



CEDEFOP LEARNING AND DEVELOPMENT POLICY (DIR 09/2010)

Prepared by: HR service

Approved by: Christian F. Lettmayr, Acting Director

Date: 14 December 2010

Table of contents

1.	Objective.....	3
2.	General principles.....	3
3.	Legal basis.....	3
4.	Definitions.....	4
5.	Roles and responsibilities.....	4
6.	Identification of training needs.....	5
7.	Training provision.....	6
7 a)	Provision of internal courses.....	6
7 b)	Language training.....	6
7 c)	Special provisions for language training to fulfil the 3 rd language requirement.....	7
7 d)	Participation in externally organised training activities.....	7
7 e)	Study support.....	8
8.	Training leave.....	9
9.	Monitoring, reporting, evaluation.....	9
9 a)	Pre-training questionnaires.....	9
9 b)	Evaluation of training.....	9
9 c)	Reporting and statistics.....	9
9 d)	Individual training records.....	9
 Annex 1	 Draft terms of reference for the joint training committee	
 Annex 2	 Financial Contribution to training activities identified as being in the interest of the individual	
 Annex 3	 Financial Contribution to study support	

Cedefop Learning and Development Policy

1. Objective

Cedefop is committed to creating and maintaining an environment which enhances the skills and experience of its staff through the medium of training.

People are key to organisational performance and training aims to equip staff with the knowledge, expertise, confidence and capabilities to develop and perform to their full potential. This will allow Cedefop to achieve high productivity, promote job satisfaction and enhance staff development opportunities.

2. General principles

- Learning is both a right and a duty for all Cedefop staff members.
- Responsibility for training is shared between the individual and the Agency.
- Training is an integral part of human resource policy and it serves the interests of both the individual and the Agency.
- Staff training is an investment which generates a return in terms of better achievement of Cedefop's goals.
- All participation in training is subject to needs of the service, budgetary constraints, approval of hierarchical superior, place availability, and enrolment criteria.
- Certain training courses are mandatory or highly recommended and the staff concerned is notified accordingly.
- Language training occupies a privileged position.
- Where resources do not allow all identified training needs to be met within a given timeframe, priority will be given to meeting needs which are in the strategic interest of the organisation and of key importance to the functioning of its services.
- Training shall strive to maintain the highest quality standards and will contribute actively to staff development.
- Training shall promote inclusiveness and equal opportunities, and shall strengthen the sense of belonging of each and every Cedefop staff member.

3. Legal basis

The legal basis for the training are the Article 24 (a) of the Staff Regulations, Articles 11 and 81 of the Conditions of Employment of other servants, as well as the Cedefop Internal control standards, Building block 2, 4) Staff evaluation and development.

4. Definitions

For the purposes of this policy, the term '**training**' refers not only to formal training but covers all aspects of learning and development, including informal learning, on-the-job learning, self-learning, and other activities which contribute to lifelong learning. Training is a process aimed at enhancing the capabilities of Cedefop staff members. It covers areas, such as:

- Induction for new staff
- Work organisation skills (e.g. project management)
- Interpersonal skills (i.e. communication and writing skills, client service, etc.)
- Technical skills (e.g. data analysis)
- Business skills (e.g. strategic planning, policy development)
- Supervisory and management skills
- IT skills
- Languages

Training in the interest of the organisation is a learning activity to enable the staff member to fulfil his/her job requirements and/or to enhance job-related performance. As such, learning activities should be demonstrably linked to individual training and knowledge and skills development needs that have been identified through, for example, the annual appraisal. This category of training covers primarily existing job requirements but may also relate to future job requirements, which must be duly substantiated.

Training in the interest of the individual is a learning activity, which is of value to the staff member's personal development, but might not be key to their job function at Cedefop.

Wider organisational context refers to subject areas of relevance to Cedefop's mission as well as to its internal activities. Illustrative examples might be social sciences, business administration, law, finance. Subject areas of little or no relevance to Cedefop, such as biochemistry or recreational activities, would not be included within the wider organisational context.

