group policies and procedures

# people development policy

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| Category | Human Resources |
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**Related policies and guidance**

**Document revision and approval history**

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# policy

Our overall policy is to develop our employees to continually improve both their business and personal performance. It is the aim of the Castleman Healthcare Ltd to provide appropriate and effective training so that:

1. All new employees receive an effective induction to the Company
2. Employees reach maximum effectiveness in the performance of their job as quickly as possible after appointment.
3. Employees are prepared both for operational change and to take advantage of promotional opportunities, which may arise
4. Employees are encouraged to acquire additional skills and qualifications, which will assist them in their career with the Company.

Castleman Healthcare Ltd will also arrange external training courses where and when this is appropriate.

**Equality of Opportunity -** as an organisation we are committed to providing equal training and development opportunities for all employees.

# IDENTIFICATION OF DEVELOPMENT/TRAINING NEEDS

Development needs are identified through a number of different methods, including performance reviews, implementation of new systems, corporate strategy, business objectives, external requirements etc.

Each employee should receive a performance review/appraisal each year. Correctly implemented, Performance Reviews allow the employee to identify their strengths, recognise their areas for development, agree new goals, objectives and training and development needs to support the achievement of the Business Plan.

**On the job training**

Training and development can be provided in a variety of forms. Ideally the choice of approach should be governed by the training and development needs which have been identified i.e. by choosing an approach which is the most effective for delivering the knowledge, skills and behaviours in question. Traditionally there has been a tendency to regard off-the-job more highly than that which took place on-the-job. Organisations are increasingly realising that training encompasses much more than the provision of courses and off-the-job training: it includes **any activity** that provides organisational experience that is relevant to overall objectives. On-the-job training also tends to be more flexible, more responsive to individual needs, and the learners have less difficulty in transferring their learning back to the workplace because it all happens in the “real world”.

Most on-the-job training happens naturally on a day-to-day basis in a completely unplanned, ad hoc manner. Staff at work will pick up things as they go along or learn from their mistakes. They will also learn by talking to their colleagues and asking for help and guidance when they need it. Most Managers learn more about managing in this way than from any formal management training or education they have been involved in.

Planning on-the-job training does not usually involve formal training events. Instead, a planning process should aim to enable the learner to learn from their work experience. Line managers can help in a number of ways, by ensuring that:

1. Individuals are given help in setting goals for improving their workplace performance
2. They provide coaching and support for people to achieve these objectives
3. Individuals have the time and facilities to help them learn whilst at work
4. Help is given to employees to chart their progress towards objectives
5. Clear feedback on performance is given along with clear direction of next steps to be taken.

Managers can assist the process by helping individuals identify their own development needs, supporting them during the learning, then helping them **to apply** that knowledge to everyday work.

Further, less obvious examples of ways of facilitating learning on-the-job include:

1. Job rotations
2. Projects
3. Observation and instruction
4. Stretching or new objectives

**Performance Coaching**

Coaching involves helping people to practice and improve their skills. Coaching is not just a formal process that takes place during a performance review/appraisal meeting. It needs to take place on an ongoing basis, and is a fundamental, not additional, responsibility of every Line Manager.

By asking the questions and letting the people think through their own answers, they have the opportunity to sort out the solution for themselves. This leads to increased commitment to putting the solution into practice.

A typical sequence might be as follows:

1. What do you want to achieve?
2. Where are you now?
3. What options do you have?
4. What are you going to do?
5. How can I help you achieve it?

**Training Records**

Castleman Healthcare Ltd will keep comprehensive training records.

Castleman Healthcare Ltd has responsibility for maintaining accurate, up-to-date training records for all employees. Some training records are essential to keep, for example where there is a legal requirement to do so e.g. Health & Safety, fire training, manual handling etc. Some records, whilst not essential, are desirable on the basis that they give an overall picture of uptake. Staff training records are a useful management tool for Managers to assess the level of uptake of company/external training courses/initiatives; however it should be appreciated that the record in itself is only an indication of completion. The key issue is whether the member of staff has actually benefitted from the training course/programme and has improved their knowledge and skills as a result of it. The important issue is how completion translates to improved workplace performance. This is an area in which all Managers can assist, through coaching and by helping to ensure the transfer of learning and its application to work.

# EDUCATION AND TRAINING – GENERAL

The participation in educational and training programmes will either be at the request of the Company, or in some cases, at the request of the employee.

1. Where the Company requests participation in a course, seminar or training programme etc. and there is a cost involved in participating, then all costs which are appropriate to, and a direct result of participation, will be borne by the Company.
2. Where the employee requests participation in an educational or training course, and attendance is approved by the Director of HR and People, and the Company agrees to pay for, or contribute to, the cost of the course, then the employee will be asked to complete an undertaking that should they leave, voluntarily, within a specified period of completing the course, then they shall refund all or part of the financial assistance given.
3. A **Training Agreement** form must be completed after approval of the course and prior to its commencement.
4. Tie-in periods

* For courses costing **less than** **£1,000**, a repayment schedule will be calculated for **12 months** following completion of the course.
* For courses costing in **excess of £1,000**, a repayment schedule will be calculated for **3 years** following completion of the course.
* See appendix 1 and 2 – examples of standard Training Agreement Form

# PROFESSIONAL QUALIFICATIONS

Employees of the Company holding professional qualifications relevant to their employment are accountable for their Continuing Professional Development and should record their learning in a portfolio format, in line with their Governing Body’s requirements. The Company is committed to providing an environment supportive of reflective practice.

