

Staff Training and Development Policy

Policy Statement

Health Services Laboratories (HSL) recognises the importance of training & development and is committed to providing support and opportunities to staff in order to:

- Support the achievement of its business objectives.
- Ensure it is able to provide the highest quality of service through its skilled workforce.
- Enable all staff to achieve their potential and increase job satisfaction.
- Develop further its reputation as a first choice employer and enhance its ability to attract and retain a high quality workforce.

HSL will ensure that all staff has access to development opportunities in line with our Equal Opportunities and Diversity Policy.

Scope

All permanent, full or part time staff directly employed by HSL and its associated companies is eligible for consideration for all types of training & development as applicable to their job role. Locum and contract staff may be eligible for certain training & development. This will normally be restricted to any mandatory training, (safety, fire etc) or that which is specifically required for the performance of their duties while working for the company.

Responsibilities

The Head of Department (HOD) will carry out the role of training officer for their staff. Both internal and external training requests and processes will initially be processed by them. Departmental training co-ordinators, where appointed, may assist or delegate for the Head of Department.

All training will be co-ordinated and monitored by the company Learning & Development Coordinator who will ensure equal access to training and best use of resources is made, in conjunction with Human Resources and the senior management team as appropriate.

General Training processes and facilities

These include but are not limited to:

- Ensuring that all staff completes a comprehensive induction and orientation process. The induction checklist provides the framework of basic elements that should be included. It is expected that this process will normally be completed within the first 3 months of employment and form part of the probationary period.
- Ensuring Health and Safety, Fire prevention and Quality Service levels form part of training for all staff.
- Ensuring the trainee has a designated supervisor.

- Ensuring training records are in place- see SOP WSLGM-002 Creation Maintenance & Archiving of Training Records.
- Ensure access to Library and other study facilities.
- Ensure that training and development issues form part of the Staff Joint Review. Needs that are identified and recorded as points raised are responded to in a timely manner (within the constraints of the resources available)
- Ensure applications for training and further education are processed in line with company procedure.

HODs and the company Learning & Development Coordinator will review all training files on a regular basis (at least annually). All updates and re-assessments must be recorded, signed and dated.

Meeting training & development needs

In considering the most appropriate mechanisms for meeting training needs the full range of developments opportunities should be considered these include but are not limited to:

- On the job learning, including training to SOP's & procedures.
- Short term secondment to another area or rotation between departments & sections.
- Coaching & mentoring by a more senior member of staff.
- Individual learning (including distance learning, private study e-learning etc.).
- Formal education attendance at training sessions taught courses, short courses evening classes attending conferences and seminars.

When deciding the most suitable method of delivery, the following need to be considered:

- The benefits of the training /development to the organisation and the individual.
- The cost.
- The individuals preferred learning style.
- Location & timing (taking into account the employee's circumstances shift patterns etc).
- If the learning development involves time away from normal duties how are these to be covered, & by whom.

If an external course is deemed to be the most suitable, the Learning & Development Coordinator may be able to advise on programmes previously & positively attended by other staff.

Senior management and or the Learning & Development Coordinator may commission training to be run internally or externally, where there is a clear organisational need. Where internal training is planned in-house expertise should be used where available. When

external training bodies are used, this will be in conjunction with internal staff wherever possible so the training is tailored to the organisational context and to further develop the internal expertise.

2.4.6 Maximising Effectiveness

- ☐ Staff need to fully understand why they are undertaking the training & development.
- ☐ Be clear what is expected of them during and after the training.
- ☐ Understand how the new knowledge /skills can be applied to their work.
- ☐ Can objectively evaluate the training and identify any further requirements.
- ☐ Can share and or cascade the learning to other colleagues, if required.

2.4.7 Resources

The key resources are funding & time. Funding may be central or departmentally based as appropriate. In general department specific training such as attendance on short courses, seminars in specific topics would usually be dealt with at departmental level. General courses or Training that covers more than one department will usually be overseen by the Learning & Development Coordinator.

