

PR14 - Training Policy and Procedure

Category: Human Resources Sub-category: Recruitment, Induction and Training







Policy Review Sheet

Review Date: 20/02/18 Policy Last Amended: 13/07/16

Next planned review in 12 months, or sooner as required.

Note: The full policy change history is available in your online management system.

Business Impact:	Low	Medium	High	Critical
		X		
Changes are important, but urgent implementation is not required, incorporate into your existing workflow.				

 Reason for this review:	Improve usability
 Were changes made?	Yes
 Summary:	Updated to reflect changes in training requirements. The policy is in the new format and includes key facts and evidence to support outstanding practice. The Care Certificate requirement has been included in the policy, and the commitment of the service to the delivery of training has been made explicit.
 Relevant Legislation:	<ul style="list-style-type: none"> The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
 Underpinning Knowledge - What have we used to ensure that the policy is current:	<ul style="list-style-type: none"> Care Quality Commission, (2016), <i>CQC's position on the Care Certificate</i>. [Online] Available from: http://www.cqc.org.uk/sites/default/files/20150318_one_page_cqc_position_care_certificate.pdf [Accessed: 24/05/2016] Skills for Care, (2016), <i>Skills for care - Care Certificate information page</i>. [Online] Available from: http://www.skillsforcare.org.uk/Learning-development/Care-Certificate/Care-Certificate.aspx [Accessed: 24/05/2016] Care Quality Commission, (2016), <i>Guidance on staffing - Health and Social Care Act 2008 (Regulated Activities) Regulations 2014</i>. [Online] Available from: http://www.cqc.org.uk/content/regulation-18-staffing [Accessed: 24/05/2016] Skills for Care, (2016), <i>The care certificate mapping</i>. [Online] Available from: http://www.skillsforcare.org.uk/Documents/Learning-and-development/Care-Certificate/The-Care-Certificate-Mapping.pdf [Accessed: 24/05/2016]
 Suggested action:	<ul style="list-style-type: none"> Notify all staff of changes to policy Share Key Facts with professionals involved in the service Training sessions Discuss in team meetings Discuss in supervision sessions Encourage sharing the policy through the use of the QCS App

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1. Purpose

1.1 To formalise the training opportunities for staff, and to define the process for identifying training needs.

1.2 To support Eleven Sisters Community Support Services Ltd in meeting the following Key Lines of Enquiry:

Key Question	Key Line of Enquiry (KLOE)
EFFECTIVE	E1: Are peoples needs and choices assessed and care, treatment and support delivered in line with current legislation, standards and evidence-based guidance to achieve effective outcomes?
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?

1.3 To meet the legal requirements of the regulated activities that Eleven Sisters Community Support Services Ltd is registered to provide:

- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

2. Scope

2.1 The following roles may be affected by this policy:

- All staff

3. Objectives

3.1 By providing opportunities, facilities and financial help, the organisation aims to ensure that all employees are in possession of the knowledge, skills and experience necessary to perform their jobs to a satisfactory standard.

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4. Policy

4.1 Eleven Sisters Community Support Services Ltd believes that continuous improvement of its services is dependent upon the continuous development of the skills of its workforce. The organisation will therefore review and plan for that continuous development.

4.2 Eleven Sisters Community Support Services Ltd believes that, as a consequence of the requirement for continuous development, in-house resources and in-house training and development events and support are the most effective way of achieving its aims and will use those strategies wherever possible. Experience has shown that in-house development is normally better received by employees, leads to better performance, achieves organisational goals more closely, and overall produces better results for the organisation and its employees.

4.3 Eleven Sisters Community Support Services Ltd will ensure that it reviews (at least annually – see Business Plan) its operational plan and objectives to ensure that all objectives are supported by appropriate training and development.

4.4 Eleven Sisters Community Support Services Ltd will review the needs of its Service Users (at least annually) to ensure that all needs are supported by appropriate training and development.

4.5 Eleven Sisters Community Support Services Ltd will review all requests for development against its objectives to ensure that the activity supports the achievement of its objectives. Employees requesting development which is not required by organisational goals may be authorised by the Registered Person for individual reasons, such as a reward for exceptional attendance or performance.

4.6 Employees supported by the organisation to attend external courses will prepare a teaching summary of the course content, and an evaluation, within seven days of completion of the course, and deposit the course material or a copy of the same in a place accessible by all staff.

4.7 Eleven Sisters Community Support Services Ltd will expect employees undergoing training to remain in employment for 12 months following the end of the training, otherwise a portion of the training costs will be recovered from the employee on termination.

4.8 Eleven Sisters Community Support Services Ltd follows a policy of up-skilling Care staff that are not Registered Nurses in order to support the Registered Nurses in their role.

