



Learning and Development Policy

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CONSULTATION AND RATIFICATION SCHEDULE

Name of Consultative Body	Date of Approval
Senior Management Team	
Learning and Development Department	
Care Coordination Department	

CROSS REFERENCE TO OTHER POLICIES/STRATEGIES

This policy should be read in conjunction with:	Detail
Policy 13	Employee Performance Review Policy
Policy 17	Competency Framework
Policy 21	SSSC Registration Policy
Policy 23	Recruitment and Selection Policy

Key Words: Training, Learning, Development, Secondment, Delegation, Coaching, Guidance, Further Education, Dementia Special Knowledge and Development

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1. POLICY STATEMENT

Primecare Health LTD is committed to making available the necessary learning and development resources which are there to provide employees with the most current skills, knowledge and professional qualifications thus effectively enabling them to perform their duties and responsibilities effectively. Such resources will also incorporate opportunities for employees to develop their flexibility and enhance their potential for any future employment opportunities within the company.

2. POLICY OBJECTIVES

The overall objectives of this Learning and Development Policy are:

- To ensure that the company has sufficiently trained, qualified, experienced and flexible employees to support its service needs and to ensure the continuing effectiveness in provision of the services provided and in achieving accreditation for service delivery.
- Offering development opportunities which enable employees to perform their present jobs effectively and to acquire new skills aimed at increasing the flexibility in moving to new or different areas of work.
- To assist employees to develop their potential and to realise their aspirations for career progression, consistent with their needs and those of the company.
- To ensure there is equality of opportunity for employees to obtain regular training; to meet their learning and development needs in the most effective way, in terms of quality and cost.

3. EMPLOYEE LEARNING AND DEVELOPMENT PRIORITIES

The following learning and development priorities have been established in order to ensure that best use is made of available training resources within the company, with its training and learning officers and externally.

- Induction training required by new recruits to the company or employees transferring between or within services.
- The learning and development required to meet the company's obligations under National and Scottish regulations and legislation.
- The learning and development required to increase employee effectiveness, job knowledge and improve performance in current jobs, at all levels.
- The learning and development required to support the company's strategic objectives.
- The learning and development required to comply with the company's employment policies.
- The learning and development arising from new company procedures or equipment, or new technology.

4. LEARNING AND DEVELOPMENT BUDGETS

The responsibility, accountability and authorisation for learning and development expenditure will be at the discretion of the Director.

5. RESPONSIBILITY FOR LEARNING AND DEVELOPMENT

Human Resources/Learning and Development are responsible for formulating an employee development strategy for the organisation and for developing a consistent approach to learning and development by services, in terms of the Learning and Development Policy and the company's objectives as an equal opportunities employer. Line managers have a key role in achieving the company's objectives through maximising the performance of their immediate employees. Specifically, they will:

- Discuss with employees their performance through regular supervision and during the annual performance review.
- Support employees to reflect on their own practice to identify learning and development needs:
- Consult with the Learning and Development Team and/or Learning and Development Officer, as appropriate, to obtain advice and guidance in pursuit of this responsibility;
- Ensure that, prior to attending a learning and development event; there is a discussion with the employee to establish the objectives of the training, the desired outcomes and the conditions of the company's Learning and Development Policy if required.
- Ensure that a post-development evaluation is conducted to ascertain the value/quality of the training provided and to discuss with the employee whether the desired outcomes were achieved; what personal benefits were gained and how the new knowledge can best be utilised to improve performance, as well as identify any further training needs.

Employees have a responsibility to take ownership of their own learning and development in order to maximise the opportunities that can be made available to them. It is necessary for the individual employee to participate fully in the identification of their own training needs by reflecting on their own practice with direction from their line manager where necessary.

Details of each learning activity must be recorded by the employee and include: a description of the learning they have undertaken and how they view this learning being applied to practice. Staff registered with a professional body (The Scottish Social Services Council or Nursing and Midwifery Council), should use recommended post-registration training and learning forms. Links to these forms can be sourced via:

<http://www.sssc.uk.com>
<https://www.nmc.org.uk/registration/>

This record will provide a clear pathway of learning and development and should be discussed at supervision and during the annual performance review.

