

NUCLEAR SAFETY DIRECTORATE - BUSINESS MANAGEMENT SYSTEM		
BUSINESS SUPPORT <b>PLANNING, APPLYING FOR AND EVALUATING INDIVIDUAL TRAINING &amp; DEVELOPMENT ACTIVITIES</b>		<b>BSS/HRM/003</b>
		ISSUE 004
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## 1. Purpose & Scope

1.1 This procedure describes the process by which line managers and individual staff, plan, apply for and evaluate the effectiveness of all training and development activities.

## 2. Policy

2.1 NSD's Policy is that the quality and effectiveness of all training & developmental activities should be appropriately planned, evaluated and suitably recorded in line with Divisional/Unit business and training objectives.

2.2 Training and development activities should aim to meet NSD's business objectives, and/or HSE's broader and longer term needs, and/or to satisfy the member of staff's own personal longer term development needs.

## 3. Responsibilities

3.1 Line managers agree **performance** and **learning** objectives with jobholders before an activity, and **evaluate its effectiveness** afterwards.

3.2 Jobholders evaluate the **quality** of a T&D activity they undertake and work with their line managers to evaluate the effectiveness of the event, both in the immediate and longer term.

3.3 Human Resources Unit (HRU) collate and report on evaluation data and use it to seek improvements to T&D events. HRU must balance training requests to ensure that priority needs are met and best value for money achieved.

## 4. Definitions

4.1 **Development Review** - Review of development objectives/ Development Action Plan in accordance with HSE's central systems.

4.2 **Learning objectives** - are the knowledge and skills which a person is

expected to acquire as a result of a T&D activity. They are usually set out in the objectives for the event or the prospectus. However, these will vary for each individual's circumstances and should normally reflect Divisional operations.

**4.3 Performance objectives** - are the improvements in performance which can be expected at the workplace following a training and development event. They are separate from the objectives which are set for the validation of the training and development event itself. Performance objectives are established before the event as a basis for later evaluation

## 5. Procedure

### *Identifying individual T&D needs and objectives*

5.1 Following a Development Review **potential** training and/or other development events are identified by line managers or jobholders to meet the identified needs. Potential events are discussed between the line manager and job holder to identify if they are suitable and how they meet the identified needs.

5.2 Where it is agreed that a training or other event is suitable then the **learning and performance objectives** for the event are agreed between the line manager and the job holder and should be recorded as a basis for future evaluation. These objectives should be recorded on form ETD1 - copy attached.

5.3 Training and development activities can of course take many different forms eg job shadowing, mentoring. Formal training course opportunities can be found in the HSE training prospectus on the HSE Intranet, in the NSD training prospectus (circulated to all NSD inspectors), and in other relevant prospectuses eg Civil Service College.

### *Applying for a T&D event*

5.4 Applications should be made in the following way:

- A TDA 1 form should be used for HSE and NSD training events;
- A CTMU 1 should be used for assistance with further education;
- A CTMU 2 should be used for assistance for external training.

### **CTMU 1 & 2 forms can be found on the INTRANET under FORMS/PERSONNEL**

Col 25 should be used for applications to the Civil Service College. Contact the Directorate Liaison Officer in HRU for these forms.

5.5 After appropriate line management authorisation and endorsement, all application forms should be sent to HRU for approval before any expenditure is committed. HRU

must balance training requests to ensure that the Directorate's priority needs are met and that best value for money is achieved in line with budgetary constraints.

5.6 It is important that the identified training needs and how the training opportunities are likely to meet them are clearly highlighted in the above application forms. This will allow the Directorate's training priorities, and therefore funds, to be allocated appropriately.

5.7 Where any training or development activity is declined or postponed by the Training Manager in HRU, the decision and reason for it will be noted on the application form. The applicant and their line manager will be notified of the decision and reason. If unhappy with this decision, the line manager may feel it appropriate to:

1. Consult further with the Training Manager, providing any further possible explanation behind the business/personal development needs;
2. If still dissatisfied, to raise the case with the Head of Division 4;
3. If still unsatisfied, to perhaps raise the issue with SMG members.

### ***Validating and evaluating T&D events***

5.8 On completion of an NSD/HSE-organised T&D event, the job holder completes a validation form, (NSD course version attached), and returns it to the NSD/HSE facilitator **before leaving the training venue**.

5.9 On completion of a T&D event NOT organised by NSD or HSE, job holders shall complete a validation form or provide a short narrative on the achievement of the course against its objectives and send it to HRU **within 2 weeks of the end of the event** . (Note HRU will prompt this feedback if none is forthcoming in that period). This is in **addition** to any evaluation documents required by specific contractors.

