


HCA HEALTHCARE UK POLICY

CORPORATE EDUCATION, TRAINING AND DEVELOPMENT POLICY

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<u>Key linked policies/ guidelines</u>		HCAUK.HR.LD.POL.1001 Corporate Supervision of staff and assessing clinical competence policy HCAUK.PHA.ALL.MAN.1001 1.0 Corporate Medicines Management Manual
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1 INTRODUCTION

Education, training and development in its broadest sense is central to the continued delivery of high quality safe and effective health services that are responsive to people's needs. HCA UK needs to ensure that staff are appropriately equipped and skilled to undertake their role and is committed to ensuring that all staff learn and develop appropriately to meet the needs of the company's strategic aims and key objectives.

2 SCOPE

The policy applies to all employees or workers at HCA. This includes permanent, temporary staffing and regular volunteer staff.

Temporary staff employed via agencies and contractors must have their training needs met by their employer before starting at HCA. This will be monitored by a checklist which will be maintained by HCA Temporary Staffing.

3 DOCUMENT STATEMENT

This policy sets out HCA UKs approach for the provision of education, learning and development opportunities for employees to achieve the organisation's overall objectives. It defines the processes by which HCA UK will support learning and development, in terms of time and financial resource, to enable staff to develop the knowledge and skills necessary for them to fulfil their duties to the required standard. The overall purpose of this policy is to:

- Ensure that HCA UK has a highly competent and capable workforce
- Support the creation of a culture of continuous learning based on principles of shared responsibility between the organisation and individual
- Ensure a fair and systematic approach to identifying and meeting learning needs and to promote creative approaches to learning and development that reflect changing service's needs, roles and demand
- Ensure that the ways in which learning and development can be accessed and supported across HCA UK are clear
- Make clear responsibilities of managers and staff to create and provide a wide range of learning opportunities
- Assist managers and staff in identifying to appropriate and most effective use of HCA UK resources to facilitate learning and development
- Ensure all staff are aware of the correct procedure and timescales for applying for study leave
- Equip all staff to carry out their role, achieve their potential and meet overall needs of the organisation
- Clarify expectations that an individual has for sharing knowledge and learning

4 DEFINITIONS

Competencies

Identifies the specific education and level of skill a person is required to have. Competency description describes what must be demonstrated in said skill.

Facility Business Unit

Is each specific department/floor/ward/unit in each of HCA UK facilities.

Induction

Processes, roles and responsibilities to engage the new employee quickly, accelerate their sense of belonging and maximise their early business contribution. Induction will include corporate induction, local induction (facility based) and orientation to working environment.

Job Role Specific Training

In depth training which is designed to ensure the employee gains the necessary skills using the knowledge, tools, equipment, documents or materials the employee will use once trained.

Mandatory Training

Is that determined essential for an organisation for the safe and efficient running in order to reduce organisational risks and comply with regulatory requirements, government guidelines and policies.

Statutory Training

Statutory training is training that an organisation is legally required to provide as defined by law (and consequently legislation can be referenced) or where a statutory body has instructed us to provide training on the basis of legislation.

Subject Matter Experts

A Subject Matter Expert is an individual who exhibits a higher level of expertise in performing a specialised job, task, or skill within the organisation.

5 EDUCATIONAL TRAINING PLAN

A Corporate Annual Training Plan will be produced identifying core development needs of staff and reflecting:

- Organisational service needs
- National and local strategies for care delivery/health improvement
- Organisational workforce plans
- Competence frameworks to maintain occupational / professional standards
- Continuous professional development
- Development of clinical practice and service delivery founded on evidence based research

Educational Quality Assurance will be applied by Corporate Education Department to any training plan across HCA and will be formally reviewed at least annually, this could be more

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frequently should it be required by any service change.

This is a dynamic process, to take into account the changing needs of the organisation.

5.1 Facility based training plan

As part of the Annual Appraisal Conversation process, the appraiser and the appraisee will agree, according to the individual's preferred learning style, how identified learning and development needs should be met.