5. Roles and responsibilities

Staff members

All officials, temporary agents, contract agents and SNEs have access to training and learning activities organised by Cedefop. They are expected to assist in the identification of their learning and development needs, to participate actively in training and development activities and to seek the knowledge and skills required to perform their present and future tasks.

Subject to agreement by the Head of Area, trainees may participate in the in-house Greek language training classes. They may also participate in other training offered at Cedefop subject to the agreement of their Head of Area and the availability of places. The final decision on the allocation of training places is taken by the Training Coordinator.

External contractors working in Cedefop premises and staff from other organisations may participate in training provided it is directly related to their activities and free places are available.

The Managers

Each manager must ensure that staff reporting to them receive the training necessary to do their job effectively and are provided with suitable opportunities for personal and professional growth.

The Joint Training Committee

The remit of the Joint Training Committee is to provide an opinion on the bi-annual training strategy and the annual training plan, as well as to provide an opinion on external training requests of staff members, based on the rules governing training.

The Director's Decision on the Terms of reference of the Joint Training Committee (DIR 05/2010) (see Annex 1) contains the composition and the rules guiding the Joint Training Committee.

The Director/Directorate

The Director approves Cedefop Training strategy.

The Directorate takes decisions on external training requests taking into account the opinion of the Joint Training Committee.

Head of Resources

By delegation, the Head of Resources signs training leave requests.

The HR Service

The HR Service (HR) provides support to both the managers and the staff members.

HR supports the identification and analysis of learning needs and coordinates and facilitates the provision of training.

HR is involved in the formulation of training and development policies and strategies, and in the determination of priorities. It sets standards for the training offers, reports on training activities within the Agency, and carries out monitoring and evaluation.

The training coordinator is responsible for consolidating and implementing the annual training plan, as well as for training budget planning, monitoring and reporting.

The training coordinator communicates with the Joint Training Committee and coordinates the various learning and development activities.

6. Identification of training needs

Responsibility for assessing learning and development needs in Cedefop is shared between the individual and the organisation. Management identifies priorities and collective training needs, as well as individual staff development needs. Staff members are actively involved in identifying their own specific training needs, in line with the organisation's mission and priorities.

The annual appraisal dialogue is the context in which learning needs are identified and formalised. The discussion serves both to recognise individual development needs and to align training to the work objectives of Cedefop. New development needs might be identified during the year.

The training map provides a structure to record identified and agreed learning and development needs as well as proposed solutions. The *Guide to Training Maps* gives information on preparing the individual staff member's training map.

7. Training provision

7 a) Provision of internal courses

Cedefop organises in-house training activities throughout the year to meet learning and development needs identified as a priority in the training strategy. In-house Cedefop training events generally take place during working hours and are considered working time.

The annual training plan sets out the in-house training activities for a specific calendar year. It includes recurrent training activities (e.g. ethics, annual appraisal, procurement, record management, data protection, ICT, interpersonal skills, languages etc.), and takes account of both the priorities identified in the training strategy and the individual needs identified in the training maps. The training plan is published in December of the preceding year and updated throughout the year, if need be¹.

Forthcoming training courses are announced on the Cedefop Intranet. The announcement specifies the training content, the target group and the registration process. Where training is targeted at specific categories of staff, these will be notified accordingly.

7 b) Language training

Cedefop offers language courses in-house which are open to all staff. Courses run from January to December with breaks for Easter and the summer period. Regular classes take place twice a week, for one hour per session and are outside core time. Any derogation to the latter requires approval of the Directorate.

Attendance at group language classes is limited to one language (two hours per week) per staff member. Exceptionally, a staff member may follow a second language course, however, the hours for the second language class have to be made up with additional working time.

Staff members working part-time (50%) are authorized one hour of language training per week within working hours. They should make up the second hour of class with additional working time.

Staff members working part-time or staff members following a second language course are asked to keep account of their hours themselves. Their hierarchical superiors should take this into consideration when approving their compensatory leave.

Following enrolment in language training, staff attending less than 50% ² of the classes during a six-month period will normally not be registered for the next course. The final

¹ The training plan is financed through budget line 1440.

² Absences for missions and sick leave excepted

decision on further attendance will be taken by the Head of Human Resources. Staff members should inform the training coordinator if they cease to attend a language course.

