	Standard Operating Procedure
European Food Safety Authority	**Identifying and managing learning activities**
Public	

Scope	This SOP describes the procedural steps for identifying the strategic and individual Learning & Development (L&D) needs as well as the identification of formal or informal L&D solutions on an annual basis.

Special Requirements	This procedure is a controlled document maintained by Quality Management. It may not be deleted without comparable controls. *Please note that this document becomes uncontrolled once printed. Make sure by always referring only to the Repository that you have the right version in use*

Responsibilities	**HUCAP** is responsible for:
	• Identifying all L&D needs of the organisation in cooperation with the HoDs, HoUs and Programme Managers and in alignment with EFSA's Strategy.
	• Identifying and proposing relevant L&D solutions which correspond to the identified L&D needs.
	• Planning and offering L&D solutions and activities in EFSA.
	• Enabling the organisation to utilise various L&D opportunities as planned and offered either by HUCAP or by the Units, using the 70/20/10 learning model.
	• Managing FWCs in relation to L&D.
	• Having an overview of the L&D activities in EFSA.
	• Evaluating the formal L&D solutions as delivered in the year.
	HoDs are responsible for:
	• Reflecting and discussing with their HoUs the Department's and EFSA's L&D needs on an annual basis.
	• Consulting HUCAP on L&D needs of their Department and the organisation in general.
	• Supporting L&D opportunities.
	• Prioritising and endorsing the strategic L&D needs.
	HoUs are responsible for:
	• Proposing pertinent learning needs to the HoD as derived from the Deparment's strategy and work plan.
	Line Managers act as *coaches* and are responsible for:
	• Discussing and identifying with their team members their L&D needs

	• Ensuring L&D opportunities are offered where possible and in areas of their control. • Assessing to which extend the learning activity has changed the staff's knowledge, skill, behavior. **Staff** are responsible for: • Discussing their L&D needs with their Line Manager(s). • Taking ownership of their learning for example, actively identifying their learning needs with their Line Managers and seeking to meet these needs. • Attending the identified and approved learning activity and in case of cancellation, getting the written consent of their line manager. • Reflecting and assessing the learning received during the performance dialogue and the mid-term review. Implementing in practice the input received from any formal learning activities.

Abbreviations and definitions

70:20:10 learning model	The 70:20:10 learning model captures the three types of learning - experiential, social and formal. According to this module 70% of learning derives from experience and practice, 20% from social and collaborative activities (e.g. coaching, receiving feedback) while 10% comes from structured courses and programmes.
EC	European Commission
ED	Executive Director
EFSA	European Food Safety Authority
EU	European Union
FWC	Framework contracts
HoD	Head of Department

HoU	Head of Unit
HUCAP	Human Capital Unit
L&D	Learning and Development
Learning	Learning is acquiring new knowledge, behaviors, skills and values, through instruction, study or experience.
Learning and development need	Learning and development need is the gap between an individuals' or groups' present competence and the standards identified as necessary for performance or organisational success and which can be met with an appropriate learning and development solution. Learning needs can be identified as: a) top down process through identification of strategic learning needs, i.e. identification of the needs from EFSA Strategy (Step 1.1). b) bottom-up process through the identification of individual learning needs, i.e. identification of staff individual needs through the Performance Dialogue (Step1.2).
Learning offer	The learning offer is a communication document where the purpose, brief content and target groups of each learning activity is presented and communicated to staff through various communications channels (e.g. portal, DMS)
Learning plan	The learning plan is a consolidated document that includes the collective learning needs of the organisation and the learning solutions. It derives from the analysis of the strategic learning needs decided by the HoDs and individual learning needs from PDs. It is tailored made to the needs of the organisation and provide the basis to develop the Learning Offer.
Learning and development solution	Learning and development solution is any learning and development intervention, formal or informal, that aims to cover a learning and development need.
Line Manager	Reporting Officer
PD	Performance Dialogue
Programme Manager	The person in charge of managing a programme
Subject Matter Expert	A person with a deep knowledge/ expertise of an area of work, process, methodology, function.