Development needs linked to service transformation and improvement must be identified through the annual service planning process completed by each Facility Business Unit. Consideration should be given as to how the impact will be evaluated.

All staff must be party to an appraisal process which leads to the identification of learning and development needs on an individual basis in the form of a Personal Development Plan (PDP). The HCA Annual Performance Conversation (appraisal process), incorporating the person's job description, is the main vehicle for identifying learning needs.

An individual's personal development needs may arise from a number of sources, and are likely to be a combination of the following:

- development needed to help the individual achieve their work objectives
- mandatory/statutory requirements (corporate and local)
- development for professional/specialist updating
- any additional development needed to meet the individual's job role

There are several approaches to consider, which are detailed below.

5.1.1 Work-based learning/on the job development

Identifying good quality on-the-job development opportunities is the primary approach to be adopted within the organisation. Work-based learning starts with appropriate local induction and will continue to form a large part of ongoing learning and development in the workplace. Work-based learning also includes HCA UK Apprenticeship Framework.

5.1.2 Mandatory training

As a minimum all staff must complete their statutory and mandatory as set within their Learning Pathway on the Corporate Education Department plus any additional job specific mandatory training required. The organisation provides sufficient ways to access this training either via mandatory training days or eLearning. An individual's mandatory training requirements must always feature in the staff member's Annual Performance Conversation

5.1.3 In-house learning and development opportunities

Where learning needs cannot be met within the immediate work area it is acknowledged that other forms of structured learning, training or education are relevant. In the first instance, the appraiser and appraisee will identify how learning needs can be met in-house via:

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- Departmental training, (including knowledge sharing and learning)
- Corporate Education Department
- Facility Based Educators
- Organisational Development

5.1.4 Clinical Skills Competencies

HCA utilises both clinical and equipment competency assessments. This method is utilised as an approved format for ensuring evidence-based practice is routinely performed in a standardised approach across the whole of HCA. Competence of clinical skills and equipment is assessed as a minimum of 2 yearly using Donna Wrights competency model (2005) unless acuity deems otherwise. Assessment of all staff is part of the HCA yearly appraisal process will have ongoing assessment of skills related to their job role which will include assessment of competence.

5.1.5 External training

This is only applicable to staff who are employed by HCA UK.

If an individual's training needs cannot be met by any of the above approaches, external solutions may be appropriate. The individual and HCA Heads of Department must identify a relevant event or programme of learning and consider whether it will meet the individual's specific learning needs. Once this is established, a study leave application form must be completed in accordance with the procedure outlined in Appendix A.

6 STUDY LEAVE

This is only applicable to staff who are employed by HCA UK.

Study Leave is time away from the workplace, agreed by the HCA Heads of Department, for a staff member to learn and develop (e.g. to attend a training session externally; to complete assignments; to attend examinations; to undertake coaching or mentoring, etc.) There is no minimum study leave entitlement with the maximum being granted is at the HCA Heads of Department and the senior business leaders discretion. For apprenticeship study leave please refer to the HCA UK Apprenticeship Policy.

A range of factors should be considered when reviewing a study leave request. These include:

- Has the staff member completed all of their mandatory/specialist mandatory training requirements?
- Does the training support Facility/ Departmental objectives?
- How will the development improve the quality of service, patient safety and enhancement of care provided by the department?
- Who is the most appropriate person in the team/department/facility to receive the training?
- Has consideration been given with regard to equal opportunities for all team members?
- What is the most appropriate learning method for this development need?
- What priority level applies to the training for this staff member?

- How could the development be utilised by the staff member / shared with other staff?
- If funding is required, where will this come from? Will this funding be applied fairly and equitably?
- What is the impact on service delivery of releasing the staff member for study leave?

Where study leave is agreed during normal working hours, a staff member's salary will not be affected. Study time beyond the staff member's normal contracted hours will not usually be paid. Where a staff member is required by the organisation to attend a learning activity which extends beyond their normal working hours (e.g. part time employee attending a full time course), time off in lieu or paid leave may be agreed, up to full time hours.