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5. Procedure

5.1 Training entitlement:

- Employees are entitled to a minimum of three days paid training per year, including in-house training
- Focused personal development, such as recorded and focused supervisions and individual coaching also count towards training time, and should be recorded as such
- All staff will receive training in their roles, and this training will ensure that certain standards of competence are met
- The training required for staff is based on the content of the Care Certificate, and the CQC are less prescriptive regarding the level of qualifications needed and the number of staff that should have specific qualifications
- Terms and conditions of employment will be varied to include these requirements. While the standards are placed upon Eleven Sisters Community Support Services Ltd and not the individual employee, the organisation believes that it can only achieve these required standards by requiring employees to achieve the standards individually, reviewing individual performance as part of the Performance Appraisal Policy and Procedure, and only agreeing to non-achievement by an individual in exceptional circumstances

5.2 The CQC expects providers to induct, support and train their staff appropriately.

In their guidance for providers on how to meet the regulations, they expect that those who employ health care support workers and adult social care workers should be able to demonstrate that staff have, or are working towards, the skills set out in the Care Certificate, as the benchmark for staff induction.

The Care Certificate will also be used for existing staff to update their skills, so Eleven Sisters Community Support Services Ltd can be confident that all staff employed are performing at an appropriate level.

5.3 Employees undergoing training will be given the Training Approval Form, they will have the recovery scheme explained to them, and will be asked to sign the form. If the employee refuses to sign the form, the uptake of the training will be at the direction of the ELEVEN SISTERS COMMUNITY SUPPORT SERVICES LIMITED. alone.

5.4 All employees who attend off site courses will be asked to complete a the Training Approval Form which includes an evaluation. The teaching summary, together with all course material (or a copy of the material), will be packaged in a wallet-file and stored in a place accessible for reference by other employees in accordance with the organisation's 'Specialist' training philosophy.

5.5 All employees who attend in-house courses will be asked to complete a course appraisal form.

5.6 Eleven Sisters Community Support Services Ltd believes that all employees must participate in the identification and dissemination of best practice in their work area. Accordingly, employees will be polled to identify those persons with interests in a specific skill area, or specialist skills, who will then be appointed and recognised as 'Specialists' in that area. The 'Specialists' will:

- Receive prioritised access to all training and development in their specialist area
- Be funded, within the training plan and training budget, to access such training, and research the specialism
- Receive training in coaching, training and presentation skills
- Be responsible for the dissemination of the specialist information to all other employees
- Be responsible for identifying sources of best practice and publicising that standard within the organisation

5.7 The most common form of training in the organisation is on-the-job training provided by colleagues and team leaders. All members of staff are expected to cooperate in training newcomers.

Eleven Sisters Community Support Services Ltd gives regular tuition on coaching skills and staff with management responsibility should ensure that all relevant employees receive such tuition.

5.8 From time-to-time the organisation will arrange for work experience students from local schools to spend a short time working in different departments. The cooperation of managers and other staff is requested in making such visits as useful and as pleasant an experience as possible for the student concerned. To facilitate this:

- The Provider will agree in advance with each departmental head a suitable plan of work and the manager will be asked to complete a form detailing the tasks accomplished
- A programme of practical and directed training will be agreed with the scheme manager for each trainee,

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and thereafter they will be placed in appropriate departments by the Provider in consultation with departmental heads

- All managers responsible for trainees will be expected to adhere to the agreed programme, and any problems in this respect should be referred to the Provider
- Trainees under the scheme have the same protection as employees for the purpose of health and safety legislation and under the Equality Act 2010. They are also subject to organisation rules on discipline, and any problems regarding conduct should be reported to the Provider

5.9 Placements will be offered to sandwich students where operational circumstances make this possible. Full consultation will take place with the relevant managers.

5.10 All employees will, on joining and when transferring to a new area of the organisation, participate in the organisation's induction programme, which is based upon the Care Certificate modules. Full details are available from administration.

Managers are responsible for ensuring that members of staff under their control complete the initial induction course within six weeks of joining or transferring.

5.11 Periodically the organisation will organise short courses in-house, usually where a group of employees require specific additional knowledge or training (e.g. changes in procedures, the introduction of new equipment, and courses for newly promoted supervisors).

A list of courses will be circulated to managers who will be responsible for ensuring that regular updates are provided. Nominations for courses should be sent in writing to the Manager. Suggestions for additional courses are welcomed.

5.12 Eleven Sisters Community Support Services Ltd provides a resource of training materials in the form of books, videos, periodicals etc. All employees are requested to make use of these resources, taking care to return them as soon as possible to ensure their availability to all employees.