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Procedure

	Previous SOPs in the process: N/A
Step 1	**1.0 Process of identifying L&D needs**
HUCAP, Programme / Managers	1.1 Strategic L&D needs of year Y+1 can be identified as follows: 1.1.1 Identification of L&D needs based on EFSA transformational programmes. HUCAP discusses in September with the Programme Managers, in charge of transformational programmes as derived from EFSA's strategy and implementation plan. The discussion focuses on any shortage of knowledge, skills and competencies that could impact the successful implementation of the programme in the subsequent years. Following the identification of the L&D need, the discussion focuses on: • possible appropriate L&D solutions, • the urgency and priority of meeting each need, and • the metrics of success for the proposed learning activities, and • the risk of not meeting the proposed learning need. Programme Managers use the Learning Needs Analysis form to capture the above elements.
HUCAP, HoDs, HoUs	**1.1.2 Identification of L&D needs with HoDs** In September HUCAP discusses with the HoDs the Departments' and the organisation's L&D needs for year y+1, following HoDs discussion, reflection and analysis with their HoUs. HuCap provides insights on the implementation of previous years learning plans such as completion rate, budget consumption, participation rates, feedback received, and measurement of success of the activities. HuCap also communicates the tentative budget available if known at that point in time. In particular, the process that is followed is: 1.1.2.1 HoDs/ HoUs preparation HoDs/HoUs are called to reflect on EFSA's and Department's learning needs that derive from the Department's strategic objectives for the coming years. The Learning Needs Analyis form is provided by HUCAP to

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support the HoDs in this exercise. HuCap receives the forms and consolidate the input per Department.

1.1.2.2   HoDs/ HoUs discussion

HuCap facilitates a meeting with each HoD and HoUs where the needs identified are discussed.

In particulary, each HoU is called to advocate the necessity and relevance of their proposed learning needs but also the risk for the organisation of not meeting the particular learning need.

1.1.2.3   Prioritization at Department level

Each HoU is called to nominate the learning needs that they assess as the most pertinent for meeting next years' strategic objectives. HoUs take into account the risk of not implementing or delaying the implementation of a learning activity related to the nominated needs.

1.1.2.4   Final prioritisation by the HoD and ranking of the needs

HuCap gives advice on learning options taking into consideration the budget available and lessons learned from the past, consolidates the HoUs input/ selection and puts it forward for final prioritisation of the HoD. The HoD is also called to rank the needs, as a ranking ensures that the highest in priority needs are dealt with even if there are budget fluctuations during the year.

1.1.3   HUCAP analyses the responses from 1.1.1 & 1.1.2 and proposes a learning plan, consisting of appropriate L&D solutions, which reflects the 70/20/10 model for the forthcoming year by taking into account:

☐   the ranking of the high prioritised learning needs,

☐   the budgetary and other resource restrictions, and

☐   the lessons learned from the implementation of previous Learning plans

This is the first update of the learning plan consisting of the learning solutions that meet the strategic learning needs.

1.1.4   HUCAP seeks validation of the final proposed plan from the HoDs by December, taking into consideration the budget availability for the next year as deriving from the prioritization exercise conducted in the framework of the Programming Document planning process. Following a discussion between the HoDs, the learning plan is validated.

