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ORGANISATIONAL EFFECTIVENESS

Learning and Development Policy & Procedure

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Learning Legacy Document

Contents

1 Introduction..... 4

2 Purpose 4

3 Scope..... 4

4 Terms & Definitions..... 5

5 Responsibilities 6

6 Procedure..... 7

 6.1 Applying for training..... 7

 6.2 After training is completed..... 9

 6.3 CSCS, TSC and Tunnel Entry Confined Space 9

7 Conditions..... 9

 7.1 Certificates and Qualifications..... 9

 7.2 Fees and Reimbursements..... 9

 7.3 Supporting Materials 9

 7.4 Travel and Accommodation 10

 7.5 Requesting time off to train or study..... 10

8 Reference Documents..... 12

9 Standard Forms / Templates 12

Learning Legacy Document

1 Introduction

Crossrail's mission is to deliver a world-class railway that fast-tracks the progress of London. This is an ambitious mission, the success of which is reliant on there being world-class people to deliver it. Crossrail Ltd (CRL) is committed to developing its staff to meet the needs of the project and ensuring staff have the skills required to undertake their roles effectively.

To support this, CRL provides a range of learning and development opportunities to its staff to build the workforce capabilities, skills and competences required on Crossrail as the project lifecycle continues, and aims to empower individuals to take the lead on their own development. The learning and development activities provided through this Policy to CRL staff, and in relation to organisational training or team activities also to PDP and PP staff, ensure that those staff are in a position to provide the required level of support to deliver the project.

2 Purpose

This Policy sets out CRL's approach to learning and development of its staff and provides details of the learning and development process. Both the approach and process are linked closely to Crossrail's corporate objectives, values and performance management system.

It is the commitment of CRL that:

- All employees are competent to carry out their role;
- Learning and development opportunities are in place to equip employees with the skills, knowledge, experience and behaviours required to deliver their role; and
- Health and safety training is available to all individuals who require it and is mandatory for particular roles.

In exceptional circumstances, PDP and PP staff may be included in the scope of this policy as determined by the Head of Organisational Effectiveness.

3 Scope

Learning and development needs are identified through the Performance Management process. In this process, Development Plans are built between the individual and the line manager to determine the types of training and development activities required in the following year to support the individual to deliver their roles. When training needs have been identified and agreed, line managers are expected to fully support their employees to carry out the identified training activities both during and after the activity to ensure learning is embedded and the full benefit of the activity is achieved. In turn, individuals are responsible for providing evidence of improved performance as a result of the training activity undertaken as part of the end of year performance review.

All Development Plans are collated by the Organisational Effectiveness (OE) Team as part of the annual PM process and this information is used to develop the annual training programme based on the needs of the organisation. The OE team provides a range of in-house training and other learning and development activities to respond to the constantly evolving business requirements. If updates are made to the Development Plan outside of the annual End-of-Year performance management process, the OE team should be notified as soon as possible and any changes must be approved by the OE team. **If training is requested that is not included in the Development Plan, it will only be approved in exceptional circumstances.**

Once Development Plans are agreed, individuals may book their required training via the Cross-train system. If the required training is not provided in-house, a **Training Request Form** (Ref A); details at the end of this document) should be completed and submitted to the OE Coordinator with details of a relevant external course which meets the individual's training requirement.

If the individual has not yet completed their probationary period or is employed on a temporary basis, a training request may be submitted but only for training that is specific to the role. Broader development activities can be requested once the individual has completed their probationary period.

4 Terms & Definitions

The types of learning and development activities that fall within the scope of this Policy are detailed below.

Coaching - this activity can be provided to CRL staff by the OE team, depending on the individual's needs. Sessions will focus on a coachee's specific challenge or target, some examples of this could be confidence issues surrounding presenting or issues regarding working better with a specific individual.

This activity can be provided confidentially, but the individual's line manager may have oversight of the process without necessarily having direct involvement.

