TRAINING AND DEVELOPMENT POLICY AND PROCEDURE
ISO 9001:2008 Clause 6.2.2

Approvals
The signatures below certify that this procedure has been reviewed and accepted, and
demonstrates that the signatories are aware of all the requirements contained herein and are
committed to ensuring their provision.

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Amendment Record
This procedure reviewed to ensure its continuing relevance to the systems and process that it
describes. A record of contextual additions or omissions is given below:

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2. Definitions

<table>
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<th>Term</th>
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<tr>
<td>Supervision</td>
<td>A planned conversation between supervisor and staff member to discuss promoting learning, reflective practice and improving care practices</td>
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<td>Appraisal</td>
<td>the assessment, at regular intervals, of an employee's performance at work</td>
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3. Policy Statement

3.1 Strode Park Foundation believes that the people it employs are its greatest asset. The Foundation provides a proactive approach in creating a learning environment, to ensure continuous improvement and to enable everyone the opportunity to fulfil their potential in order to:

3.1.1 Enable employees to perform their current duties successfully and to a ever higher standard
3.1.2 Develop a high performing organisation
3.1.3 Encourage the personal and professional development of all staff
3.1.4 Ensure staff receives the development they need to achieve promotion within the Foundation.
3.1.4 Working effectively as a team

3.2 Individual Learning and Development needs will be identified, planned and supported through the supervision and appraisal process. Given that it is not always possible to meet all of an individual's needs at any given time, priorities need to be set at various levels:

3.2.1 Guided by the experience of people who use services and their carers
3.2.2 Guided by our service models and their ongoing development and ongoing improvements
3.2.3 Regulatory requirement
3.2.4 Statutory requirement, especially where risk assessments identify training as a means of controlling risks
4 Core Training Programme

4.1 The core training programme will be based upon the skills and attitudes required to perform their duties and the need for continuous improvement. All staff will be required to attend an appropriate induction, training and annual updates.

5 Scope

5.1 This policy relates to all staff employed in the Foundation and all volunteers who work in the Foundation.

6 People who use our services

6.1 Feedback from the Quality Assurance System will be used to take into account the views of the people who use our services and support the development of courses.

7 Quality System Training

7.1 Quality System Training is provided to ensure that employees are aware of:

1. The importance of conforming to the quality policy, objectives, procedures and the QMS in general
2. Any significant impacts, actual or potential, of their work activities
3. Their roles and responsibilities in achieving conformance with the quality policy and procedures
4. The potential consequences of departure from specified operation procedures

All training and courses run by the Foundation will be available to people who use our service

8. PROCEDURE

8.1 Introduction

This procedure applies to all functions and operations and encompasses all employees including full time, part time, contract, agency, volunteers.

8.1.1 The HR department will produce annually a training programme for the coming year. All managers will be consulted on its content and on who is required to attend each element. For example, included in the annual refresher training will be moving and handling. All staff will be required to attend the theory section. Additional practical training will only be mandatory for staff that move and handle people who use our services.

8.1.2 The training programme will also be based on the need for continuous improvement in our service delivery.

8.1.3 All other training will be identified through the supervision and appraisal process.
9 Diplomas

9.1 To meet the Foundation’s policy of continuous improvement all staff that are not professionally or otherwise qualified will be encouraged to undertake an appropriate Diploma. Exact timing of the start of an Diploma will depend upon available funding.

10 Identification and Prioritisation of Learning and development Needs

10.1 All new staff (including bank staff and volunteers) will have completed a Foundation-wide Induction programme within three months of the commencement of their Employment. This will include some, but not all, of the requirements for Statutory and Mandatory learning programmes and will identify those individuals who might need specific support with further development of their learning skills. An Action Plan will then be developed for the delivery of the training required.

10.2 The Foundation will develop and agree an annual Training Plan. The training plan will be reviewed 3 monthly at the Training Strategy Meeting. All staff will be required to attend training deemed essential for the carrying out of and continuous improvement in the carrying out of their role.

10.3 New staff will meet with their line manager, or someone acting on their behalf, to jointly consider their requirements for learning and development as part of their first supervision approximately six weeks after their starting date. Also at that meeting their induction programme should be completed. If it is not completed a timetable will be drawn up for its conclusion, with a maximum of a further six weeks being allowed. No-one can have their probationary period signed off unless their induction programme is fully and satisfactorily concluded.

10.4 All staff will receive an annual appraisal. Learning and development needs will be identified, prioritised and supported through the appraisal process. It is a line management responsibility to ensure that all members of staff have an annual appraisal.

11 Manager’s Responsibility

11.1 Managers will identify training needs during the appraisal and supervision process and ensure that staff attend appropriate training

11.2 Managers will release staff to attend training that has been booked

11.3 Managers have a responsibility to ensure that skills acquired during training and development, are applied in the workplace.

11.4 Managers will ensure a culture of continuous improvement and that all staff are actively engaged in this.

12 Staff Responsibility

12.1 Staff will attend all courses for which they are booked or follow the procedures for notification if they are unable to attend

12.2 Ensure that they have made provision to attend the entire course
12.3 Identify to their managers any mandatory training deficiencies at the time of their appraisal or supervision, or at an appropriate time.