Part of the approval process for training requires consideration by the department as to how to cover the workload while the individual is away training (if a longer term commitment is required such as one day/ week or one afternoon week etc is required, the staff member may be required to work other additional shifts to make up the hours or a pro rata salary arrangement may have to be made).

2.4.8 Priorities

As resources are limited the following priority order should apply.

1. Mandatory or statutory training.
2. Training to address a knowledge or skill gap required for the individual (or group of individuals) to perform their job effectively.
3. Training to address any ongoing organisational need (e.g. Managers must be trained in the Joint Annual Review appraisal process).
4. Training to further improve the individual's standard of work performance.
5. Training to provide new skill or knowledge to meet future needs.
6. Support of the individuals longer term career development.

2.4.9 Applying for training and or funding

To apply for external training courses, conferences and seminars:-

The individual needs to identify the training activity required. This must be discussed fully with their line manager or department head as appropriate.

If the department head is in agreement with the proposed training, it will be necessary to identify what type of training intervention will best achieve the desired outcome. Advice from other senior colleagues or the Training & Accreditation Officer may be sought. Consideration must be given to the full range of options (e-learning, short course, in house coaching etc as detailed in section 5 above) available. HRPM Version 01 April 2015 42

If central funding is required then staff must complete a Request for Training and Development form. Staff need to supply sufficient detail on the application to allow for full consideration of the request to be made. The application will be considered by the Learning & Development Coordinator in conjunction with the appropriate member of senior management. In certain special circumstances then approval at director level may be sought. In this case it must be borne in mind that extra time will be required to obtain these approvals.

When staff are applying for longer term study as being highly relevant to their individual role (such as MSc higher specialist diploma etc) the company will fund courses (course & examination fees) to the maximum level required for a UK national student. If the student does not qualify as a UK national then they may be asked to contribute the difference in fees.

In all cases approval will be on individual merit, no firm commitments should be made by any individual with any training organisation without prior approval.

2.4.10 Limitations & Restrictions

In view of the high cost of some types of specialist and post graduate level training, the following restrictions apply:

- ☐ If the employee leaves within a year of the course completion, they must repay 100% of the cost of the course.
- ☐ If an employee leaves between 1 and 2 years after the completion of the course, they must repay 50% of the cost of the course.
- ☐ If they leave 2 years after the completion of the course, they no longer have to pay the money back.
- ☐ If an employee fails to complete the course, they must pay 100% of the cost of the course.
- ☐ If an employee fails a module or exam during their course, the employee will be liable to pay any costs associated with the retake.

2.4.11 Professional Registration and CPD

It is a requirement of the company for all practicing registered Clinical and Biomedical Scientists to maintain their registration with the HCPC.

The Health Professions Council defines Continuous Professional Development as an individual professional responsibility. Most of the requirements of CPD should come from the registrants day to day work practice. HSL recognises however that to gain & retain a well qualified workforce it is in our interests to support CPD activities where at all possible. To this effect heads of department, departmental training officers and co-ordinators may help staff organise CPD activities within their departments. Where appropriate smaller departments or sites may wish to liaise with other larger ones & share activities.

These may include but are not limited to:- HRP Version 01 April 2015 43

- ☐ Inter and intra departmental seminars & training sessions.
- ☐ Talks arranged on specialist subjects, by senior staff & Consultants.
- ☐ Secondments to other laboratories.
- ☐ Support of Journal clubs and other directed reading.
- ☐ Encouragement of projects.
- ☐ Feedback sessions from external training attended.

2.4.12 Professional registration for non scientific staff

Where professional registration is integral to the role within the company:

- ☐ For professional exams the company will authorise payment of tuition fees/books and exam entry.
- ☐ The company will authorise payment of fees to recognised professional bodies and for CPD.

(Applications will need to be made with respect to the above)