Conferences or Events - learning or information gathering that takes place at an organised event either where attendance is required as part of a CRL employee's continuous professional development through their recognised institute, or where attendance would be beneficial to the organisation to obtain information in best practices to improve overall organisation performance.

External Training - training that is provided externally to CRL employees that will support an individual to deliver their role. This training will generally be five days or less and under £1,000 in cost.

Internal Training or Development - training that is provided in-house by the OE team to CRL employees that will support them in their current role. Cross-train is the online system used to book internal training and it showcases all the training provided internally.

Mentoring - typically this is a relationship between a CRL employee and another member of staff who is not within the individual's day to day line management or team and who has significant experience in a particular area. Mentoring is particularly relevant in relation to career development. Mentors support the mentee to recognise and maximise their talents through regular mentoring meetings. This activity can be provided confidentially, but in most cases the individual's line manager will have oversight of the process without necessarily having direct involvement.

In some cases, individuals will organise mentoring activities between themselves. In these circumstances, the OE Team should be informed for monitoring and reporting purposes and in case any additional support can be provided.

Organisational Training - training that is required due to a change in system or process that then requires a large group of individuals (which can include CRL, PDP and PP) to be trained in a new way of working, process, policy or procedure. These activities can be provided by the OE team or, in some cases, by an external provider. Requests for organisational training must be discussed with the Organisational Effectiveness Team and a meeting will then be held between a member of the OE team and the relevant Director to discuss the requirements if the activity is agreed.

Professional Development and Study Programmes - a single training course or a study programme that leads, through formal assessment, to the award of a recognised professional qualification in the CRL employee's specialist field that enables the individual to strengthen their contribution to their role and assists their own career progression. This training is generally over five days in length and/or over £1,000 in cost.

It tends to include any further education, professional certification or qualification or distance learning programme of a recognised and accredited university, technical college, professional institute or business organisation. Any request to undertake a professional development or study programme should

demonstrate the value to CRL and be appropriate in the context of succession planning within the organisation.

Crossrail will reimburse fees for professional subscriptions but the individual must pay for initial membership of a professional body.

Team Development - a development activity that takes place within a team, generally as one group with the aim of improving team performance either within the team or across teams. Team development activities can be provided by the in-house training team or, in some cases, by an external provider. Requests for team development activities must be discussed with the Organisational Effectiveness Team and a meeting will then be held between a member of the OE team and the team leader/manager if the activity is agreed. In some cases, authorisation may also be sought from the relevant Director. Activities provided to CRL teams and in some cases, CRL/partner organisation mixed teams will be reviewed on a case by case basis. Costs for this type of development may have to be borne by the directorate.

5 Responsibilities

Individuals are required to:

- Be proactive, identifying their own current and future development needs and the means of fulfilling them, both in building their Development Plan with their line manager and in booking/requesting agreed training as set out in their Development Plan.
- Attend all training activities that are agreed and booked. If unforeseen circumstances arise that prevent the individual attending including sickness, they must contact or arrange for a team member to contact OE Coordinator for internal training, or [REDACTED] for external training, as soon as possible and with at least 24 hours notice so that the training activities can be cancelled.
- Complete online evaluation forms for all internal and external training immediately and one month after the course takes place, to help OE ensure all training is relevant to your role, has a positive impact in the way you work, and any relevant improvements and changes to resources and content can be made.
- Supply evidence of the improved performance achieved from each training activity undertaken as part of your end of year performance review.

Line Managers are required to:

- Support their direct reports and make themselves available to regularly hold discussions with individuals around their development and learning needs.
- Ensure that Development Plans of their direct reports are built in line with corporate objectives and requirements to deliver the individual role.
- Agree necessary release for approved training wherever possible to ensure employees are able to participate in learning and development activities.
- Encourage all direct reports to book and attend training that is included in their Development Plan. Any costs incurred due to non-attendance may be cross-charged to the relevant line manager.
- Complete online evaluation forms for your direct reports for all internal and external training one month after the course takes place, to help ensure all training attended was relevant to their role, had a positive impact in the way they work, and any relevant improvements and changes to resources and providers can be made.
- Review evidence of the improved performance achieved from each training activity undertaken in direct reports' end of year performance reviews.

