

# Employee Training Policy

# 1 Introduction

- 1.1 The Institute of Professional Training (the training wing of Vishalkco) is committed to developing a strong learning culture, in which everyone is able to achieve their full potential, and which will increase job satisfaction and support career development. As such, the Vishalkco is committed to providing excellent training and development opportunities for its employee, which meets the operational and strategic objectives of the organisation, as well as individuals' own learning aspirations and needs.
- 1.2 The Vishalkco is committed to ensuring that all members of employee are provided with the training they need to perform their jobs safely at all times. As such, the Vishalkco will maintain and keep under review a list of training that is mandatory for some or all employee members, and ensure that appropriate training is available at the required intervals.
- 1.3 The Vishalkco is aware that resources, including funding, time, and effective use of internal expertise, will be required to achieve success in this area. The Vishalkco is committed to identifying and allocating such resources as required, within the constraints placed on it. In addition, sources of external funding will be identified wherever possible.
- 1.4 The Vishalkco will ensure that all employee training and development activities are developed, managed and delivered with due regard to fairness and equity. All applications for employee training and development activities will be considered strictly on merit and relevance. Access to training and development activities will be monitored and reported by demographic group, as required by law.

## 2 Purpose

This policy and procedure sets out the measures that the Vishalkco has in place to support its objectives in relation to employee training and development, and the responsibilities that employee at all levels have to ensure that the Vishalkco develops a strong culture of learning and continuous development.

- To support and promote development of all staff members through education and training;
- To standardise procedures for accessing education and training for all staff in Cope Foundation;
- To provide equity for all staff members in accessing education and training resources and opportunities

The procedure sections set out the way the Vishalkco will deliver both mandatory and non-mandatory training.

### **3 Scope**

The requirements for optional training including induction apply to all directly employed employees.

The requirements for local training apply to all new employees including those members of administrative employee employed on a temporary basis via agencies and employee employed on the employee bank.

Mandatory training arrangements apply to all permanent employees and at the discretion of the Vishalkco can be made available to long term employee.

## 4 Definitions

For the purposes of this policy the following definitions will apply:

<b>Employee Training and Development</b>	Used to include all activities which aim to assist employee to maintain, Update and enhance their knowledge, skills and capabilities. This includes formal, informal and on-the-job training, as well as a range of other learning and development activities including: electronic learning; self-managed learning; mentoring and coaching; and the use of shadowing and secondment Opportunities.
<b>Optional training</b>	Is that training which an employer is required to deliver to all employees whether permanent or temporary.
<b>Mandatory Training</b>	Is that training which an employer requires its employee to receive to ensure that its workforce is competent to deliver the services of the organisation; this will include 'generic skills' that the service determines are required by all employees and specific training for particular groups of employee.

## **5 Duties and responsibilities**

### **5.1 Chief Executive**

- Will ensure that sufficient resources are committed to employee training and development such, that the aims and objectives of this policy can be achieved.

### **5.2 Director of Human Resources**

- Has overall responsibility on behalf of the Vishalkco Board for the implementation of this policy. Their role is also to advise the Board and the Management Team of any risks of failing to deliver appropriate training to Vishalkco employee.

### **5.3 Human Resources Directorate**

- To manage the annual training needs analysis (TNA) process and to lead on the planning, development, monitoring and evaluation of employee training and development activities in conjunction with key employee and the Employee Training and Development Committee.
- To produce the annual training prospectus to reflect training needs analysis.
- To support the Employee Training and Development Committee.
- To manage induction and INSET mandatory training days.
- To monitor and report attendances and employee compliance regarding mandatory training events, issuing sanctions for non-attendance where necessary.

### **5.4 Employee Training and Development Committee**

- To facilitate and promote good practice in training and development for all employee in the Vishalkco.
- To refer decisions about priorities and resource allocation to other Vishalkco Committees where necessary.

### **5.5 Line Managers**

- To ensure that employee are attending relevant mandatory training events, including Induction events, and follow up individual employee who fail to attend required induction/mandatory training escalating the issue to relevant Director if individual persistently fails to attend.
- To ensure that new employee (both temporary and permanent) receive local induction as per the Vishalkco's arrangements and to return the completed local induction check list to HR department within one month of appointment of a new member of employee.

- To ensure that details of all training and development needs identified via annual appraisal and Personal Development Plan process are forwarded to Human Resources to inform the TNA process.
- To identify team or service-wide training needs within their areas of responsibility as part of the annual training needs analysis, in conjunction with the HR (training) manager.
- To assist with delivery of employee training and development activities where appropriate.

#### **5.6 Employee Training and Development Committee Chair**

- To provide leadership in the area of employee training and development, working closely with relevant committees and key personnel, including the Human Resources Directorate to ensure that the Vishalkco has appropriate induction, training and development programmes for employee at all levels.
- To chair the Employee Training and Development Committee.

#### **5.7 All employees**

- To take responsibility for their own training and development, including attending relevant induction and mandatory training events.
- To make all necessary arrangement to attend training events.
- To participate in the appraisal / personal development review process with their manager, at least annually, and to take up opportunities that are provided in support of their learning and development needs, whether within their own department or centrally.
- To meet the training and/or professional development requirements of their professional body, where relevant.
- To seek appropriate authorisation to attend training events, usually from their line manager.

