

Heritage Care at Home Ltd

Training and Development Policy

Policy reviewed and valid from: 01/01/20

Purpose

This policy confirms Heritage Care at Home Ltd's commitment to developing its staff and outlines the arrangements for identifying, resourcing and allocating training and development opportunities. Training needs of all staff will be assessed on a regular basis as will their competence in relation to the training they have received.

Scope

The policy applies to all employees of Heritage Care at home Ltd

Heritage Care at Home Ltd is happy to use other providers' training for new staff whilst it is valid

Introduction

Heritage Care at Home Ltd recognises the important role of training and development and is committed to making relevant opportunities available to all staff in order to:

- Support the achievement of its strategic aims and business plan objectives.
- Ensure that it is able to provide the highest quality of service through its skilled and trained workforce.
- Enable all staff to develop their skills and knowledge to improve their job performance, increase their job satisfaction and reach their full potential.
- Promote its reputation as a first choice employer and increase its ability to attract and retain a high quality workforce.

Heritage Care at Home Ltd will ensure that all staff have equitable access to development opportunities to meet their needs. Participation of all groups will be actively encouraged by promoting the value of staff development ensuring that it is delivered in a convenient way and working to remove any barriers to participation. This policy applies to all employees of Heritage Care at Home Ltd.

RESPONSIBILITIES FOR TRAINING AND DEVELOPMENT

The Management Team

Management is responsible for ensuring that this policy is fully implemented, training and development opportunities are resourced appropriately and organisational priorities for training are identified annually.

They are responsible for ensuring that staff have annual performance and development reviews and meaningful personal development plans (PDPs). They will also ensure that training and development needs are reviewed regularly and any training agreed on the PDPs is implemented (within the constraints of the resources available). Managers are responsible for identifying any development needed to enable individuals to meet the job objectives and for ensuring that adequate time is available to staff to enable them to undertake this development. They also need to provide feedback on the individuals' development needs to their line manager through the job review process.

Staff

All members of staff are responsible for ensuring that they follow through their personal development plan and make the most of all the development opportunities available to them, both for their individual development and to enable them to be more effective in meeting organisational objectives.

Training Team

Members of the training team will advise on the training and development opportunities available, analyse Personal Development Plans to assist in the prioritisation of individual and organisational training needs and commission internal or external development activities where this is the most cost effective option meet the needs. It will also monitor training attendance and funding allocations to ensure that there are no organisational barriers inhibiting equal access.

All staff will have an annual performance and development review including jointly agreeing their development needs with their manager and recording them in their annual Personal Development Plan. As part of this process, the manager and individual will need to clarify the time required for the development activity and agree how this will be protected within the individuals working hours.

The PDP will cover the development needs of staff in relation to:

- The skills required to meet the Care Knowledge and Skills Framework Outline for their post
- Any new legislative and policy requirements relating to the post or the organisation.
- Any additional skills or capabilities they need to better equip them to contribute to the priority work areas Heritage Care at Home Ltd.
- Their individual aspirations for career development and any preparation they need to enable them to carry out higher levels of responsibility within the organisation or the wider health & social community.

In addition to the Personal Development Plan there may be other development needs identified in the course of the year, including any skills required to meet the requirements of specific jobs that the individual is working on. These will be identified by the Line Manager and, in these circumstances, it will be the Line Manager's responsibility to ensure that the time and resources are made available to staff for these needs to be met.

Although participation in development opportunities will normally be jointly agreed, there may be some training activities that Heritage Care at Home Ltd deems to be a mandatory requirement. These may include:

- Induction training for new staff
- Care Certificate training
- Training that is required of staff to enable Heritage Care at Home Ltd to meet its business plan priorities (for example in relation to new policy developments).

As the resources and available time for training are limited, it may be necessary to prioritise training needs in any one year. As a general guide, the following priority order should be applied:

- Mandatory or statutory training
- Training to address a gap in the skills/knowledge necessary for the individual to perform their job effectively
- Training to address any annual organisational development needs identified that relate to the individual's post

- Training to further improve the individual's standard of work performance
- Training to provide any new skills/knowledge that the individual will need to use in their role in the future
- Training to support the individual's longer-term career development.

Meeting training and development needs

In considering appropriate mechanisms for meeting training needs, the whole range of development opportunities should be considered, including:

- On the job learning and development (such as participating in a project or job in a new area, 'acting up', secondments, being coached or mentored etc)
- Off the job individual learning (including distance learning, private study and e- learning)
- Formal education and training (studying towards qualifications, short courses, attending conferences etc).

When deciding the appropriate methods of delivery, the following will need to be taken into account:

- The benefits of the training/development to the organisation and individual
- The cost of the training/development
- The individual's preferred learning style
- The location and timing of the training/development (taking account of the employee's personal circumstances and working pattern)
- If it is decided that an external course is the best way of meeting the training need, the HR Team can provide advice on programmes that have been attended and positively evaluated by other staff.

The Management Team may also commission training to be run either internally or externally, where it is clear that there is a significant organisational need. This will include working in partnership with other organisations in the local health & social Care community or with education providers that Heritage Care at Home Ltd already contracts with, where this would provide value for money.

Where an internal training intervention is being planned, in-house expertise will be used to deliver it where available. When external training bodies are used, this will be in conjunction with internal staff wherever possible, so that they can tailor the training to the organisational context, along with developing their own expertise for the future. Any development opportunities that are generally available to staff will be advertised widely through e-mail, the extranet and any other appropriate mechanisms to ensure that all staff have the relevant information and opportunity for access.

Maximising the effectiveness of development activities

Heritage Care at Home Ltd recognises that personal development will be most effective if staff:

- Fully understand why they are undertaking the development opportunity and how it links to their personal and/or organisational objectives.
- Are clear what is expected of them both during and as a result of the training know how the new knowledge/skills can be applied to their work
- Have the support to implement the changes in the workplace

- Can evaluate their learning and identify any further training or development that might be needed
- Can share what they have learnt with other colleagues

It is therefore important that the manager fully discusses the development opportunity with the employee beforehand and that support is given to ensure that the new learning can be integrated into the employee's work immediately on return to the workplace.

Resourcing training and development

For training and development to be effective, it needs to be adequately resourced, both in terms of appropriate funding and protected time.

A training budget will be held by the Training Manager, which will be used to fund training activities that have a cost attached. This will cover training under three categories: short courses (seminars, conferences, workshops, etc), programmes of longer-term study (usually towards a qualification) and the development of internal programmes to meet organisational needs. The latter may include:

- Statutory training and other training to meet the Heritage Care at Home Ltd's obligations as an employer e.g. health and safety, induction, etc
- Management training and development
- Information and skills to meet new targets, initiatives and policy developments
- Any knowledge or skills that are required by a significant proportion of staff

RECORDING, MONITORING AND EVALUATION OF TRAINING

Recording

All staff should record the training and development they require for the year on their annual Personal Development Plan. This should be signed by both the manager and the individual and a copy should be sent to the Training manager so that they can analyse whether there are common training needs that could be better met through the central commissioning of development activities.

Staff should also keep a record of any learning and development they have undertaken during the year in relation to their Personal Development Plan, as they will need this for their performance and development review.

Monitoring

The Training manager will collect and analyse information on attendance at internal courses and the allocation of funding for external training in order to ensure that no particular groups or individuals are unfairly excluded or disadvantaged and that resources are distributed across the organisation.

Evaluation

Participants at all internally run training programmes will be required to complete evaluation sheets that will be distributed during the event, so that the effectiveness of the programmes can be assessed and any necessary modifications made. Where an employee undertakes an external training programme, they should complete and return the evaluation form.