The OE Team will:

- Provide, wherever possible, the learning and development activities required by the business.
- Authorise, wherever possible, external training provision where internal provision cannot be provided and the requested training provision supports corporate objectives.
- Provide advice and guidance to all staff on learning and development activities, Development Plans and the Performance Management process.

- Review requested learning and development activities in line with corporate objectives, individual roles and budget.

will:

- Provide advice and guidance to all Crossrail staff on learning and development activities.
- Book external training deemed to be best value to delegate and Crossrail, and liaise on joining instructions and confirmations between delegate and provider.
- Ensure the Crossrail external training process is adhered to, including informing the OE team of all bookings.
- Provide periodic management information and data to OE team.
- Manage evaluation of the learning activity and report back to the OE team.

Inform the OE team of any cancellations or no-shows by delegates.

6 Procedure

6.1 Applying for training

6.1.1 In-house training

Access to in-house training is provided via the Cross-train learning management system (LMS) and individuals should, where the required training is provided, use this training.

Training provided internally is an organisational privilege, and should be treated with the same priority as an external course. This means that if the individual cannot attend they must inform the OE team of this as soon as possible so that another delegate is not denied the opportunity to attend.

Enrolling

Once the individual has requested to enrol on a classroom course in Cross-train they will be asked to state their reason for attending the course. An automated email will then be sent to their line manager to inform them of the course booking, date and reason for requesting. This gives the manager an opportunity to discuss this with the individual or OE before the attendance is confirmed. The booking process then proceeds with confirmation of attendance sent to the delegate via an Outlook calendar appointment. This should be accepted into the calendar in order to receive timely course reminders.

Waitlisting

If no places are available on a specific session, the delegate is added to a waiting list. If places subsequently become available the delegate is automatically added to the list. If no places become available they will be taken off the waitlist and can re-request a place on an alternative session.

Attending

Delegates should arrive for training at least 10 minutes before the course start time. Entry will be refused if the arrival time is more than 15 minutes after the course start time to reduce disruption to the delegates and instructor.

Individuals should make every effort to attend training on which they are booked. If they cannot attend they should withdraw (see below) or inform the OE Coordinator at least a day in advance with a valid reason. Not showing up for a course incurs significant cost to Crossrail. If a delegate is expected but does not attend training a reason is requested and the line manager is informed of the non-attendance.

Withdrawing

If unforeseen circumstances arise and the individual cannot attend the training, the individual should withdraw from the course through Cross-train, or by contacting the OE Coordinator as soon as possible. The delegate and line manager will receive an email confirming withdrawal, and

asking for the withdrawal reason. Cancelling or deleting an invitation via Outlook does not update Cross-train, so it is important to withdraw in the correct way in order to release the place for another potential delegate. Crossrail does not cross-charge internal training courses, but individuals who cancel or do not attend booked courses will receive an email, copied to their line manager, confirming withdrawal and asking for the reason for this.