1.1.5   The approved learning plan is saved in the DMS and HoUs are informed.

Line Managers, staff	1.1.6 HuCap starts implementing the endorsed learning activities in January of year Y+1. **1.2 Identifying individual L&D needs** 1.3.1. Individual staff learning needs are identified during the Performance Dialogues (PDs) taking place in quarters Q1 of year Y. EFSA's line managers identify with their staff members the competence gaps and translate them into: a) Development objectives (what to achieve), b) Learning plans (how to achieve the objectives) and c) Learning paths (which learning activities are foreseen). HUCAP advices and coaches managers and staff in identifying individual development gaps and learning paths for current and future roles. 1.3.2 HUCAP analyses the learning needs and proposed L&D solutions as derived from the PDs and communicates to managers learning trends (for example alignment with strategic needs, staff learning needs identified by subject areas, e.g. Project Management, People Management) by Department. 1.3.3 In June HUCAP proposes the inclusion of any new appropriate L&D solutions that have derived from the PDs in the learning plan that could meet any new collective learning needs. HuCap takes into account: • any budgetary restrictions • prioritization exercise previously conducted at the level of the departments This is the second update of the learning plan consisting of any new collective learning needs as derived from the PDs.
Step 2	**2.0 Planning and offering L&D solutions for formal and informal learning**
HUCAP	2.1 Formal learning (10 of the 70/20/10 model) can be offered internally or externally: 2.1.1 Offering L&D opportunities internally 2.1.1.1 Based on the learning plan HUCAP prepares the EFSA learning offer by end of January each year. This takes place by the time the PD exercise for staff kicks off, in order for staff and line managers to express their interest in participating in the identified L&D activities. Participation to a L&D activity should be aligned with the staff member's objectives. The learning offer

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	includes: a) In house courses with external trainers b) In house courses with internal trainers c) E-learning courses offered by EFSA, the EC or external providers 2.1.1.2 HuCap works closely with internal Subject Matter Experts for in house courses delivered with external or internal trainers. This ensures that the learning activities are within the context of EFSA's environment and that EFSA's internal knowledge is leveraged. 2.1.2 Offering L&D opportunities externally If strategic but individual L&D needs are identified through the PDs and the size of the target audience does not justify the organisation of an in-house course, opportunities to attend external L&D activities (training courses, seminars, conferences) are given. In this case, the guide on external trainings is followed. If individual learning needs that should be met through external learning opportunities exceed the relevant budget, HoDs may be asked to prioritise these needs. The criteria for this prioritisation are: • Alignment with the Department's strategic objectives • Important priorities that the department has identified such as the implementation of a key project or process. 2.1.3 Following the completion of the PDs and the identification and agreement of inclusion of any additional L&D activities, the learning offer is updated with those. 2.1.4 Targeted L&D solutions based on needs Based on the learning needs analysis of the PDs a particular L&D intervention may be agreed and offered such as coaching, participation at a Development Center or 360 feedback (for management positions). 2.1.5 HUCAP proceeds with implementing the learning offer through the year. When it concern technical training (e.g. specific scientific training programmes) Units can also offer L&D activities. In this case, HUCAP has the overview of all formal L&D activities and captures them in the learning offer.

	2.1 Informal learning (70&20 of the 70/20/10 model) Following the analysis of the individual L&D needs deriving from the PDs, managers should also offer informal L&D opportunities of staff development such as: a) Managing specific projects b) Participating in new projects c) Taking up specific roles (e.g. Document Management Coordinator) d) Participating in the mentoring programme e) Career counseling
Step 3	**3.0 Evaluation of L&D solutions**
HUCAP	3.1 In December each year, HUCAP evaluates the learning plan. In particular, HUCAP measures: 3.1.1 The number of activities endorsed in the training plan versus the implemented activities. 3.1.2 The strategic activities as percentage of all activities. 3.1.3 The satisfaction rate of each learning activity. Specifically, throughout the year, first level feedback is collected electronically, for in house courses. 3.2 For high learning investments such as learning programmes, HUCAP proceeds with a second level evaluation of the learning activity approximately 3-6 months after the completion of the programme. This is done by asking participants and managers to give examples of how the learning activity has impacted the staff member's performance. 3.3 During the annual PD exercise, the Reporting Officer and staff evaluate the learning activities identified during the previous PD exercise and offered during the year for which the staff member is being assessed, and how the learning activities had an impact on achieving the performance objectives.
	Following SOPs in the process: N/A