

Policy: Organisational Learning and Development

Purpose

To develop a highly skilled and appropriately qualified workforce aligned to organisational objectives, visions and values, motivated by ongoing learning and able to meet the needs of the consumers of Counties Manukau DHB services.



Note: This policy must be read in conjunction with Associated Documents (see page 2)

Scope

This policy, **in all or in part**, is applicable to:

- Employees of CMDHB
- Learning and development initiatives for the organisation.
- healthAlliance
- Internal Bureau
- Northern DHB Support Agency
- Centre for Clinical Research and effective practice
- Approved CMDHB Primary Health Organisations/NGOs

Note: Specific clinical and credentialing issues are subject to this policy, but are managed by the relevant professional groups and/or services and need to undertake the appropriate processes.

Policy

Counties Manukau DHB is committed to the professional development of all employees as aligned to organisational objectives.

CMDHB will:

- Foster an environment where opportunities for positive feedback and learning are continuously sought and supported
- Actively promote professional development that has educational rigour, validity and accountability
- Actively support and encourage information and knowledge sharing between individuals, teams and organisation-wide
- Encourage creative implementation, delivery, transfer and practical applications of learning

Policy Number:	091001-02-025	Version:	2.1
Department:	Human Resources	Last Updated:	November 2008
Document Owner:	Organisational Learning & Development Manager	Next Review Date:	November 2010
Approved by:	Executive Management Team	Date First Issued:	08/06/2005
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- Support staff to meet their professional development requirements of the HPCA Act (2003).
- Commit to the funding and provision of relevant learning opportunities that support service and organisational strategies within available resources
- Delegate overall responsibility for nursing education to the Nursing Framework for Education and Development

Key Requirements

- Employees are supported in taking advantage of appropriate learning opportunities
- That learning is subsequently evident in practice
- Employees' learning needs are identified on a regular basis as part of the Performance Development process to support the attainment of agreed objectives
- Mandatory training for specific staff groups may apply
- Any employee wishing to apply for external learning should complete the standard CMDHB Application for Leave form

Associated Documents

Other documents relevant to this policy are listed below:

NZ Legislation	Treaty of Waitangi Act (1975) Human Rights Act (1993) Privacy Act (1993) HPCA Act (2003) Employment Relations Act (2000) Restraint Minimisation and Safe Practice Standards (2001) Medicines Act (1981) Health & Disability Act (2000)
CMDHB Clinical Board Policies	Life Support Policy PUP Policy

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Organisational Planning Documents; Policy and Procedures	Restraint Minimisation and Safe Practice Policy Good Employer Policy Leave Policy Performance Development Policy Professional Development & Recognition Programme (Nursing & Midwifery) Post Graduate Education Policy Nursing Education Framework Policy Funding for Clinical Training Agency (CTA) CMDHB Nursing and Credentialing Policy Terms of Reference for the Workforce Development Committee CMDHB Workforce Development Plan Maaori Health Plan (Whaana Ora) Pacific Health & Disability Plan (Tupu Ola Moui) Disability Action Plan Mental Health Strategy HR Strategy & Annual Plan
Other related documents	Collective Employment Agreements Individual Employment Agreements DHB NETP Learning Framework A Safe way of working Life Support Training Policy Healthy Workforce DHB NZ Safe Staffing Healthy Workplace unit report

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Definitions

Terms and abbreviations used in this document are described below:

Term/Abbreviation	Description
RC Managers	Resource Code Manager
CPR	Cardio Pulmonary Resuscitation
ACLS	Advanced Cardiac Life Support
CME	Continuing Medical Education
CTA	Clinical Training Agency
CCRep	Centre for Clinical Research and Effective Practice
HPCA	Health Practitioner Competency Act
HR	Human Resources

PROCEDURES

- 1. Required Learning**
- 2. Counties Manukau DHB Courses**
- 3. Professional Seminars, Workshops, Conferences**
- 4. External Study**
- 5. Mentoring, Coaching, Secondment & Supervision**
- 6. Records of Learning**
- 7. Appendix**

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Required Learning

Definition “Required learning” is mandatory.

Responsibility It is the responsibility of the individual’s direct Manager (e.g. RC Manager) to ensure learning occurs for the employee group within the timeframe/frequency indicated. Any variance needs to be signed off by the GM (ie) if the employee already has the applied skills.