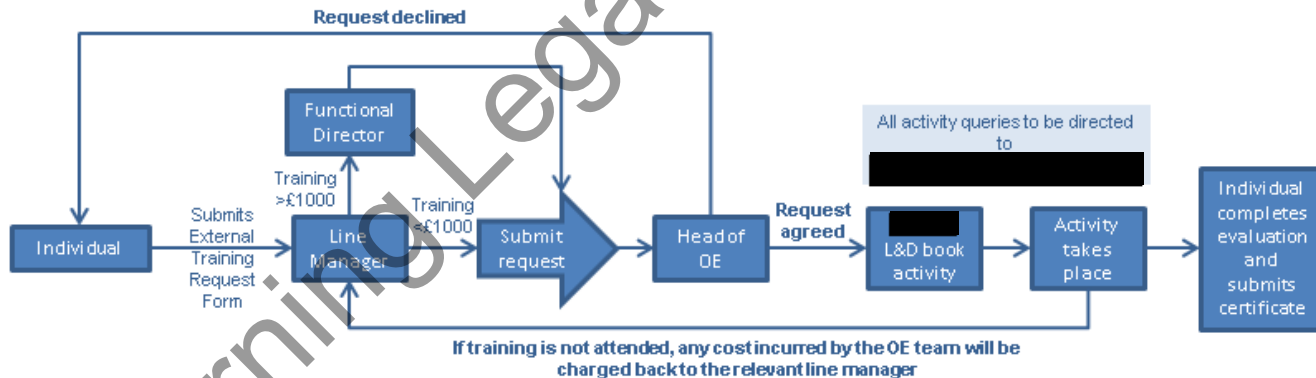
6.1.2 External training

Only if the required training is not provided in-house can the individual request to book on external training. In this instance, a training request form must be completed and submitted to the OE Coordinator at least 8 weeks before the activity is due to take place. A training request form must be submitted in the same way for any external conferences or any other external learning and development activities. Training request forms will be considered by the Head of Organisational Effectiveness. Forms submitted with short notice may only be considered in exceptional circumstances.

Training requested through the Performance Development Plan and completing a training request is not a guarantee of acceptance. Budget is limited and approval is on a cost/benefit basis to Crossrail. In some circumstances budget may be available at directorate level.

Where possible, consider lower cost options such as peer to peer learning (shadowing, networking, professional forums), open source workshops, books, CDs, etc.

External training booking is managed on Crossrail's behalf by [REDACTED]. They can provide advice on a development need and can obtain pricing and course content information based on the individual's requirements, or simply process the booking based on the individual's requirements.



If the activity is a one-off conference or is only provided by one training provider, this must be stated on the training request form. The level of sign-off required on a training request form is based on the cost of the activity and is set out below.

Value (of the full activity)	Sign-off required prior to submission
Up to £1,000 (incl. VAT)	Line Manager
Over £1,000 (incl. VAT)	Line Manager + Functional Director

The individual will subsequently be notified of the decision. If approved, the form is passed to [REDACTED] who will process the form and book the training on our behalf. The individual will be notified by [REDACTED] when the training has been booked. If unforeseen circumstances arise and the individual cannot attend the training, [REDACTED] must be notified as soon as possible so that the booking can be cancelled.

Any costs incurred due to a cancellation, which may comprise the full cost of the course, may be charged back to the relevant line manager. Any queries should be directed to [REDACTED].

6.2 After training is completed

Once the training activity has taken place training records will be updated in Cross-train by the OE team or by [REDACTED]. Individuals are required to pass a copy of any certificates gained to the OE team.

6.3 CSCS, TSC and Tunnel Entry Confined Space

6.3.1 CSCS

CSCS cards provide proof that individuals working on construction sites have the required training and qualifications. There is a range of CSCS cards to reflect the varied occupations in construction. Before applying, please check you have selected the right card for the work you undertake. Check www.cscs.uk.com for information on the range of CSCS cards and requirements available.

To apply for a new card or to renew an existing card, you need to complete the **TSC and CSCS Request Form** (Ref B) and submit it to [REDACTED] as instructed on the form.

This is a test only session (the new Labourer CSCS card requires 1 day training) held at TUCA. Revision books can be requested from trainingadministrator.co.uk or from your Site Administrator.

6.3.2 TSC

Tunnel Safety Card (TSC) is a training and test course that will improve your knowledge of tunnelling operations and prepare you for the tunnelling health and safety test to obtain the Tunnel Safety Card (TSC).

The TSC is a mandatory requirement for those working in the Crossrail tunnels. The course comprises half a day's training and then a test. This takes place at TUCA.

Contact [REDACTED] for available course dates, and complete the **TSC and CSCS Request Form** on CMS before submitting it to the same email address.

6.3.3 Tunnel Entry Confined Space

Contact [REDACTED] for course dates and further information. This course is only available to Crossrail employees.