12.4 Provide trainers and managers with constructive training feedback.

12.5 Staff have a responsibility to ensure that skills acquired during training and development are applied in the workplace.

13 **Trainer’s Responsibility**

13.1 Training materials will be relevant and appropriate to the course.

13.2 Training will be delivered effectively and evaluated thoroughly.

13.3 Trainers will be encouraged to use new technologies as far as possible to develop different learning styles and skills.

14 **Required Training**

14.1 Required training is training which has been identified by the Foundation as essential for that group of Foundation Staff. Learning within this category will be funded by the Foundation and protected learning time given.

15 **Role Essential Training**

15.1 Role Essential Training is Training which has been identified by the Foundation or a regulatory body as essential for the effective performance of certain roles.

15.2 For every role within the Foundation there are skills and attitudes that staff need to carry out to do their jobs effectively. Some of these skills may have been acquired as part of professional training. These skills need to be current and up-to-date. This also encompasses the competency requirements from professional bodies.

15.3 All professionally registered qualified healthcare staff are required to undertake Continuing Professional Development (CPD) as a condition of continued registration.

15.4 The quantity and frequency of this learning varies from profession to profession.

15.5 Learning within this category may be funded up to 100% of costs by the Foundation and protected time will be negotiated.

15.6 In general, the training category will be determined by the line manager, with appropriate professional advice. The Foundation will make every effort to help individuals to identify alternative funding where it is not meeting the full cost of the training.

16 **Booking Courses**

16.1 Each department will agree a protocol with HR for booking its staff onto the required courses for the coming year. It will be the responsibility of managers to ensure that all their staff, including themselves, are booked onto courses before the start of the training cycle.
17 Non Attenders

17.1 The Foundation has made significant investment into the establishment and delivery of learning and development. Staff should therefore recognise that whilst in-house programmes are in most cases free at the point of access to individuals, they represent great cost to the Foundation. Once a place has been booked, every effort should be made to ensure attendance.

17.2 If a member of staff is unable to attend any of this training they must inform their manager as soon as they can. It will be for the manager to inform HR not the member of staff. The manager will also inform HR, by e mail, of which replacement course they will be booked onto. HR will not write to the member of staff confirming this.

17.3 If a member of staff does not attend training and the manager does not inform HR that the non attendance was justified it will be assumed that the member of staff was absent without good cause. A letter will be sent to the member of staff with copy to their manager. The letter will state that they should have attended the course and that they should see their manager at the earliest opportunity to explain their non attendance. The manager will inform HR (by e mail) if the non attendance is justified. If there is no satisfactory justification provided their record will show this.

17.4 Any further non attendance should lead to a formal hearing under the disciplinary policy. All training will be cancelled for that member of staff until the manager informs HR that they have formally met the person and they will be attending training in future.

17.5 Repeated non attendance will lead a further warning and then dismissal.

18 Application for external training

18.1 External training courses will only be approved where there is not an in-house training solution to meet the development need. Also where the manager and the appropriate director are satisfied that the training meets the identified need and the individual has the ability and aptitude to meet the course requirements. Funding for these programmes is not guaranteed by the Foundation.

18.2 Approval for staff attending training of this type will be agreed on the basis that one member of staff can attend and will then share their experience with staff in their local area. More than one member of staff attending the same event will only be approved where the training is necessary and the need for more trained people is essential or individuals need to participate in practical skill acquisition.

19 Establishing Training Priorities

19.1 Training priorities will be set using the following principles:

19.1.1 The experience of people who uses our services and their carers
19.1.2 The need for continuous improvement
19.1.3 The requirements of service models and their ongoing development
19.1.4 Regulatory requirement
19.1.5 Statutory requirement, especially where risk assessments identify training as a means of controlling risks
19.1.6 Continuing Professional Development
19.1.7 Legal requirements/ managing risk
20 Application Guidance for external training

20.1 All staff should gain the approval of their manager before applying for funding. This should occur before the individual is committed to a course for which they would like funding. Funding cannot be guaranteed if sought retrospectively. Individuals should be aware that training budgets are very limited and that allocations for funding will be made as fairly as possible. Applications for courses and conferences should be made well in advance of the event being applied for.

21 Requirement to repay training costs in certain circumstances

21.1 Individuals who receive Foundation funding for personal training and development must commit to remain in post for a minimum of one year after the end of the course and will be asked to complete and sign a Training Contract agreeing to this. This contract is required for each period of the course that requires new funding from the Foundation. If an individual leaves the Foundation during the course or within the time period defined in the contract, there may be a requirement to repay the Foundation’s contribution to the course fees. This will also apply if the individual fails to complete the course, but remains in the Foundation’s employment.

22 Study Leave

22.1 Study leave during the course will be negotiated with the line manager and is not a right. Time off may also be considered for exams and revision. Time off for revision will not exceed one day for each exam.