Supporting CMDHB wide strategies The table below identifies the required learning to support Counties Manukau DHB wide strategies.

Learning Opportunity	Employee Group	New Starts	Updates	Timeframe/Frequency
Welcome Day (Induction)	All new employees.	1 day	On-line H&S 2009	Within one month of start date
Service and Role Orientation	All employees.	In-service induction	H&S as required	Within three months of start date (as appropriate).
Management Orientation	All employees with delegated authority	In-service – see orientation handbook	As required; H&S on-line	First 12 weeks of appointment
Management Training	Employees with delegated authority	9 days over 5 months	none	After completion of orientation and within the first year
Health and Safety Representatives Training Stages 1, 2 and 3	All designated Health and Safety Representatives	2 days	none	Within three months of appointment as Health and Safety Representative
CPR/ACLS (to appropriate level)	All clinical employees – refer Life Support Training Policy	CPR 1 hr ACLS 1 day (as per AUD)	Full day every second year; ½ day in between	Within three months of start date and annually thereafter
Tikanga Best Practice	All new staff	2 days	none	Within six months of start date
Pacific Cultural Competencies in Health	All new staff	1 day	½ day bi-annually from 2010	Within six months of start date
Annual Update Day	PACT/Nurses	1 day	1 day	Within three months of start date and annually thereafter
Medication Certification	Nurses/Midwives	8-10 hours total over 8 weeks	none	Within three months of start date
Professional Development Recognition Programme (PDRP)	Nurse/Midwives	Within 1 yr	3 yearly	After orientation and within 1 yr of starting; three yearly thereafter

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Required Learning, Continued**Significant health and safety risk management**

The table below identifies the required learning to support Counties Manukau DHB significant health and safety risk management. In addition, other Required Learning courses may be developed from time to time.

Learning Opportunity	Employee Group	New Starts	Updates	Frequency
Fire safety, including use of fire fighting equipment	All employees, including casuals	15 min Welcome Day	40 minutes AUD	Within one month of start date and annually thereafter
Fire Warden Responsibilities	Designated Fire Wardens	15 minutes or as per dept/mgr	10 minutes or as per dept/mgr	Prior to or immediately upon appointment as Fire Warden and annually thereafter
Safe Patient Handling And Safe Manual Handling	Nurses, Physiotherapists, Health Care Assistants and other employees identified "at risk" in department hazard identification plans	2 hrs + 1 day Liten Up	4 hrs Liten Up	Within one month of start date and annually thereafter
Safe Practice Effective Communication	All Mental Health clinical and administration staff (as appropriate).	4 days	Refresher 1 day x 6 monthly	During Orientation and annually thereafter
Personal safety and awareness Programme	All Mental Health community & admin staff who have client contact	1 day	1 day	Recommended 3 months of start date and annually thereafter
Incident Reporting Risk Monitor Pro	All employees	1 hr	1 hr	Within 2 weeks of start date and annual updates thereafter

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Counties Manukau DHB Courses

Definition

A Counties Manukau DHB course is a programme provided by:

- Counties Manukau DHB Learning and Development
 - Nursing and Midwifery Services
 - Clinical Training Group (Medical)
 - other service specific clinical programmes
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Approval

Approval for employee attendance at Counties Manukau DHB courses is required from the employee's RC Manager.

Courses booked through OneStaff automatically meet this requirement as booking access is restricted to RC Managers. Confirmation of registration will be sent to participants.

Nursing staff can only attend nursing courses over 4 hours in length that have been approved by the Nursing Framework for Education and Development

Criteria

Attendance at, or approval for attendance at, Counties Manukau DHB courses should be considered using the following criteria:

- the needs of the service and the likely benefits
 - the current and potential role(s) of the employee
 - employees level of need
 - employee's previous education record
 - how the employee's level of performance will be enhanced
-

Leave

Leave for Counties Manukau DHB Course attendance is paid at 100% of normal work hours or as per relevant employment agreements.

Non-CMDHNB Attendees Occasionally, there will be instances where non-CMDHNB employees would like to attend CMDHNB L & D courses booked through One Staff. Attendance will be subject to:

- Availability of places (*CMDHNB employees and those covered by specific agreements will take precedence*)
- Payment of a \$100 minimal cost-recovery fee, per person, per day (or part of) excluding nursing (courses).
- All bookings for non-CMDHNB attendees must be made and approved by Learning & Development or relevant department

A Waiver of Responsibility form (see appendix) shall be signed by each non-CMDHNB employees attending CMDHNB courses in advance.