6.1 LEVELS OF FUNDING SUPPORT

Financial support to undertake training and development is not a staff entitlement. Where funding is agreed, this will usually be full funding for courses which are essential for a role, profession and the service. However, where training is non-essential, or is for personal or career development, consideration may be given to funding of between 0% and 100%, depending on the need and relevance of the training.

6.2 FACILITY BUDGETS

The decision for approval for funding external courses will be based on the Facility Business Unit budgets and business requirements and must be considered alongside other service priorities.

The central training budget may offer part support for a small number of essential applications each year, subject to availability of funds and organisational training priorities, and to provide support in exceptional circumstances. This will be the exception rather than the norm. However, other expenses should be borne by Facility Management.

Managers within facilities are responsible for managing these budgets and considering any requests for funding from them for training and development identified in their departmental Training Needs Analysis. This process should be fair, equitable and auditable.

6.3 INTEREST FREE LOAN FOR TRAINING/EDUCATION

Interest Free Loan for Training / Education only needs to be completed if the course is declined by the Facility Executive Senior Management and the employee still wishes to cover the course at their own cost

An application for an interest free loan can be requested if the course is not approved or only partially funded. An Interest Free Loan Agreement (see Appendix C) is completed and processed as per above.

An example of courses whereby funding may not be provided:

- Courses that add to the employee's education level but do not necessarily add value to the business in relation to the staff member's employed job role and/or the strategic objectives. E.g. MBA, BA

6.4 OTHER COSTS

6.4.1 TRAVEL

Reasonable travel expenses incurred by a staff member attending a course or study day, deemed to be essential to their role or the service, will be paid at current agreed HCA UK rates. Where payment of travel is agreed, all staff must comply with HCA UK Travel Policy.

This must be included in the study leave request, otherwise, expenses may be declined. Any expenses must be agreed by the HCA Heads of Department in advance of training commencement.

6.4.2 ACCOMMODATION

Accommodation costs (where necessary) often form part of an overall course /conference fee. Where accommodation is clearly a necessity, all staff must comply with HCA UK Expenses Policy. Accommodation costs should be included on the External Study Leave Form

6.4.3 COURSE MATERIALS/TEXT BOOKS

Additional funding for course materials, text books, etc., is at the discretion of the HCA Heads of Department and must be agreed in advance. Prior to any decision being made, consideration should be given to the priority level of the development being undertaken.

6.5 ADDITIONAL COST INCURRED THROUGH COURSE FAILURE

Where a staff member fails a course or module for any reasons deemed unsatisfactory by the staff members line manager (for example non-attendance of the course), any costs incurred for repeating coursework, repeating modules or re-sitting an examination will not be met by the HCA UK.

6.6 REQUEST FOR STUDY SUPPORT

The following considerations will be considered when managers review requests for awarding suitable support:

- Resources
- Will current staffing levels accommodate the support? If not, what additional costs will be incurred?
- Will the time off adversely affect the operation of the department?
- What value will the course of study add to the department / business?
- Does the course / study enable the staff member to develop in their career path?
- Similar arrangements
- How have similar arrangements worked within the department?
- Staff member's overall performance
- Does the overall performance of the staff member warrant support?
- It is the manager's responsibility to ensure that all staff undertaking a course of study should be aware of the on-going commitment to HCA where study support has been given.

6.7 TIME OFF FOR EXAMINATION(S)

- One working day (or an equivalent in hours) will be awarded to all staff for each written examination.

6.8 NUMBER OF COURSES

- Financial contribution will normally be limited to one major qualification per staff member although progressive qualification leading to professional status and additional qualifications which are required directly for HCA business will be considered.

6.9 NON-ATTENDANCE AT EXTERNAL TRAINING

Non-attendance at external training should only occur in exceptional circumstances. If a staff member is unable to attend an external training session on which they are booked, they must advise their HCA Heads of Department and the training provider, as far in advance as is reasonably possible. The HCA Heads of Department will consider the reasons given for non-attendance. It is recognised that there will be occasions where non-attendance is unavoidable (e.g. due to sickness; bereavement; request to work from HCA Heads of Department, etc. NB: This list is not exhaustive). Where payment has already been made by HCA UK for this training, and funds can be reclaimed, it is the staff member’s responsibility to liaise with the external training provider and the HCA UK Corporate Education Department to ensure this happens. Where costs are incurred by HCA UK for this training, which cannot be reclaimed, if the reason(s) for non-attendance are deemed to be unreasonable or unacceptable, the staff member may be required to repay HCA UK for all or some of the costs incurred.