5.10 **Within 4 weeks of attending any** T&D event, line managers initiate a discussion with the jobholder to discuss the benefits of the event to establish that the **learning objectives** of the event were achieved and whether the **performance objectives** remain valid or should be revised. Where the learning objectives have not been sufficiently achieved any additional T&D activity should be identified. The results should be recorded on Part 2 of form ETD1.

5.11 **Within 6 months of attending any T & D event**, the line manager initiates a discussion with the job holder to evaluate the effectiveness of the T&D event against the **performance objectives**. The results are recorded at part 3 of form ETD 1. This will feed into mid and end of year Divisional training plan reviews, evaluating the longer term benefits gained by attendance by the individual and Unit/Division.

5.12 The longer-term evaluation of the T&D event shall be conducted by the jobholder

and line manager at the next annual Development Review (in addition to any other times selected by either party), and recorded on the HSE Development Review form.

5.13 Job Holders should retain copies of completed ETD1 and validation forms. Line managers may also wish to retain copies.

5.14 HRU record staff attendance and the costs of attending training courses and other events on the NSD Training Database, collate and evaluate validation forms and provide feedback to trainers and training providers. Validation sheet scores are recorded by HRU on the Training Database.

## 6. Associated Documents

6.1 HSE's appraisal and development review guidance

6.2 ETD 1 - Planning and Evaluating Individual Training/Developmental Activity.

6.3 Training and development activity forms as listed in para 5.4.

## PLANNING AND EVALUATING INDIVIDUAL TRAINING / DEVELOPMENT ACTIVITY

### 1. Pre - event discussion

- a. How does this link to your PWP and/or your Development review and the Unit/Division T&D Plans
- b. If the **learning objectives** are not set in course prospectus etc what are the learning objectives for the activity?
- c. What are the **performance objectives** for this activity ? i.
  - e. What will the person be able to do better, quicker, more effectively, or more confidently etc as a result of the activity?
- d. What are the 'success measures' which will be used to judge the achievement of the **performance objectives**?
- e. What is the date of the post event discussion? ( within 4 weeks of the end of the event). Date:.....

Job Holder ..... Line Manager ..... Date .....

### 2. Post - activity discussion (Within 4 weeks of end of event)

- a. How far were the learning objectives met ?

- b. What further action, if any, is by line manager or by the individual to consolidate the learning or provide any short fall in the T&D activity?
- c. Do the performance objectives remain valid? If not what are the news one(s)?
- d. Date for Evaluation Discussion

Job Holder ..... Line Manager ..... Date .....

**3. Evaluation of Performance Objectives ( within 6 months of the T&D activity)**

- a. Have the performance objectives been:
  - i. Fully achieved
  - ii. Partially achieved
  - iii. Not achieved

In the case of (ii) and (iii) what further action is proposed?

- b. What impact has the change in performance had on the team/unit/division?

Job Holder ..... Line Manager ..... Date .....

**FORM ETD1 (05/02)**

**NSD Training Course Validation**

**Please complete all parts this form before leaving the course**

**CONFIRMATION OF ATTENDANCE**

Name	Dates
Course Title	
Venue	
I confirm I attended the above course	Signature

**VALIDATION**

## Course Sessions

For each session numbered in the course programme please give your views. **G** = Good, **A** = Acceptable, **P** = Poor

Session	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Content														
Presentation														

Session	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Content														
Presentation														

## Course Learning Objectives

Has the course achieved the objectives? *Refer to the course objectives and tick the appropriate box below for each one.*

Objective	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p
Met																
Partially met																
Not met																

**Will the course enable you to achieve the performance objectives agreed with your line manager for this training event?** *Please tick and comment. Please indicate if no performance objectives have been agreed with your line manager*

Yes.....No..... Because...

***If the course has not provided what you need to achieve the performance objectives discuss this with your line manager at the post course review.***

## EVALUATION

For each of the following statements please mark using the scale of 1 to 5 where **1 is low and 5 is high**

	1	2	3	4	5
The content of the training was relevant to my current					
and possible future work					
<i>Reason for rating</i>					

	1	2	3	4	5
I attended this course at the right time relevant to my needs					
<i>Reason for rating</i>					

	1	2	3	4	5
The overall length and pace of the course was suitable to					
my training needs					
<i>Reason for rating</i>					

	1	2	3	4	5
The overall style and delivery of the course was appropriate					
and helped my learning					

<i>Reason for rating</i>					
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	1	2	3	4	5
Course organisation and administration					
<i>Reason for rating</i>					

Any other comments or suggestions to enhance the course content, style, pace or learning

Figure 2 Development Review, Training Delivery and Key Actions