# GENERAL POINTS

1. Employees should be encouraged, before applying, to ensure that they have thoroughly researched the course that they wish to pursue. In particular, that it is the most appropriate course to meet their anticipated development need, and that it is in the correct format to suit their individual learning style. Additionally they should ensure that it is delivered over a realistic time frame for them, without causing undue disruption to either their work or home life.
2. Further education in general and postgraduate courses in particular demand a high level of commitment and study time. Before anyone commits to this you should try to ensure that they have fully considered the impact that such extra study will bring to their home and social life.
3. Applications are welcome from any member of staff. The key determinant in the success or otherwise of applications is the quality of the justification, and the applicability of the development course to future increased personal and business performance. Developmental courses can be a valuable method of stretching individuals and preparing them for wider career opportunities by extending their knowledge base and skill set. They are not easy to obtain, and their credibility and value would be greatly diminished if they were. Line Managers should always communicate to individuals this expectation of hard work and effort.
4. It is a duty of all Managers to use the organisation’s financial resources responsibly, and you should always consider if there are other ways of meeting the identified development need(s). There are many other ways of extending knowledge and skills other than through a formal external course. Where Managers acknowledge that the best means of developing staff is through a formal external course, it is the responsibility of the Manager to ensure that the course provided is delivered by a competent trainer or through an appropriately qualified organisation
5. Staff must always be very clear in their mind about what they want to do, why they want to do it and most importantly, how they are intending to apply the enhanced knowledge and skills they gain once they have completed the course. Line Managers have an important role to play in this area through the use of effective counselling skills.
6. Please note: it is envisaged that the Company would not provide financial support for study time, and it is anticipated that this will remain a matter of individual responsibility. This fact should be made clear to applicants at the time of initial discussions.
7. Where an individual chooses to quit the course before completion and sponsorship money has already been paid to the Training Provider, they will be eligible to refund the money in full.

**NOTE:** *The Company reserves the right to amend this policy in the light of any future changes in legislation or business need.*

# APPENDIX 1 castleman healthcare ltd training agreement – 1 year

|  |  |  |  |
| --- | --- | --- | --- |
| **SURNAME** | **FORENAME(S)** | **LOCATION** | **PAYROLL NO** |
|  |  |  |  |

**COSTS OF TRAINING**

The Company will provide you with training in relation to an approved course of study comprising

.................................................................................................. (course title) in return for which you agree that you will not terminate your employment for a period of **one year** from the date on which you complete the course.

If you do terminate your employment with the Company before the expiry of the agreed period (or before you qualify), you undertake to repay to the Company that part of the cost incurred by the Company in funding your attendance on the course as is proportionate to the number of months remaining in the agreed period.

For example, if you qualify on 16th June 2011 and you left the Company on or before 15th July 2011, you would have to repay the full cost. If you left on or before 15th August 2011, you would have to repay 11/12ths of the cost; and so on until a leaving date on or after 16th June 2012, when there would be no repayment.

Such sums as may fall due to the Company as a result of this undertaking may be recovered by the Company in whole or in part by deduction from payment of your final salary or other payments due to you on the termination of your employment; and by accepting this financial support agreement you consent to the Company making such deductions.

The Company has agreed to pay £............................... (amount) which is 100% of the total course cost.

|  |  |
| --- | --- |
| **Signed on behalf of Castleman Healthcare Ltd** | |
| **Signature** | Date |
| **Print Name** | |
| **I hereby agree to the above** | |
| **Signature** | Date |
| **Print Name** | |

# APPENDIX 2 CASTLEMAN HEALTHCARE LTD TRAINING AGREEMENT – 3 YEAR

|  |  |  |  |
| --- | --- | --- | --- |
| **SURNAME** | **FORENAME(S)** | **LOCATION** | **PAYROLL NO** |
|  |  |  |  |

**COSTS OF TRAINING**

The Company will provide you with training in relation to an approved course of study comprising

....................................................................................................... (course title) in return for which you agree that you will not terminate your employment for a period of **three years** from the date on which you complete the course.

If you do terminate your employment with the Company before the expiry of the agreed period (or before you qualify), you undertake to repay to the Company that part of the cost incurred by the Company in funding your attendance on the course as is proportionate to the number of months remaining in the agreed period.

For example, if you qualify on 16th June 2011 and you left the Company on or before 15th July 2011, you would have to repay the full cost. If you left on or before 15th August 2011, you would have to repay 35/36ths of the cost; and so on until a leaving date on or after 16th June 2012, when there would be no repayment.

Such sums as may fall due to the Company as a result of this undertaking may be recovered by the Company in whole or in part by deduction from payment of your final salary or other payments due to you on the termination of your employment; and by accepting this financial support agreement you consent to the Company making such deductions.

The Company has agreed to pay £............................... (amount) which is 100% of the total course cost.

|  |  |
| --- | --- |
| **Signed on behalf of Castleman Healthcare Ltd Limited** | |
| **Signature** | Date |
| **Print Name** | |
| **I hereby agree to the above** | |
| **Signature** | Date |
| **Print Name** | |