6.10 REPAYMENT OF TRAINING FUNDING

In exceptional circumstances, it may be necessary for HCA UK to seek to reclaim training funding from a staff member. As a condition of funding, on completion of the course the staff member agrees not to terminate their employment of their own accord for eighteen months from that date (i.e. resignation). Should a staff member terminate their employment prior to completing this eighteen-month period, HCA reserves the right to reclaim the fees paid in full or in part (as per table below)

TIMESCALES

Period:

% of fees recoverable:

Up to 12 months from course completion	100% Training & Study Leave
12 to 15 months from course completion	50% Training & Study Leave
15 to 18 months from course completion	20% Training & Study Leave

Where managers are approving training funding, they should discuss the potential expectation for the staff member to repay fees in certain circumstances, at the point of

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agreeing the study leave. Both the HCA UK External Study Leave form and the Interest Free Loan for Training/Education in these instances will be used to confirm the staff member understands the terms and conditions of the funding and is used as written confirmation. If a potential need for repayment of fees is identified, the circumstances and any repayment schedule will be discussed with the individual concerned and recorded on Workday.

6.11 FORM COMPLETION

This must be completed prior to undertaking any funded external education programme. It is essential therefore that managers ensure any formal education and training meets HCA UK strategic or service objectives and is linked to the staff members' Annual Performance Conversation.

Prior to completion of the agreement;

- Learners must be able to provide evidence that they are up to date with essential mandatory training skills published on the Corporate Education Department
- Learners should possess the appropriate attitude/values and study skills to be successful in undertaking the programme of study

On completion of the agreement;

- Funding for any external education programme will not be agreed by the HCA Heads of Department, Facility Executive Committees and HR teams and the Corporate Education Department without a completed Learning Agreement
- The HCA Heads of Department must ensure the completed agreement form is filed in the staff member's electronic HR file (Workday)

7 EVALUATION

All training will be subject to either informal or formal evaluation, to ensure that learning objectives are identified and outcomes assessed. Evaluation may include all or some of the following processes:

- Briefing prior to commencing a programme of learning, to identify objectives and outcomes
- Formal assessment of learning, as in accredited program
- 360° assessment (i.e. seeking feedback from peers, managers, and subordinates) on leadership and management development programmes
- Post course de-briefing to assess the effectiveness of the training.
- Presentation to fellow staff/peers
- HCA Evaluation Form

In order to adapt or develop future training delivery HCA will require that all training providers, both external and in-house, make available, either on request or at agreed intervals, robust evaluation reports of all courses delivered.

8 EDUCATIONAL QUALITY ASSURANCE

To ensure and maintain the quality of training provision, HCA will take all reasonable steps to commission training that is of the highest standard, 'fit for purpose' and ensure it is delivered

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by staff who are suitably qualified or who have proven skills to do so. In-house training will be delivered by staff who can demonstrate the appropriate knowledge and skill to deliver training courses, as well as have an understanding in educational theory, should the understanding of educational theory not be achieved this can be supported by Learning Academy or other education SME's.

All training educational training will use standardised HCA educational resources and processes and will ensure all work is recorded centrally within the Corporate Learning Academy. Procedures to validate, evidence and monitor all training within HCA exist through Learning Academy. Processes are available for all areas of the business to seek training through Learning Academy. Templated documentation can be obtained through Learning Academy is available for all conducting formal education including;

- Training request form
- Registers
- Lesson Plans
- Training Framework document
- Training Evaluation forms

Quality assurance for medians outside of face to face teaching is considered as important to HCA. Areas such as E-Learning, Webinars and Forum based learning. Continued review of all training material and provision will take place yearly and signed off against the Educational Quality Assurance measures.