7 Conditions

7.1 Certificates and Qualifications

Employees must provide copies of their successfully completed qualifications to the OE team as evidence of the completion of their programme.

7.2 Fees and Reimbursements

Fees such as registration fees, tuition fees or examination fees related to the booking of an external learning and development activity will be paid by the OE team at the time of booking wherever possible. If fees are incurred by the individual, these can be reimbursed at the discretion of the Head of Organisational Effectiveness. The reimbursement of a multi-part education programme or extended course of study (for example CIMA) will be dependent on the employee's satisfactory progress through the programme. Any claims for reimbursement must be supported by receipts.

7.3 Supporting Materials

The cost of text books for all training or qualification courses up to £50 per academic year will be covered by the OE team. This should be claimed through the expenses process and will require

authorisation from the Head of Organisational Effectiveness. Any books that are paid for by the OE team remain the property of Crossrail Ltd and must be returned to the OE Coordinator on completion of the course. These resources are kept in the Organisational Effectiveness Library for general use by staff.

Crossrail will reimburse fees for professional membership and subscriptions to Crossrail Employees on successful submission of an expenses claim form.

Staff are required to sign a 'Learning Agreement' prior to any professional development or study programme being booked which states that the individual will repay the fees paid to them or their nominated professional qualification or education provider if they voluntarily give notice to leave CRL or if they are dismissed for misconduct. Conditions are set out below.

Circumstances	Conditions
Notice given within 12 months of completing course	Individual reimburses full costs of course and tuition fees paid by the organisation
Notice given between 12-18 months of completing course	Individual reimburses 50% of all course and tuition fees paid by the organisation
Failure to complete the course of study paid to date	Individual reimburses full costs of course and tuition fees paid by the organisation

Reimbursement figures may be adjusted depending on the degree to which the employee can demonstrate and provide evidence that a return on investment has already been made to the organisation. **Fees will be paid only once to complete the programme, and any re-sits will then be at the expense of the employee.** Any reimbursements considered necessary will be deducted directly from salary by HR.

7.4 Travel and Accommodation

Any associated travel and accommodation costs are not covered by this Policy. Please see the CRL Business Travel and Expenses Policy.

7.5 Requesting time off to train or study

Requests can be made either in relation to an accredited programme leading to the award of a recognised qualification or general training that will help the individual to develop specific skills relevant to their role. Individuals can submit one request in a 12 month period and this should be in writing. Line managers will arrange a meeting to discuss the request with the individual as soon as possible, normally within 28 days of the request. A decision will be given to the individual in writing within 14 days of the meeting. If the request is refused employees have the right to appeal to another manager within 14 days of the decision. The appeal notice must be in writing and must include the grounds on which the appeal is based.

Employees are generally expected to undertake their studies outside normal working hours although paid time off may be granted to attend specific course-related activities or events in agreement with their line manager. Up to one day's study leave for each exam may be granted and up to one day's exam leave for each exam may be granted in order to study and/or sit examinations. Any time taken off under these circumstances must be agreed with the line manager and Human Resources before taking it. Study leave may be refused if it is likely to have a detrimental impact on the needs of the business.

The following table illustrates the maximum amount of study and exam leave which may be granted in any one year:

Number of exams	Maximum number of day's study leave	Maximum number of day's exam leave	Maximum amount of leave
1	1	1	2
2	2	2	4
3	3	3	6
4	4	4	8
5	5	5	10

Each request will be dealt with individually, taking into account the nature of the request and any likely effects of granting it. Time off for special leave is purely discretionary and not a contractual benefit. CRL encourages all employees to undertake courses of study or training that are relevant to delivery of their role, but cannot guarantee that a request will be granted.

Any queries should be directed to the HR team.

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8 Reference Documents

Ref:	Document Title	Document Number:
1.	None	

9 Standard Forms / Templates

Ref:	Document Title	Document Number:
A.	Training Request Form	CR-XRL-Z2-ZFM-CR001_50002
B.	TSC and CSCS Request form	CR-XRL-Z2-ZFM-CR001-50001

Learning Legacy Document