6. Definitions

6.1 Care Certificate

- The Care Certificate is a set of standards that social care and health workers stick to in their daily working life. It is the new minimum standards that should be covered as part of induction training of new care workers
- The Care Certificate was developed jointly by Skills for Care, Health Education England and Skills for Health. It applies across all of social care and health, and covers what is needed to be caring and gives staff a good basis from which they can develop their knowledge and skills
- Designed with non-regulated workers in mind, the Care Certificate gives everyone the confidence that workers have the same induction - learning the same skills, knowledge and behaviours to provide compassionate, safe and high quality care and support
- Although the Care Certificate is designed for new staff, it also offers opportunities for existing staff to refresh or improve their knowledge
- The standards cover 15 areas: understand your role; your personal development; duty of care; equality and diversity; work in a person centred way; communication; privacy and dignity; fluids and nutrition; awareness of mental health, dementia and learning disabilities; safeguarding adults; safeguarding children; basic life support; health and safety; handling information and Infection prevention and control

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Key Facts - Professionals

Professionals providing this service should be aware of the following:

- Training is important to develop staff and to ensure that they all have the skills needed to undertake their role effectively
- Individual staff training and development needs will be reviewed annually, or more frequently dependent upon the needs of the people using the service
- Access to training will be planned and based upon assessed need
- All staff will be expected to undertake Care Certificate training
- All staff are entitled to at least 3 days paid training per year
- It is expected that all staff will share the knowledge they have gained through training
- Course appraisal forms will be completed for all training undertaken
- Staff with specific interests will be encouraged to undertake training in the identified area, and to develop an understanding of best practice

Further Reading

There is no further reading for this policy, but we recommend the 'Underpinning Knowledge' section of the review sheet to increase your knowledge and understanding.

Outstanding Practice

To be outstanding in this policy area you could provide evidence that:

- Highly specialised and individualistic training is provided
- External courses are sourced to increase the 'best practice' knowledge of staff
- Quality not cost is the driving factor in training provision
- Staff report that they are encouraged to develop at the service and that training is embedded into care practice
- Mandatory and minimum requirements for training are seen as that within the service, and there are extensive opportunities for training
- The service provides training for other services and is seen as a source of 'best practice'
- Commissioners and other stakeholders consistently report that the service is innovative in how it delivers training
- The wide understanding of the policy is enabled by proactive use of the QCS App

Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Training Approval Form		QCS

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Training Approval Form

Approval for a Training Course (page 1)

Please complete Part 1 of this form and submit it to your manager for authorisation before committing to a training event. In order to assess the effectiveness of training courses please complete Part 2 of this form after you have completed the course.						
Please complete the form and return it to:					Within 2 weeks of attending the course.	
Name:			Job title:			
Department:			Course organiser:			
Course title:						
PART 1						
Identify the business goal or objective which will be supported by the proposed training activity:						
Describe the way in which the training activity supports the identified goal or objective:						
Training authorised by (manager):				Date:		
PART 2 (to be completed by person attending)						
	Good				Bad	Score
Suitability of the level of the course	1	2	3	4	5	
How good was the course organisation?	1	2	3	4	5	
Did the presentation maintain your interest?	1	2	3	4	5	
Use of visual aids	1	2	3	4	5	
Use of practical examples	1	2	3	4	5	
Level of participation	1	2	3	4	5	
Describe how well the course/event achieved the objectives identified in Part 1 above:						

Approval for Training Course (page 2)

What did you expect to gain from the training?

Training Approval Form

Did you achieve what you set out to?		
Name:		Date:
Details of course / training:		
<p>In consideration of being supported by my employer to attend a training course, I agree to remain employed by the organisation for a minimum of 12 months from the end of the course and undertake that if I leave my employment at any time before the end of this minimum period then I will refund to my employers an amount proportionate to the unexpired portion of the contracted minimum period of service (calculated on a sliding scale) made up as follows:</p> <ul style="list-style-type: none"> • The salary/wages, superannuation and National Insurance contributions paid by my employers in respect of my period of absence to attend the courses • The course fees for the full course of studies/training • Any relevant examination fees • Any grants towards the cost of textbooks paid to me or paid on my behalf by my employers • Any allowances or other expenses paid to me to enable me to attend the training course <p>I also agree that the organisation has the right to deduct the outstanding amounts due under this agreement from my wages, or from other payments due to me on termination of my employment.</p>		
Signed:	(employee)	Date:
Training authorised, signed:	(manager)	Date:

Review of Training Needs at Organisational Level

	Objectives of the organisation (as identified in the Business Plan)
1	
2	

Training Approval Form

3	
4	
5	
6	
7	
8	
9	

Review of Training Needs and Current Availability

	Skills requirements for each objective	Current skill availability
1		
2		

Training Approval Form

3		
4		
5		
6		
7		
8		
9		

Training Action Plan

Skill required	Action required to achieve	Who to deliver	Who to participate	"Specialist"	By (date)	Progress
RQF Diploma 2						
RQF Diploma 3						
RQF Diploma assessor						
RQF Diploma internal verifier						

Training Approval Form

Basic food hygiene						
Intermediate food hygiene						
Moving and handling						
Moving and handling trainer						
Health and safety (specify)						
Fire safety (specify)						
COSHH						
Dementia						
Depression						
Continence						
Strokes						
Sensory loss						
Parkinson's						
Diabetes						
Multiple Sclerosis						
Palliative care						

Training Approval Form

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