9 EXTERNAL TRAINING RECOGNITION

With a highly mobile workforce, employers often need to assess the quality of new recruits' previous training. HCA is committed to recognising any learning which meets with the Core Skills Training Framework (England) Statutory/Mandatory Subject Guide Version: CSTF (England) v1.0 (October 2020). Educational audit must be completed to confirm that each course meets these standards and employees must ensure certificates are verified. In some instances the course timeframe does not meet with HCA training standards the employee might need to complete the training aligned with the HCA Annual Training Plan.

HCA UK will accept all Consultant training transcripts from other external acute hospital providers and will honour the frequency of completion as set out within their Learners Assessment record

10 EVIDENCE OF LEARNING AND DEVELOPMENT

All CPD activities should be documented by staff, in order to provide evidence of their ongoing development and competence to undertake their role. The use of portfolio documentation for all levels and professions will be encouraged and supported throughout the organisation.

11 ROLES AND RESPONSIBILITIES

All Staff

- An employee's personal development is a shared responsibility with that of HCA UK. Information, advice, guidance and support are provided by the Corporate Education Department, Organisational Development, Facility Based Educators and other key professionals. In return for the provision of learning and development opportunities, employees must accept a commitment to be developed, to apply their knowledge and skills to ensure best practice and to share their learning with others. All staff, including temporary staff, have a responsibility to:
- Comply with this policy and supporting documentation.
- Accept a shared responsibility for their learning and development with their appraiser/HCA Heads of Department
- Attend and complete education, learning and development activity when agreed and provided, including submission of any required assessments/portfolios
- Recognise that learning takes many forms and see the value of learning in the workplace as well as more formal forms of development
- Provide evidence of their learning in a structured format over time, using the approaches described in HCA Appraisal Policy and seek support if required from their HCA Heads of Department or local learning facilitator/ representative.
- Support the implementation of change and improvement in their practice as a result of attending the education, learning and development activity
- Share their learning, as agreed at the outset with their HCA Heads of Department, for the benefit of others within the team and/or organisation.

Heads of Department

- Ensure that staff are aware of and comply with this policy and supporting documentation
- Accept a shared responsibility for the learning and development of staff they manage or supervise
- Identify local training needs through the annual service planning process and complete a Business Unit Training Needs Analysis
- Ensure the existence of a local mandatory training needs analysis according to role and responsibilities of staff within the Business Unit/division/department and to ensure compliance with mandatory training requirements for each level
- Through the HCA UK Annual Appraisal Conversation, identify individual learning and development needs in a fair and objective way, and ensure they are featured on their Personal Development Plan
- Identify potential barriers to learning e.g. skills for life needs, personal circumstances, hours of work
- Make all staff aware of the learning and development opportunities open to them and actively encourage personal development that is appropriate and which matches the individual's preferred learning style

- Identify if the learning is essential or desirable to the role/individual or the service
- Agree or gain agreement to the level of funding if applicable to meet learning and development needs
- Where applicable, follow the application process described in this policy when applying for part or full funding of education, learning or development activities
- Ensure all staff are treated fairly, and given equal opportunities to utilise their skills and abilities, and fulfil their potential in ways that are aligned to the HCA UK strategic aims and objectives
- Agree with the individual the most appropriate and cost effective way of meeting their development needs
- Make every effort to ensure that the individual attends any learning event that has been agreed and scheduled
- Support individuals before, during and after learning and development activities by:
 - clarifying learning objectives
 - reviewing what was learnt and helping them to put what they have learnt into practice.