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Counties Manukau DHB Courses, Continued

Selection of external training providers

When considering the selection of external training providers to provide CMDHB training, it is recommended the following criteria be considered:

- the service providers knowledge of the subject
- their proven competencies to present the training
- if the training programmes aims are consistent with the learning objectives of Counties Manukau DHB
- the willingness/ability of the provider to formally agree to a training specification (i.e. signed by both parties) meeting agreed objectives
- if the service provider is able/willing to adapt training to meet specific circumstances/examples/objectives, etc.
- if the training material is adequate to ensure effective learning
- if trainees are effectively assessed and where shortfalls are identified, if the trainee is assisted to re-learn
- if training is delivered in a cost-and-time effective manner
- all externally provided nursing training must have prior approval of FEDS

Cancellation

Cancelling or not attending pre-booked courses has impact or consequences for those on waiting lists as well as financial costs.

Cancellations of places on courses booked through Learning and Development, will incur:

- A \$100 cancellation fee will be charged to the attendee's RC code if the cancellation is received one week or less from the course date or in the event of non-attendance. This fee will be waived if an attendee's manager informs Learning and Development on the day of the course that the attendee is sick or clinical need overrides course attendance.

Where a substitute attendee is arranged by an individual/Service cancelling no cancellation fee will be charged. Learning and Development must be informed of all substitutions.

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Professional Seminars, Workshops, Conferences

Definition For the purposes of this document “professional seminars, workshops, conferences” refer to those seminars, workshops or conferences that are:

- external to Counties Manukau DHB
- relevant to professional development
- important for keeping up to date
- valuable for providing networking and information sharing opportunities

This definition includes all continuing medical education.

Approval Approval for employee attendance at professional seminars, workshops, or conferences is required from the employee’s relevant General Manager (or their delegate), or as specified in relevant employment agreements.

The Director of Nursing & Director of Midwifery education fund (nursing) is accessed via the DONs office.

Criteria Attendance at, or approval for attendance at, professional seminars, workshops, or conferences should be considered using the following criteria:

- the needs of the service and the likely benefits
- benefit to the patients of CMDHB
- business plan objectives & budget allocations
- the current and potential role(s) of the employee
- employee’s level of need
- how the employee’s level of performance will be enhanced
- costs to the organisation and team in terms of lost work time
- relevant employment agreement provisions
- decisions made about other similar applications (without being restricted by precedence)

Leave Leave is available as per the Counties Manukau DHB Leave policy or as per relevant employment agreements.

Costs/fees Payment or reimbursement of costs/fees (e.g. travel, registration, accommodation) is at the discretion of Counties Manukau DHB, except where explicitly provided for in collective agreements and policy. Reimbursement will be against proof of expenditure (e.g. receipts, enrolment confirmation) as agreed.

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External Study

Definition For the purposes of this document “external study” refers to any course of study at a tertiary institution or private training provider.

Approval Approval for employee attendance at external study courses during paid work-time is provided at the discretion of the employees relevant General Manager (or their delegate) according to appropriate delegated authorities and/or relevant policy (e.g. Post Grad Education Policy).

Criteria Attendance at, or approval for attendance at, external study courses during paid work-time should be considered using the following criteria:

- the needs of the service and the likely benefits
- benefit to the patients of CMDHB
- business plan objectives & budget allocations
- the current and potential role(s) of the employee
- employees level of need
- how the employee’s level of performance will be enhanced
- employee’s previous learning record
- costs to the organisation and team in terms of lost work time
- relevant employment agreement provisions
- decisions made about other similar applications (without being restricted by precedence)
- length of service
- availability of alternative internal CMDHB development opportunities
- satisfaction of the required criteria for application to CTA funding

Support is not restricted to any professional group or level in the organisation. The criteria provided above shall be used to determine the eligibility for support

Leave Leave is available as per the Counties Manukau DHB Leave policy or as per relevant employment agreements.

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External Study, Continued

Costs/fees

Payment, reimbursement, or assistance with costs/fees is at the discretion of Counties Manukau DHB, or as provided for in the applicable Collective Agreement.

Costs shall generally be the responsibility of the employee's RC code. Exceptions include individual CME funds, CTA-funded programmes & the like.

