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## EDUCATION, TRAINING & DEVELOPMENT

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### Policy

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**Purpose** The purpose of this policy is to provide guidelines for managers to ensure consistency in the planning, delivery, and assistance of the various aspects of employee development.

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**Scope** This policy applies to all Auckland District Health Board employees.

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**Associated documents** The table below indicates other documents associated with this policy.

Type	Document Title(s)
Board Policy Manual	<ul style="list-style-type: none"> <li>• <a href="#">Orientation &amp; Induction</a></li> <li>• <a href="#">Leave</a></li> <li>• <a href="#">Sponsorship, Donations &amp; Corporate Hospitality</a></li> </ul>

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**Objectives** The objectives of the policies which follow are to:

- develop human resources in accord with the organisational aim to become a Centre of Excellence
- maximise individual and organisational growth
- build progressively key managerial and professional skills, and so encourage a high standard of individual performance within a well defined company framework
- ensure required capability is built to meet current & future ADHB needs

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**General policy** The following policy statements will apply:

- ADHB will provide employees with access to well researched and high quality internal and external training and development opportunities.
- Each Service will develop (through the completion of Human Resource annual operating plans and performance management) annual education, training, and development plans to meet employee and organisational objectives and budgets.

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## EDUCATION, TRAINING & DEVELOPMENT

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### Policy, contd.

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#### Linkage to Performance Management

Through the Performance Management Program, employees will, with their manager, develop performance objectives for the coming year. Performance objectives will identify:

- education/training/development required to be undertaken
- individual development aspirations that may be met by undertaking further education

Each instance of employee training should then occur as part of an overall training and development plan derived from performance management and objectives previously agreed with individual employees.

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#### Manager discretion

As with all HR decisions, each case/request for assistance should be considered on merit, keeping in mind the principles of fairness, consistency, and equity, and the company's future needs and direction.

Situations and requirements vary, and managers must exercise flexibility and not feel constrained when considering assistance outside the recommended guidelines, if such assistance is appropriate and reasonable. The "one-up" principle of managers consulting with their own manager applies in such cases.

This degree of discretion allows for partial support in terms of both time and finance, and also includes responsibility for monitoring the appropriateness and quality of the support provided, when balanced against the individual's commitment and contribution.

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#### Discretion criteria

Where Managers are exercising a discretion to approve or decline paid/unpaid education, training, and development assistance they must consider the following factors:

- the individual's length of service
- how the individual's level of performance will be enhanced
- benefits/costs to the company (of the approval or denial of the request)
- the individual's level of need and benefit
- other similar cases which have been approved/denied in the past (i.e. exercise a degree of consistency between employees without being restricted by precedence)

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## EDUCATION, TRAINING & DEVELOPMENT

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### Categories of Education, Training, & Development

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#### Introduction

There are many types of education, training, and development available to employees and the availability and/or appropriateness of each may vary between individuals or professional groups. Some are **REQUIRED** by ADHB, others are useful and may position the employee closer to achieving career goals.

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#### Categories

The types of education/training/development generally undertaken by ADHB employees falls into five general categories.

Type	Category	Description
<b>Essential :</b> for the maintenance of safe and effective working practice	1 Required training  Sometimes referred to as compliance	<u>Examples:</u> <ul style="list-style-type: none"> <li>• fire &amp; emergency response training</li> <li>• Occupational Health &amp; Safety</li> <li>• CPR</li> <li>• IV practice</li> <li>• induction</li> <li>• in-service education courses (nursing/ midwifery etc.)</li> <li>• clinical training deemed essential for maintaining registration/qualification/ good legal standing of clinical staff</li> <li>• bi-cultural training</li> </ul> (this list is not exhaustive)
<b>Highly desirable :</b> in terms of meeting staff development goals and strategic plans	2 ADHB courses	Includes courses delivered both in-house, and externally
	3 Graduate Post Graduate Tertiary	Study for qualifications directly related to specific professional growth and development needs
<b>Discretionary :</b> not directly related to present work	4 Professional seminars/workshops	This category includes all continuing medical education
	5 Career development	Not directly related to immediate professional or technical development needs, but where resulting employee growth will provide tangible benefit to the organisation

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## EDUCATION, TRAINING & DEVELOPMENT

### Employer Assistance Guide

#### Introduction

It is ADHB's policy to encourage employee development by providing assistance **where appropriate**. The two main areas where ADHB is able to assist is by provision of:

- education leave (see also HR policy "Leave")
- financial assistance with course fees and/or expenses

#### Assistance matrix

The amount and type of assistance available will be dependent upon the category of education undertaken.

The table below provides a GUIDELINE for managers, to assist them to ensure consistency and fairness when considering requests for assistance.

Category	Criteria	Leave	Costs / fees	Approval reqd by...
1 Required training	Required by ADHB	Paid 100% normal work hours - may include shifts	Paid by ADHB	RC Mgr (in conjunction with Service Mgr/HR Mgr as reqd.)
2 ADHB courses	At discretion of ADHB	Paid 100% normal work hours	Paid by ADHB	As per Delegated Authority
3 Graduate Post Graduate Tertiary	-benefits to the Service -applicant ability to participate successfully -ability to absorb costs (time & \$)	As appropriately agreed (e.g. 80 hours per annum)	Reimbursed annually, on successful completion of appropriate stage	
4 Professional Seminars / Workshops / Conferences	At discretion of ADHB	Paid up to 100% normal work hours to 40 / week	Reimbursed against receipts/enrolment on an actual and reasonable basis	
5 Career Development	- As Category 3, AND - employee showing significant potential growth within company	As appropriately agreed (e.g. 80 hours per annum)	full or partial reimbursement as previously agreed, upon successful completion	General Manager on Service Manager recommendation

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### Employer Assistance Guide, contd.

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#### Remuneration for Attendance at Required Training

#### Category 1 (See previous table)

Where possible required training is to be arranged to occur within the normal working hours of the employee to be trained

Where that is not possible and training occurs outside of the employees normal working hours then the following applies:

- This training is ‘work’ and time spent at it shall be paid
  - Where the pay the employee will receive for a week in which training occurs is **more** than s/he would have received had s/he worked his or her normal roster, then the employee shall be paid for each hour worked (i.e. worked and/or attended training) in accordance with his/her contract.
  - Where the employees pay for a week in which training occurs is **less** than s/he would have received had s/he worked his or her normal roster that week, then the employee shall be paid as if s/he had worked his or her normal roster. (i.e. the employee shall not receive less pay than s/he would otherwise have done by virtue of attending ADHB in-house training).
  - Where, as a result of attending ADHB in-house training, an employee works outside of his or her normal hours of work and, as a result of that, incurs expenses that s/he would not otherwise have incurred, the employee may apply to his or her manager for reimbursement. Approval will be on a case by case basis and will be at the managers' discretion.
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