For limited periods individual language training may be authorised for work-related and other justified reasons.

Spouses and partners may participate in Greek language courses provided there is a course available at their level. The 50% attendance ruling applies to them as well.

For language training in the interest of the organisation for languages not covered internally, or where the training requested cannot be matched by the internal training provision (e.g. specialized courses), participation in external language courses may be financed.

For all other cases of participation in externally organised language courses, the provisions on training in the interest of the individual will apply.

7 c) Special provisions for language training to fulfil the 3rd language requirement

The third language requirement for the first promotion applies to officials and temporary agents who have not yet had a promotion, as well as to contract agents in Function Group IV before renewal of their contract for an indefinite period.

The level of language required to prove ability to work in a third language is B2 level of the Council of Europe's Common Framework of Reference for Languages (CEF). The level is assessed on the basis of diplomas and certificates or through EPSO language examinations, and is validated in Cedefop through the Third Language Review Board established by Director's decision of 7 July 2009 (RS/HR/2009/583).

For individuals concerned by the 3rd language requirement, Cedefop will fully finance language tuition and examination fees to a maximum of EUR 10,000 with a ceiling of EUR 3,500 in any given year. Tuition can take the form of group or individual language classes, inside or outside the premises of Cedefop.

Special training leave³ may be granted for attendance at intensive language courses taken for the 3rd language requirement. The total training leave for this particular purpose may not exceed 15 days in any calendar year. Normally, such an additional leave allocation is granted only twice.

7 d) Participation in externally organised training activities

- **in the interest of the organisation**

In order to enhance their knowledge and competences in areas identified as a need of the area/organisation, staff may participate in externally organised training activities. These include, among others, courses offered by the Commission or other specialised training providers, fee-paying seminars, conferences, etc. Priority is given to making use of the Commission's training catalogue to which Cedefop has access through a Service-Level Agreement.

Participation in external training activities identified and authorised as being in the interest of the organisation is fully financed by the Cedefop training budget. For training

³ See also the provisions for training leave

activities involving travel, the rules for missions apply. Mission costs are covered by the respective Area budget.

Individual requests for external training should normally be submitted two months in advance of the training dates using the application form "*Request for participation in external training courses*". Approval of such requests is given by the Directorate and is subject to the respective opinion of the Joint Training Committee. To provide a sound basis for decision making, the applications must contain detailed information on the goals for the course, the relevance to the job function and the value that the participation would add for Cedefop.

- **in the interest of the individual**

Cedefop may finance training measures undertaken in the interest of the individual provided the subject of the training falls within the wider organisational context (see the definitions above). The maximum amounts for financing training measures in the interest of the individual are stipulated in Annex 2.

7 e) Study support

Cedefop encourages staff members who wish to undertake post-graduate, graduate or similar studies by offering financial support towards fees and granting special training leave (see 8). Study programmes may be financed from the Cedefop annual training budget. The total amount allocated for study support should not normally exceed 10% of the annual training budget.

All Cedefop officials, temporary and contract agents are eligible for study support after the successful completion of the probationary period. For staff members on temporary contracts, the study period applied for should not go beyond their contract end date.

In order to qualify for financial support, the subject of the study programme must lie within the wider organisational context (see the definitions above). Furthermore, the course must lead to a recognised qualification or diploma. The provisions regarding allocation of financial support are outlined in Annex 3.

Staff submitting a request for financial support should allow four months for processing. Requests will be considered on a case by case basis and are subject to the opinion of the Joint Training Committee and the approval of the Directorate.

When studies spread over more than one year, a separate request must be submitted for each year of study. The decision on financing for subsequent years will be dependent on both budget availability and the staff member's successful performance in the previous course year. In case a staff member leaves Cedefop before the end of the study, the related financial support is stopped.

Course attendance and study through distance learning should take place outside office hours. Special training leave may be granted for participation at seminars, tutorials and examinations (see the provisions below).

8. Training leave

Staff undertaking studies or other training measures may be granted special training leave. This leave may not exceed 10 working days in any calendar year.⁴ It may be granted for attendance at seminars, workshops, tutorials, other learning and development events as well as participation in examinations. No training leave will be granted for preparation for examinations.