The Corporate Education Department

- To identify the statutory and mandatory training required by staff group and role using HCA staffing profiles. The profile identifies update frequency requirements for this training as well as the manner in which it is delivered (i.e. classroom, e-learning, Virtual or Teams sessions or workbook).
- Take direction from the corporate committees or senior business leaders on the HCA statutory and mandatory training requirements, ensuring all recommendations meets national requirements and business needs.
- Publish the HCA mandatory and statutory training matrix on the HCA Learning Management System.
- The co-ordination and administration of statutory and mandatory training with clear booking and cancellation processes. Local training can be still managed locally within facilities; however, facility-based trainers must ensure that all training records are recorded on the HCA Learning Management System (LMS) and have been reviewed as part of the education quality assurance process.
- To recognise and provide systems to map external training, which meets recognised standards, and in doing so help contribute towards preventing unnecessary duplication
- A process is in place for following up non-attendance by informing the individual's manager of their non-attendance.
- A process is in place for identifying individuals whose training is not in date and this information is given to HCA Heads of Departments of these individuals.
- Central record keeping for centrally provided courses. If courses are held locally, then the records must be forwarded to Corporate Education Department for inclusion onto

the central record keeping system. All training records will be kept in all cases for not less than ten (10) years.

- Provision and management of education audits against all learning and development activities.

12 MONITORING ARRANGEMENTS

The aspects of mandatory training that are recorded and monitored by Corporate Education Department are:

- Levels of attendance and corresponding non-take-up
- Levels of non-attendance (DNAs)
- Levels of cancellation.

The responsibility for routine review of this policy will rest with the Corporate Education Department. The policy will also be reviewed if there is a change in national or local legislation.

In accordance with HCA governance arrangements, the Head of Corporate Education Department has ultimate responsibility for ensuring that this and other related policies are kept up to date, implemented effectively and monitored regularly for effectiveness.

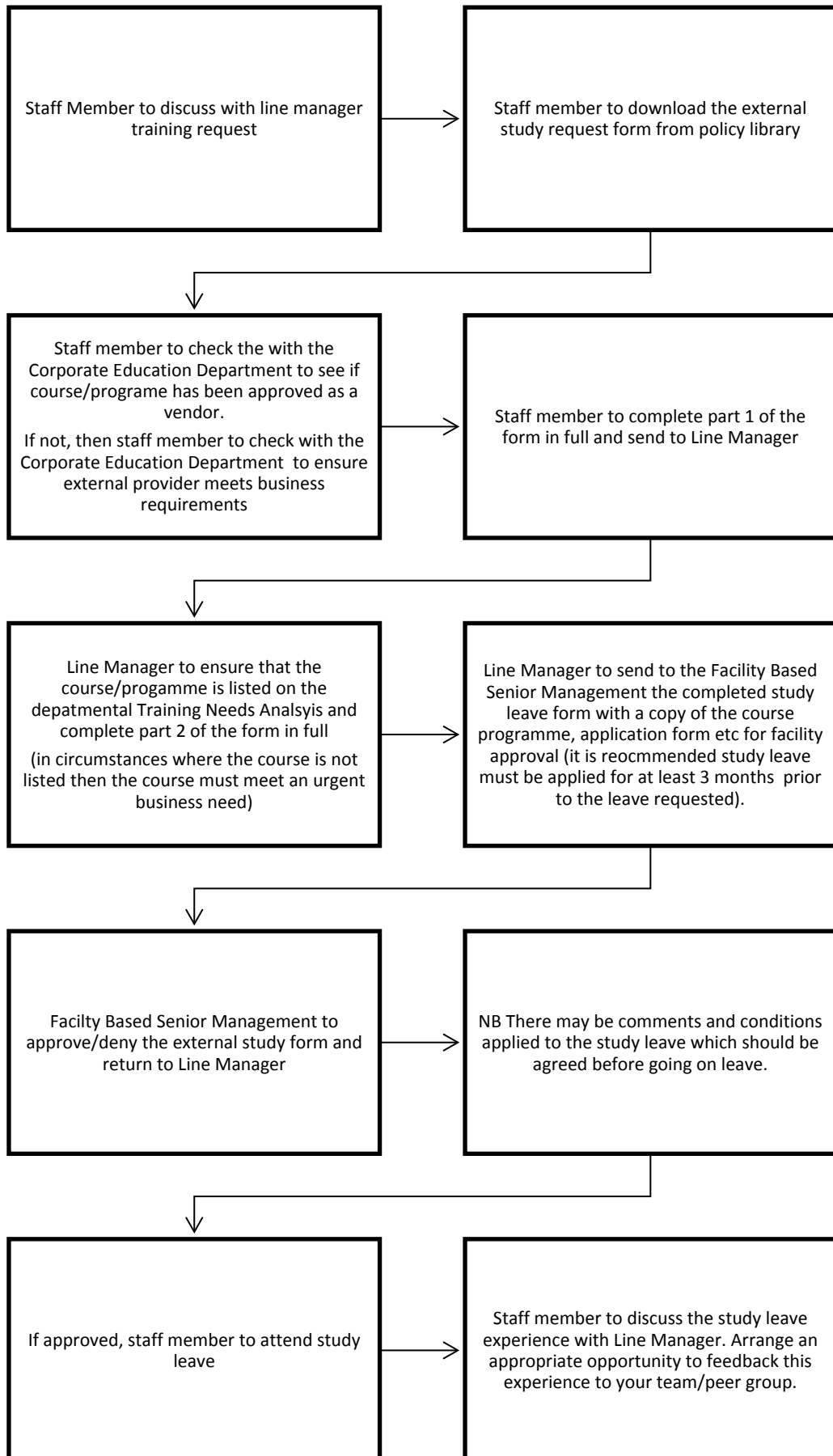
13 TRAINING

No formal training is required in relation to this policy. Managers and staff are advised to contact the Corporate Education Department for advice and details of their responsibilities in relation to access to education, training and development.

14 REFERENCES

1. Royal Bath Hospital (2013) Mandatory Training Policy.
2. QE Gateshead (2015) Education, Training and Development Policy and Study Leave Procedure
3. Skills for Health (2020) Statutory/Mandatory Subject Guide Version: CSTF (England) v1.0 October 2020 (Accessed 06/01/2021) Available:
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15 APPENDIX 1: APPLICATION FOR STUDY LEAVE PROCEDURE



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16 APPENDIX 2: FORMAL EXTERNAL PROVIDER LEARNING AGREEMENT

Formal Learning Agreement

Personal Details: To be completed by the individual

Name	
Job Title	
Start Date	
HCA Facility	
Department	

Course Title			
Start Date		End Date	
Type of Course	Full Time	Part-Time	Distance Learning
Name of Provider			
Funding requested for Course	£		
Funding requested for Travel	£		
Funding requested for Accommodation	£		
Do you require HCA UK to fund this programme of study? <small>(i.e. for courses requiring either a cheque or invoice payment.) Tick no if you will pay for the course in advance and claim back via expenses.</small>	<input type="checkbox"/> Yes No <input type="checkbox"/>		
	<small>If you are claiming back on expenses the external training agreement form needs to be completed</small>		

It is a condition of acceptance on this programme that you agree to meet the following conditions:

I Will:

- Attend the required study times/days/tutorials and complete learner activities, unless there is a reasonable reason e.g. sickness or special leave agreed in advance by my HCA Heads of Department.
- Submit or participate in the required academic or practical assignments to meet the programme schedule.
- Complete the programme within the designated time frame, unless an extension has been agreed with my manager and the education/course provider.
- Discuss any potential issues regarding progression with the programme manager and HCA Heads of Department, prior to any decisions regarding interruption or possible withdrawal. For all interruption and withdrawal situations the Corporate Education Department must be informed.
- Provide feedback and complete evaluations as requested to: -

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- Course / Study organisers and HCA UK on your opinion of the quality of your learning experience e.g. resources, standard of teaching
 - To your manager, supervisor, department on what has been gained especially if of potential value to your workplace
- Repay any allocated study leave if I do not complete the programme, which includes non-submission of assignments (HCA Heads of Department to determine if reasons are reasonable and therefore negate this requirement).
 - Failure to complete the course within the agreed duration or failure of the examinations will be seen as a breach of the agreement and may result in HCA reclaiming 100% of course fees paid.
 - Persistent non-attendance for any reason or failure to comply with course requirements will be seen as a breach of the agreement and may result in HCA reclaiming 100% of course fees paid.
- Annual Leave must be taken without interruption to the course.
- Study leave for the course outlined will be given at the discretion of your manager. It should be no more than one working day per examination.
- The time to be taken off for attendance at the course / or study day should be agreed between your manager and yourself and should not affect the smooth running of the department.

