

# TRAINING & DEVELOPMENT POLICY



**With you.**  
**For you.**



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Author:	Midlands and Lancashire CSU HR Team
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## **PART 1**

### **HR POLICIES TRAINING AND DEVELOPMENT**

#### **1. PURPOSE OF TRAINING**

- 1.1 The purpose of the organisation Training and Development Policy is to ensure that the CCG is resourced, at all times, with people who have the appropriate competence and experience to enable the CCG to achieve its purpose and meet future needs.
- 1.2 The CCG encourages the training and development of all employees in the knowledge and skills required to competently perform in their role, particularly when they take up a new post.

#### **2. PRINCIPLES**

- 2.1 The organisation will ensure that a training needs analysis is undertaken in line with NHSLA Risk Management Standards to identify topics defined as risk management training, mandatory training and the frequency required by all staff groups. This will be monitored, updated and communicated regularly. An annual training report will be produced of all the topics identified.
- 2.2 Training and development needs may be identified and addressed at individual, group and organisational level.
- 2.3 Training activities may be used to facilitate change by broadening the outlook of individuals or by providing what is necessary to enable them to manage change.
- 2.4 Development may also be used to help individuals develop skills and gain qualifications which will contribute to the development of their work and equip them for their future career.
- 2.5 Training and development needs may be identified through structured discussion between individuals and groups and their managers, taking into account the needs of specific roles, other identified competencies and personal goals.
- 2.6 Training or development which is considered essential for the performance of a role, will be provided by the CCG.
- 2.7 Training and development provision may encompass a wide range of activities including classroom training, coaching, mentoring, shadowing, secondments, workbooks and workshops, self-study and Further Education.
- 2.8 All training and development activity will be evaluated to ensure that appropriate development activity has been undertaken. Evaluation information will be used to review and improve the quality of the development provision.
- 2.9 Evaluation will also be used to ensure staff are benefiting from these activities to improve their overall effectiveness at work, and to ensure that the financial commitment made by the CCG to develop its staff is well invested.

#### **3. EVALUATION**

- 3.1 Evaluation of the effectiveness of the training intervention will be undertaken by Line Managers.

## **4. RESPONSIBILITIES**

4.1 It is the responsibility of managers and individuals that training, and development activities are completed appropriately within agreed timescales, are evaluated and recorded.

### **4.2 Individual**

Each member of staff has a personal responsibility to participate actively in training to enable them to carry out their work effectively and efficiently. This involves:

- looking for and identifying their own training needs and discussing the development and implementation of an agreed development plan
- participating in development activities
- monitoring and evaluation of the plan and development activities
- spending time on their own self development.

### **4.3 Line Managers**

Line managers have a key role in the training and development of their staff. They should ensure that their staff are trained to carry out their present job effectively and receive training to develop them for future opportunities.

This involves:

- conducting appraisals to identify the training, development and support needs of their staff
- ensuring plans are developed to help meet these needs
- providing on the job training where possible
- providing opportunities for personal development, for example by exploring new areas of work when appropriate
- reviewing, monitoring and evaluating development activities and their effectiveness
- identifying opportunities to practise new skills and demonstrate knowledge
- reporting training and development activity to the Training Team.

## **5. EQUALITY**

5.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

## **6. MONITORING & REVIEW**

6.1 All training and development will be monitored, recorded and evaluated in accordance with local CCG and NHSLA requirements.

6.2 The policy and procedure will be reviewed triennially by the HR team in conjunction with operational managers at the CCG and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

## **PART 2**

### **1. PROCEDURE**

- 1.1 Training requirements should be identified by staff and managers on an ongoing basis. This is an essential part of the Ongoing Review and Objectives process (see separate policy) and should be in line with the requirements of the job.
- 1.2 When training requirements are identified as a result of a group, directorate or organisational need, approval of development activity should be authorised by the appropriate management team, on an ongoing basis.
- 1.3 It may be appropriate to consult with training contacts to agree funding and resources which may be provided locally.
- 1.4 All training and development initiatives should be evaluated appropriately by the individual and manager as part of ongoing performance management and Appraisal processes.

## APPENDIX 1

### Staff Training Application Form

<b>Name</b>		<b>Employee Number</b>	
<b>Team</b>			
<b>Work Base Address</b>			
<b>Telephone Number</b>		<b>E-Mail</b>	

### Details of Learning / Development Activity

<b>Title of Activity</b>		<b>Dates of Activity</b>	
<b>Venue</b>		<b>Total Days (or hours) away from workplace</b>	
<b>How was this learning / development need identified?</b> (e.g. via appraisal / development review)			
<b>Describe how you will use your new skills / knowledge and how will it benefit / improve the service?</b> (to support your application please also list your objectives for the activity)			
<b>Signed</b>		<b>Date</b>	

### Approvals

<b>Line Manager Signature</b>		<b>Date</b>	
<b>Name</b>		<b>Supported ? (Yes / No)</b>	

<b>Rationale</b>	
<b>Mandatory Training is up to date Y/N</b>	

**Office Use**

<b>Actioned</b>		<b>Date</b>	
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## **APPENDIX 2**

### **Equality Analysis Initial Assessment**



**Training &  
Development Policy**