The request for special training leave should be accompanied by the relevant documentation on purpose, duration and venue of the event.

Following completion of the training, proof of attendance should be submitted to the Training Coordinator.

9. Monitoring, reporting, evaluation

9 a) Pre-training questionnaires

For selected courses organised in-house, pre-training questionnaires may be sent out to participants to clarify their needs, course expectations and the level of the background information that they possess in the subject matter. The aim is to ensure that training meets as closely as possible the requirements of the participants.

9 b) Evaluation of training

After completing a training course, either in or outside of Cedefop, the staff member will submit an evaluation form within one month. The evaluation forms are sent to training participants by the Human Resources Service.

Six months after the training, the staff member may be asked to give feedback on the impact of the training in relation to the objectives stated in the training application or described in the training map.

9 c) Reporting and statistics

The Human Resources Service/training coordinator prepare reports for the management reviewing progress made in the implementation of the training plan and accounting for the overall investment in staff development.

Annual statistics on training delivered are compiled as part of the Cedefop Performance Measurement System and the CEDEFOP Human Resources scoreboard.

9 d) Individual training records

Individual training records are kept by the training coordinator. They capture all training activities undertaken by each staff member in a given year. By the end of January of the following year, staff members receive copies of their individual training records.

⁴ An exception to this ruling is training for the 3rd language requirement.

Thessaloniki, 11 November 2010
Dir/CFL/proda/2010/616**DIR 05/2010****DIRECTOR'S DECISION ON THE TERMS OF REFERENCE FOR THE JOINT TRAINING
COMMITTEE****1) Remit**

The Joint Training Committee (JTC) is established on the basis of Article 9(1) of the Staff Regulations.

The remit of the Joint Training Committee is:

- to provide an opinion on the bi-annual training strategy and the annual training plan
- to provide an opinion on external training requests provided by staff members, based on the rules governing training.

2) Rules of procedure

The Joint Training Committee is composed of:

- the Chair appointed by the appointing authority
- 1 member appointed by the appointing authority
- 1 member appointed by the Staff Committee.

The Training Coordinator attends the meetings of the Joint Training Committee in an advisory function. The Training Coordinator supports the Joint Training Committee by providing the necessary background information on staff training, budgetary aspects and the applicable rules.

The Joint Training Committee meets every month as a rule. The approximate dates for the meeting are announced at the beginning of the year (subject to change). The meetings are called by the Chair. External training requests that cannot be reviewed in the context of a formal meeting may be discussed via e-mail.

The Joint Training Committee shall communicate its opinions in writing to the Deputy Director for decision.

This decision shall take effect on the day following its approval by the Acting Director.



Christian Lettmayr
Acting Director

Date: 11 November 2010



Financial Contribution to training activities identified as being in the interest of the individual

Cedefop may finance training measures undertaken in the interest of the individual up to the following amounts:

Type of training	Maximum financial contribution per person per year in EUR
1) Training courses other than language courses (not leading to a recognised diploma)	300
2) Training courses other than language courses (leading to a recognised diploma)	850
3) Language courses	300
4) Examination fees	50 %



Financial Contribution to study support

Following the approval of a request for study support, and subject to budget availability, Cedefop will reimburse the following proportion of course fees:

Item	Maximum financial contribution per person per year in EUR
Course fees (Officials and temporary agents in grades 1 to 7 (AD/AST) at the time of the request, and contract agents in function groups I-IV)	80% up to a maximum of EUR 4000
Course fees (Officials and temporary agents in grade 8 upwards (AD/AST))	60% up to a maximum of EUR 3000
Examination fees	50%
Cost of travel to cover attendance at examinations, tutorials and seminars	may be covered by the Area mission budget, or are to be financed by the individual staff member

Remarks:

The total amount allocated to study support should not normally exceed 10% of the annual training budget. Where resources do not allow for all approved applications to be financed, the following factors will be taken into account:

- the subject area of the study programme and its relevance to meeting the strategic needs of Cedefop
- the amount and type of assistance already allocated to the individual