6. QUALITY ASSURANCE OF LEARNING AND DEVELOPMENT

Learning and development will be assessed to ensure that it is consistent in terms of quality and standards against the Public Services Improvement Framework (P.S.I.F). The quality assurance of the Learning and Development Policy provides a clear and concise outline of procedures relating to the quality assurance of learning and development.

A Learning and Development Department consisting of managers representing different areas of the company and Learning and Development personnel ensure delivery against the Learning and Development 3-year plan and the quality assurance of training.

7. LEARNING AND DEVELOPMENT PROVISION

The company will provide learning and development financial resources, subject to the contractual terms and conditions, budgetary constraints, priorities and legislative requirements. While each line manager must assess and exercise discretion in the provision of learning and development opportunities in this context, the company expects that employees will be released for approved training, on the basis that the training has already been approved and scheduled to accommodate operational requirements.

Learning and development opportunities will include the below.

8. INDUCTION TRAINING

Induction training will commence on arrival for all new employees to the company. It should comprise of both a company and department/sector overview and should:

Explain what the company does and how it is organised;
Explain the organisation's values and culture;
Help employees settle into their new environment;
Help employees understand their responsibilities and obligations;
Ensure that the company receives the benefit of well trained and motivated employees as quickly as possible.
Induction training should also be given to employees transferring between and within services/sector to achieve the above aims in the context of the new post.

9. JOB RELATED LEARNING AND DEVELOPMENT

Job related skills, learning and development may include both on and off-the job learning situations, e.g.:

- Internal or external training courses (this includes e-learning)
- Delegation
- Coaching and guidance
- Projects
- Secondments
- Appropriate job rotation
- Computer assisted learning
- Further education

- Vocational qualifications
- Dementia specific knowledge and development

10. CONTINUOUS PROFESSIONAL DEVELOPMENT

CPD stands for Continuous Professional Development. It refers to the process of tracking and documenting new learned skills, knowledge and experience that are gained both formally and informally within the workplace.

Each employee will be issued with a CPDP (Continuous Professional Development Portfolio) to document their own learning and development as a professional. This portfolio should be used within supervision and during the annual review processes.

Any Learning and development opportunities in relation to continuous professional development should be instigated by employees in consultation with their line manager and should meet the level of requirements stipulated by the professional bodies, such as, The Scottish Social Services Council (SSSC) <http://www.sssc.uk.com> and Nursing and Midwifery Council <https://www.nmc.org.uk/registration/>

It is a requirement that all staff employed within Primecare Health LTD are registered with the appropriate professional body.

Employees are more likely to remain with the company if their qualities and skills are recognised, nurtured and developed at all levels. CPD is an ongoing, planned, learning and development process that:

- Enables all staff to expand and fulfil their potential
- Contributes to their work-based and personal development
- Can be applied or assessed against competencies for all employee roles and organisational performance
- Includes any activities that employees are doing on a day to day basis which increase knowledge, experience, understanding and improve performance.
- Ensures continuing confidence and competence, particularly as roles develop and evolve.

11. LEARNING AND DEVELOPMENT (ORGANISATIONAL REQUIREMENTS/ STRATEGIC OBJECTIVES)

Each sector/department will ensure the integration of the company's priorities in their Learning and Development Training Pathway for new and existing employees.

12. HEALTH AND SAFETY TRAINING

Health and Safety training will be provided for all employees in accordance with the obligations of the Health and Safety at Work Act 1974 and related legislation, and the company's Health and Safety policies and procedures.

13. EQUAL OPPORTUNITIES

The company will arrange such training as is necessary to help ensure that employees are enabled to carry out their responsibilities without discrimination on any grounds.

14. EMPLOYMENT POLICIES

The company will arrange such training as is necessary to assist and support employees who have a responsibility to implement and apply the company's employment policies.

