted at The Training Link?**
In order to create a receptive environment for open learning, a telephone will not be located within The Training Link. Given that interruptions break the thought process, it is recommended that messages for employees are left with the Training Centre Administrator only in an emergency.

**Evaluating the use of The Training Link**
In light of the requirements of Best Value, the overall tracking of computer based training usage will be an important issue. Ivy software, who are providing our computer based training, have a built-in tracking system that provides information on course usage, in addition to information about each individual course user.

“Exit Questionnaires” will also be available in the Training Link for you to complete once you have used the facility. This will allow us to continually improve the service that is provided.
What support can I expect?
A representative from Human Resources will be at the Training Centre to assist you if you encounter difficulties whilst using the computer based training packages and the Internet.

If you require further guidance on a particular topic after completing a computer based training package, or wish to discuss your personal development in general, contact the Training Officers named below:

What is available?
Self development will be promoted through a Learning Centre that provides a diverse range of training material that can be adapted to your needs and requirements. You can work your way through computer based training packages focusing on:

- Finance for the Terrified
- Marketing and Sales
- Financial Services
- Health and Safety
- PC Skills
- People Skills
- Strategy and Planning
- Communication Skills
- Languages

Many of the computer based training packages meet the standards of competence set down by the Management Charter Initiative and offer excellent underpinning knowledge which helps lead to SVQs in management at levels three, four and five.
The Internet, arguably the most powerful reference tool available, will also be accessible if you need to research information for work or educational purposes.

You will be able to choose from a wide range of books that will complement participative training courses. Over two hundred books can be referenced on subject areas including:

- Management Theory
- Local Government
- Guides to People Management
- Coaching Skills
- Employment Legislation
- Recruitment and Selection
- Counselling Skills
- Employee Development
- Communication
- Report Writing
- Negotiation
- Time Management
- Project Management
- Research Skills
- Customer Care
- Financial Management
- Quality
- Benchmarking
- Networking
- Management Skills
- Public Management
- Motivation
- Team Work
- Equalities
- Managing and Coping with Stress
- Human Resource Management
- Leadership
- Presentation Skills
- Getting the most out of meetings
- Assertiveness
- Career Management
- Strategic Management
- Marketing
- Health and Safety
- Change Management
- Performance Indicators
- Staff Appraisal
- Creating Partnerships

Up-to-the-minute information on topical issues can be accessed through the various management and local government journals that The Training Link has subscribed to:

- Local Governance
- Local Government Studies
- Public Administration
- Management Today
- Professional Manager
- Public Money and Management

Training videos can be viewed in The Training Link on issues such as:

- Supervision
- Team work
- Presentation skills
- Meetings
- Time management
- Performance appraisal
- Equalities
- Discipline
- Negotiation
- Coping with stress
- Assertiveness
- Customer Care
Ready-to-run training packages are also available on:

- Team work
- Negotiation
- Change Management
- Customer Care
- Report Writing
- Mentoring
- Supervision
- Stress Management
- Aggression

How do I find out more?
To find out more about the services provided by The Training Link, contact the Training Team: