

NUCLEAR SAFETY DIRECTORATE - BUSINESS MANAGEMENT SYSTEM		
BUSINESS SUPPORT PLANNING and EVALUATION TRAINING AND DEVELOPMENT at CORPORATE, DIVISIONAL and UNIT LEVEL		BSS/HRM/017
		ISSUE 002
Approved By: <i>D Pape</i>	D Pape	Issue Date: 21/08/02
Open Government Status: Fully Open		Review Date: 20/08/05

1. Purpose & Scope

1.1 This procedure sets out the process for planning and evaluating training and development, (T&D) at NSD Corporate, Divisional and Unit level. Planning and evaluating individual training and development is dealt with in BSS/HRM/003

2. Policy

2.1 NSD's policy is to ensure that training and development is planned and evaluated in a structured manner to meet business needs based on available financial resources and in accordance with good practice consistent with HSE policy and liP standards.

3. Responsibilities

3.1 **SMG provide strategic direction** on training and development in line with HSE's training and development strategy. They set an annual plan for T&D which incorporates an evaluation plan and allocate resources to underpin its delivery.

3.2 **Division Heads set T&D plans**, (incorporating an evaluation plan), for their Divisions and Units and evaluate them at mid year and year end.

3.3 **All Line managers**, as part of the HSE procedures, ensure that job holders in their team have development objectives(s)/plans which enable their contribution to the goals/objectives of NSD / Division / Unit to be maximised and also ensure that training needs are identified and reviewed - as a minimum at the mid and end of year points.

3.4 **All line managers and staff** plan and evaluate individual T&D activity in accordance with BSS/HRM/003

3.5 **HRU provides support** to SMG on setting strategic direction for T&D.

3.6 **HRU co-ordinates** the preparation of the NSD T&D plan and its evaluation by asking Division Heads to evaluate the previous year's plan at the mid year and at the year end, and to prepare a T&D plan for the new financial year.

3.7 **HRU plans and manages** the NSD training course programme and the associated T&D budget, liaises with the Finance and Planning team about forecast outturns and mid year reprofiling, and evaluates training activity by analysing training course validation forms for feedback to technical course advisers. HRU also book course venues, send out joining instructions and assist with course administration and venue liaison.

3.8 **HRU prepare an NSD course prospectus** setting out the courses planned for the coming year together with a training course timetable.

3.9 **Technical Advisers** for training courses in the NSD training course prospectus lead on training course design, setting course objectives and co-ordinating the input of all speakers and subsequent course review and evaluation. The Technical Adviser will agree a timetable with HRU for the production and distribution of course papers etc.

3.10 **Job holders** invest an appropriate level of time to their own training and development, complete validation forms for training courses to assist in evaluation and apply in the workplace the skills and knowledge acquired.

4. Definitions

4.1 SMG - Senior Management Group

4.2 HRU - Human Resources Unit

4.3 CDRG - Career Development Review Group

4.4 ADRG - Admin Development Review Group

4.5 DSU - Directorate Systems Unit

5. Procedure

Training and Development plans

5.1 Annually - usually in December - SMG set T&D priorities and objectives in line with the HSE T&D priorities and the NSD strategic plan based on proposals provided by HRU. The proposals include linkages of training objectives to NSD strategic goals and divisional objectives, as well as an evaluation plan.

5.2 Annually - usually in April as part of the planning cycle - Division Heads set T&D plans and corresponding evaluation plans in line with the SMG T&D objectives. The plans should :

- 1) contain objectives in line with the SMG priorities and objectives
- 2) contain T&D objectives relevant to the training and development needs which underpin the delivery of the elements of the **Divisional** work plan and
- 3) take account of the results of the evaluation of the current year's plan, in particular any continuing (relevant) training and development needs to be taken forward from existing Division / Unit plans and likewise, such needs already identified in individuals' Development plans.
- 4) identify any training needs generated by organisational / staff changes resulting for example, from exercises such as co-location, the outcomes of the CDRG and ADRG etc
- 5) a forecast of the projected demand for training courses and prioritisation of their need.
- 6) a plan for evaluating the T&D activity at Divisional and Unit level, for reporting at mid year and year end, which includes at least an evaluation, based on judgement, of:
 - (i) the achievement of Div objectives, with examples of how T&D activity has helped the achievement of business plans or not;

(ii) the proportion of Div T&D objectives achieved;

(iii) the proportion of **performance objectives** set for individual T&D events achieved; (See form ETD1 in BSS/HRM/003)

(iv) any Divisional/Unit work plan items not achieved because of T&D objectives not achieved;

(v) the time devoted to T&D;

(vi) any other comments on the quality of training activities undertaken, giving good and bad examples and suggestions for improvement and overall level of satisfaction with current training providers of HSE and NSD courses.

(vii) the success or otherwise of other forms of development activity e.g. conferences, coaching, desk training etc., citing examples where possible

5.3 HRU receive Divisional inputs and combine these with the HRU training course plan and evaluation plan to form a complete NSD T&D plan.

Mid Year Review and Evaluation

5.4 At mid year Divisions:

1) report progress with their Divisional and Unit T&D plans in line with their evaluation proposals

2) **look forward** to reassess, for the second half of the year, the demand and priority for training courses and other forms of development activity forecast in the initial Divisional / Unit plans compiled at the start of the year.

5.5 At mid year HRU receive Divisional responses and combine

these with a review of training course validation forms and other information into a complete mid year report on progress with and interim evaluation of the NSD T&D plan and present this to SMG.

End of Year Review and Evaluation

5.6 At the year end Divisions report:

- 1) progress with their Divisional and Unit T&D plans in line with their evaluation proposals.
- 2) commence work on next years plan

5.7 At the year end HRU compile Divisional responses with the HRU review of NSD training courses to form a complete review and evaluation report of T&D for SMG.

NSD Training Course Prospectus and Programme

5.8 HRU prepare a draft training course prospectus around the turn of the year for consultation with NTLs, CALM, ICG and technical advisers. ICG, CALM and NTLs confirm with HRU the need for courses in the coming year and technical advisers confirm their commitment to running courses and advise on timing.

5.9 A finalised prospectus is issued early in the work year together with an outline course programme.

5.10 HRU book venues in collaboration with technical advisers and manage all contract work and liaison with accommodation and other training/service providers.

5.11 Technical advisers plan/revise each course, set learning objectives in consultation with HRU, arrange speakers and materials and send a course aims, objectives and a programme to HRU one month before the course. HRU send out joining instructions 2-3 weeks before a course together with course validation paper work.

5.12 HRU manage on-site liaison during courses and receive course validation forms for analysis. Forms are analysed and circulated to technical advisers and all speakers within one month of course completion.

5.13 HRU review individual courses with the technical adviser and

provide an overview of the achievement of learning objectives for inclusion in the evaluation of corporate T&D plans.

6. Associated Documents

6.1 BSS/HRM/003 - Planning, Applying for and Evaluating Individual Training & Development Activities

6.2 HSE's 'Developing Careers Together' manual

6.3 BSS/CAN/016 - NSD Training and Development plan