Approved assistance shall be paid to the employee or education provider prior to the commencement of study as agreed prior to the commencement of study.

No assistance will be provided towards re-sits.

The employee shall make full reimbursement of assistance if the employee fails to complete the course of study (or as per the Post Grad Education Policy).

Support levels

Support may comprise of several components, depending on individual & business needs. Various combinations of paid time off, payment of academic fees, purchase of books etc. may be agreed between the staff member & their manager.

Such agreements shall be on a case by case basis, but financial support shall generally range from 50% to 100% of the course cost

The duration of support shall be determined on a case-by-case basis.

Note that future pay increases or promotions shall be judged on the normal performance criteria. Successful completion of a supported course in itself does not automatically result in career or pay advancement – subsequent improved work performance will be taken into consideration.

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Mentoring, Coaching, Secondment & Supervision

Definition	<p>Mentoring means the development of a relationship with an individual (the mentor) who provides guidance and insight to the mentee during the course of that person's career development.</p> <p>Coaching means working with an individual or group to facilitate the development of specific skills in a person or group, to achieve specific outcomes over a defined period of time.</p> <p>Secondment for development includes specific opportunities for development with another service or organisation for agreed periods that may enhance the skills of the person being seconded.</p> <p>Supervision is a formal arrangement for professionals to work regularly with someone who is experienced in counselling and supervision and involves a process to maintain adequate standards of professionalism and a method of consultancy to widen the horizons of an experienced practitioner.</p>
Approval	<p>Approval for employee involvement in external or internal mentoring, coaching, secondment or supervision arrangements is required from the employee's relevant General Manager (or their delegate) according to appropriate delegated authorities.</p>
Criteria	<p>Approval for mentoring, coaching, secondment or supervision arrangements should be considered using the following criteria:</p> <ul style="list-style-type: none"> • the needs of the service and the likely benefits (including opportunities for information sharing/dissemination upon return) • the current and potential role(s) of the employee • employees level of need • how the employee's level of performance will be enhanced • individual's or employers identification of need at performance review or in case of performance management • succession planning
Leave	<p>Leave is provided at the discretion of Counties Manukau DHB and will be dependant (among other considerations) upon the ability of the work team to sustain absences and as per relevant individual and collective employment agreements.</p>
Costs/fees	<p>Payment, reimbursement, or assistance with costs/fees is at the discretion of Counties Manukau DHB and as per relevant individual and collective employment agreements.</p>

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Records of Learning

Definition	At Counties Manukau DHB “record(s) of learning” refer to records of individual learning/training that are formally entered and held on OneStaff.
Requirement	<p>Counties Manukau DHB requires details of all internal/external courses, workshops and conferences attended by employees to be recorded in OneStaff.</p> <p>Nominated individuals within the organisation will maintain these records.</p>
Purpose	<p>The purpose of formally recording learning information is to:</p> <ul style="list-style-type: none"> • monitor compliance with statutory requirements • provide learning and development histories for an employee and their manager • facilitate analysis of time and costs associated with learning within the organisation • facilitate analysis of learning needs across the organisation
Access to information	RC Managers will access reports on the learning activity of their employees from their own email accounts, as required. Professional Leaders (Clinical Nurse Directors, Nurse Coordinators, Director of Nursing, Chief Medical Officer etc) may also access these records, subject to appropriate privacy control.
Organisational reporting	<p>Reports of learning activity across the organisation, based on OneStaff data, will be presented by the Organisational Learning and Development Manager to the:</p> <ul style="list-style-type: none"> • General Manager HR bi-annually • Workforce Development Committee as required, • Professional Leaders (Clinical Nurse Directors, Director of Nursing, Chief Medical Officer etc) as required • Executive Management Team annually or as required

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Appendix

Waiver for non-CMDHB employees attending CMDHB courses.

I, _____ (full name)

have been booked to attend the following course:

on _____ day of _____ 20____.

I acknowledge that CMDHB accepts no liability for any claim, demand, action, proceeding, fine, penalty, costs (including legal costs and expenses) to me, any employer of mine, or any third party for loss, damage or injury to persons or property I may cause where that loss, damage or injury to persons or property is based on or in any manner arises directly or indirectly out of any advice given, representations made or information provided (whether as a result of negligence or otherwise) in the course of this training.

Signed: _____

Dated: _____

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