Employees will be offered training funding only if they agree to repay some, or all, of the amount given by HCA in the event that their employment terminates, for any reason (excluding compulsory redundancy), during the period of the course / training and for a period of 18 months post completion. Period: % of fees recoverable:

Up to 12 months from course completion	100% Training & Study Leave
12 to 15 months from course completion	50% Training & Study Leave
15 to 18 months from course completion	20% Training & Study Leave

- In the event of my leaving the employment of the Company for any reason or on breaching this agreement, I hereby authorize the deduction of any outstanding balance in respect of the loan from my salary and/or from any monies owed to me by the Company whether by way of salary, expenses, redundancy payment or otherwise.
- Not receive any further funding to support external education for 18 months if I do not complete the programme, which includes non-submission of assignments (HCA Heads of Department to determine if reasons are legitimate and therefore negate this requirement).
- All other Terms and Conditions of Employment remain the same.

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- I have read and agree to the Terms and Conditions of Study Leave above.

Signed:

Date:

To be completed by authorising manager:

I have had a meeting with the individual and agree to support them to achieve the learning outcomes of the programme and to enable them to share that learning with the organisation.

The following has been agreed/completed;

- Scheduling of study leave as agreed with the individual, to attend programme.
- I have agreed study days (as appropriate)
- To maintain contact with individual regarding progress.
- To contact Corporate Education Department if the individual needs further support or I have concerns about their progression.
- To monitor and document the learning outcomes of the programme and provide feedback on the individual and their progress as requested by the programme organisers or Corporate Education Department.
- To inform Corporate Education Department if any allocated study leave is reclaimed in accordance with this Learning Agreement

Expected Learning Outcomes (to be jointly documented):

Please document below the expected learning outcomes or changes in practice, as a result of attendance on the programme

HCA HEALTHCARE UK POLICY

CORPORATE EDUCATION, TRAINING AND DEVELOPMENT POLICY

Learning Outcomes Achieved (to be jointly documented):

Please document below the changes in practice and the individual as a result of attendance on the programme (please note this is gathered as part of the on-going training plan monitoring and necessary for future funding).

Signed:

Date:

Approval (completed by Facility Based Senior Management)

	Amount	Tick if approved	
Funding approved for Course	£		
Funding approved for Travel	£		
Funding approved for Accommodation	£		
Funding approved for course materials	£		
Total funding commitment	£		
Number of Study Days approved (paid)		Number of Study Days approved	

Facility Based Executive Member		Date	

Audit Completion by the Corporate Education Department

Signed:

Date:

HCA HEALTHCARE UK POLICY
CORPORATE EDUCATION, TRAINING AND DEVELOPMENT POLICY

17 APPENDIX 3: INTEREST FREE LOAN FOR TRAINING / EDUCATION

ONLY COMPLETE THIS PAGE IF FUNDING IS NOT APPROVED BY THE FACILTY BASED EXECUTIVE EDUCATION COMMITTEE AND YOU STILL WISH TO ATTEND THE COURSE.

Approval is requested for	£
For payment of (course)	
Name of Employee	
Job Title	
Cheque Payable to	
<p>In consideration of this loan I hereby authorise a deduction of £ _____ per month from my salary until the loan is repaid in full. I undertake to repay, on demand, the whole balance outstanding.</p> <p>In the event of my leaving the employment of the Company for any reason, I hereby authorise the deduction of any outstanding balance in respect of the loan from my salary and/or from any monies owed to me by the Company whether by way of salary, expenses, redundancy payment or otherwise.</p>	

17.1.1

Signed: **Date:**

Please Note: New employees must be employed by the Company for one year or more to qualify for an interest free loan.

The company will not normally demand repayment of a loan other than by agreed monthly instalments while the borrower remains an employee of the Company.

Authorised By		Date	
Name		Position	
Countersigned		Date	
Name		Position	

Audit Completion by the Corporate Education Department

Signed: **Date:**

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