15. MANAGEMENT PATHWAY

The company accepts that management learning and development is a vital investment which should show a return from improved employee effectiveness in providing a high level of organisation services. Provision will be made for employees who have managerial responsibilities/management potential to have access to up-to-date developments in the concepts of management, to be achieved by means of coaching and guidance, projects, job rotation and short courses etc.

16. SECONDMENTS

The company recognises that career development may require employees to be given periods of work experience in a variety of work situations and which may be associated with formalised training.

17. PRE-RETIREMENT TRAINING

Employees who are due to retire will be given the opportunity of attending a pre-retirement course. This can be arranged on request.

18. ACCESS TO TRAINING PROVISION

Access to all learning and development events will, in the main, result from the outcome of a review of development needs, conducted annually and contained within sector/department learning plans.

19. QUALIFICATIONS AND JOB-RELATED TRAINING COURSES

Attendance at a relevant part-time course of study, or short external course, seminar, or other similar job-related training course may be approved by the relevant Director provided that:

The proposed course is relevant to the work of the sector/department and the employee's present post, or, where applicable, planned future position in the company;
Appropriate budgetary provision has been made for the course.

Application should be considered, following consultation with Human Resources by the relevant line manager in consultation with their Manager and where appropriate the Director.

20. OVERSEAS EVENTS

Requests for attendance at events, conferences etc. which are held overseas will be subject to agreement by the Director.

21. SUCCESSION PLANNING

The company is committed to developing the workforce in ways which will, distribute leadership to utilise the strengths of individual staff and enable them to contribute to their maximum potential, encouraging continuous professional development and motivating staff to progress within the company and beyond.

The underpinning principles of Succession Planning within the company are:

- Succession planning will look at the performance / potential of the whole workforce
- It is a process to identify people in a structured way that have the potential to be promoted or to move laterally into key risks posts.
- It provides structured development of the people identified to meet the demands highlighted by workforce planning.
- The mechanism is based on 'good' performance as evidenced by the annual review process and organisations competency framework
- It is NOT just about a small number of very exceptional people.

22. BUDDYING, MENTORING & COACHING

Buddying, Mentoring and Coaching have much in common within the company; they are usually one-to-one relationships which help people to improve their talents. Buddying is widely used to help develop newer members of staff. The potential "buddy" is likely to have previous experience of working in a particular area into which the individual has been recruited or can pass on applied learning in order to help him/her achieve objectives.

Mentoring is a management method which can help the employee to make a significant transition in knowledge, skill or thinking. This involves matching an individual member of staff to a senior person usually within the company who acts as an adviser and guide on personal and professional development over a continuing and extended period of time.

Coaching is a management method of planned interventions designed to improve the performance of an individual in performing a specific task.

23. COMMITMENT TO PROFESSIONAL QUALIFICATIONS

The organisation is committed to investing in professional (HNC/SVQ/LMC) qualifications for staff. These qualifications will be relevant to their roles and in line with SSSC registration requirements. It is important to note that staff must carry out any work required

for their qualification within their own time; this time will not be paid for. The need for professional qualifications should be identified through supervision.

Process of professional qualification pathway for all staff:

- Staff who require a professional qualification should be put forward for relevant award via line management. This information should be given to the Directors who will liaise with preferred supplier.
- Staff will be required to fill in relevant paperwork before commencing any professional qualification. This may include a SAAS funding application form and a competency-based skill scan (to ensure that staff are ready to commence this award).
- Dates to commence induction will be scheduled via Learning and Development. Once staff have been notified that they have successfully secured a place to embark on a professional qualification, they must then complete a letter of undertaking, if company agreed to pay for, which should be signed by themselves and by their manager. A copy of this letter should be placed within supervision and staff file.
- Staff will enter into a contract with the preferred supplier of qualification establishing realistic timeframes to complete the award. If this award is not completed in this timeframe, staff will be liable for costs and could lead to possible disciplinary action for failing to complete qualification required for the role.
- Line managers will monitor individual progress on professional and vocational education courses. Where it is identified that employees may be abusing the resources granted to them under the policy, these cases should be investigated and appropriate action taken, which may include disciplinary action.

24. WRITTEN UNDERTAKINGS

The following conditions apply to employees who have been authorised to study for an approved course on a block/day/fulltime paid release basis, by evening class, distance or open learning or undertaking a vocational qualification.

All employees who have been granted resources up to the sum of £100 for professional and vocational courses of study will be required to sign a Letter of Undertaking prior to commencing their studies. This should also be signed by the Directors. A copy of the signed undertaking will be given to the employee. Before signing the undertaking, the employee will be advised of the estimated cost of the proposed course of study and this cost would be included within the Letter of Undertaking.

This undertaking will require the employee to agree to remain and continue in the service of the company for a period of 2 years, following the completion of the course. The employee will be required to repay to the company any financial assistance given, during the study period or before the expiry of the 2-year period, should the employee:

- Voluntarily leave the service of the company.
- Be dismissed from the service of the organisation for reasons of discipline or misconduct.
- Voluntarily terminate the studies before completing the course.
- Fail to make a satisfactory number of attendances while on the course.

- Make no attempt to complete the work of the course to a satisfactory standard.
- Fail to make satisfactory progress as determined by service provider.

25. RECOVERY OF TRAINING EXPENSES

Except where the contract of employment otherwise specifies, the amount to be recovered, in terms of the above, shall be the financial assistance paid by the company or such proportion thereof as may be determined by the organisation in connection with the course of studies, calculated to include:

- The course fees for the course of studies.
- All examination fees.
- Any grant made by the company towards the cost of preparing a Thesis.
- Actual excess travelling expenses.
- Any other grant made by the company.
- Any expenses incurred by the company in recovery of financial assistance.
- Employees who leave the service of the organisation undertake to refund all of the financial assistance given.

26. MONITORING OF LEARNING AND DEVELOPMENT

Suitable assessment procedures must be followed to monitor the effectiveness of learning and development so that appropriate changes can be made in the light of experience. Information about sector/department learning and development activities is also required to provide an overview of the operation of the policy and to allow reports on learning and development to be prepared.

It is recognised that on-the-job learning and development will take a variety of forms and much of this will be outwith structured training forums. Structured training will be recorded on the individual employee's personal record. Line managers will be responsible for maintaining these development records and advising Human Resources and Learning and Development Officers.

27. INTERNAL LEARNING AND DEVELOPMENT STATISTICS

Learning and Development Officer/Trainers will submit to Learning and Development Department – Operation Manager attendance sheets giving details on any courses organised and run internally, and of the number of employees who attended such courses. The statistics will be used for organisational monitoring and reporting purposes.

28. EXTERNAL TRAINING AND DEVELOPMENT EVENTS

Line managers will be responsible for monitoring attendance at external learning and development events to ensure that expenditure is being controlled. Line managers will submit a quarterly return to the Senior Management Team giving details of authorised external learning and development events attended by employees. The statistics will be used for organisational monitoring and reporting purposes.

29. EVALUATION OF TRAINING

Evaluation should be considered an integral part of any learning and development activity. Managers need to understand the importance of their role in pre- and post-course activities.

The process of evaluation will require line managers to consider:

- Criteria for selecting employees to attend job specific, professional and vocational training courses.
- How employees are briefed by supervisors before attending a course of studies or a training and development event.
- Action taken by supervisors to debrief employees on their return to the workplace and advice of opportunities to apply knowledge gained.
- The assessment of training and development activities against specific objectives.

30. GRIEVANCES

An employee may refer questions of interpretation or problems related to the provisions or to the application of this policy, in the first instance, to their immediate line manager. If this procedure fails to produce a satisfactory result to the employee concerned, recourse may then be made to the company's grievance procedures.

31. REVIEW OF LEARNING AND DEVELOPMENT POLICY

Human Resources/Learning and Development will review the policy every three years in the light of organisational developments and future changes to the organisation's service and employee requirements.