## 6 Procedures

The procedures section is subdivided in to the following sections:

- 6.1 Training Need Analysis Process
- 6.2 Appraisal and Personal development review Scheme
- 6.3 Induction Procedure
- 6.4 Mandatory Training procedure
- 6.5 Employee Training Prospectus

### 6.1 Training Needs Analysis

**6.1.1** The Vishalkco will undertake an annual Training Needs Analysis. (TNA) This will be led by the Human Resources Directorate according to a process agreed and monitored by the Employee Training and Development Committee. Full details of the process are at **Appendix C**. The aim of the training needs analysis will be to identify priorities for employee training and development. A separate but parallel process will be undertaken to assess the need for training see **Appendix D**.

**6.1.2** Priorities for employee training and development identified through the training needs analysis process will be discussed initially at the Employee Training and Development Committee and at other relevant forums, leading to an agreed annual Employee Training Programme for the Vishalkco.

**6.1.3** The TNA for non-mandatory and mandatory training will be used to develop and agree an annual training prospectus which will be made available to all employee via the intranet and through the circulation of printed copies to all departments

### 6.2 Appraisal and Personal Development Scheme

**6.2.1** The Vishalkco will maintain and keep under review an appraisal and personal development review scheme including guidance on its operation. The aim of the scheme will be to provide a fair framework for assessing performance, and to support learning, development and career progression.

**6.2.2** The Vishalkco's policy is that all employees should have a well-structured appraisal / personal development reviewed at least annually with their line manager. The Vishalkco will monitor performance against this accordingly.

**6.2.3** Development needs are identified and a personal development plan ('PDP') will be mutually agreed between the member of employee and their manager. This plan should be reviewed and updated regularly as part of normal supervision. In addition, copies of all PDPs should be forwarded to Human Resources (Employee Training).

For those employee that have been in the Vishalkcos employment for less than 6 months of the appraisal cycle, the managers are not required to complete the entire appraisal process. Though as an on-going basis and regardless of the length of appointment, development and performance management of the employee should be discussed between the manager and the employee.

6.2.4 Training sessions on the operation of the appraisal / PDR scheme will be provided for both line managers and employee.

### 6.3 Induction of New Employee

6.3.1 This section of the procedure sets out the Vishalkco's arrangements for ensuring the effective induction of all new employees (permanent and fixed term). Through its induction arrangements, the Vishalkco aims to ensure that it meets its health and safety and other statutory obligations, and ensure that new employee become familiar with the organisation, its management of risk and their roles in a timely and effective way. Local induction also ensures employee receive specific information and guidance on how to undertake their designated role in the organisation.

Attendance at the Vishalkco wide Induction and completion of local induction is mandatory for all new members of employee on permanent or fixed term contracts.

#### 6.3.2 COMPANY-wide Induction Event

The COMPANY will run a Corporate Induction Session (i.e. Area wide) for all new employee four times a year.

All newly appointed employees will receive an invitation to the next available event in their offer of employment letter, and this will make clear that they are required to attend. In the event that a new employee is unable to attend the first COMPANY-wide event after he/she commences employment, he/she will be invited to the following event.

Employee who fails to attend mandatory training events including induction, will be subject to sanctions. The details of these sanctions and which events these apply to are shown in **Appendix B**

### 6.3.3 Booking and follow up arrangements

- The new starter offer letter which is generated by HR will contain details of the induction date that the new member of employee is expected to attend
- A list of new starters generated from ESR monthly, is to be used to compile the attendance lists
- The training administrator, or other nominated employee member will coordinate the event and ensure all attendees sign in; this sign in sheet is used as evidence of attendance
- All non-attendees will be followed up by the training administrator (via email) who will inform them of the next induction date, and advise them that they are required to attend on that occasion. The training administrator will also advise their line manager of the non-attendance (by email).
- Attendance details will be added to each member of employee's electronic record (ESR).

*Note: Part-time employee will be expected to attend induction, if the event falls outside their normal working hours' time off in lieu will be given.*

### 6.3.4 Content of COMPANY Induction

The COMPANY-wide Induction event will be delivered by senior employee and will include input on the following topics:

- Welcome address
- HR matters including: support, training arrangements trade union arrangements; Human resources policies and employee benefits
- Marketing And Sales Issues, (mandatory)
- Risk management including; incident reporting, investigation (mandatory)
- Service Area matters (mandatory)
- Information governance and Confidentiality (mandatory)

The programme for the event will be kept under review and updated in response to feedback and /or changes to the needs of the COMPANY.

### **6.3.5 Annual Service Induction**

Due to the small number of employee joining the COMPANY outside the start of the academic year the COMPANY runs one service induction programme annually in September, to coincide with the Directorate of Education and Training (DET) induction programme for new trainees. The induction for new students is three days long and is predominantly for all new trainees starting academic courses at the COMPANY. The first two days are organised by the DET and forms the academic induction to the training at the COMPANY.

The third day is organised by the COMPANY Executive Director and is managed in the Vishalkco's Corporate Governance office by the Quality Manager of HR and takes the form of COMPANY induction of new students and Trainees who will be working corporately at the COMPANY.

### **6.3.6 Booking and follow up arrangements for Service Induction**

The Corporate Governance Office will coordinate attendance at Service Induction in the following way:

- The DET Operations Manager with the support of DET Course Administrators will provide the Quality Manager with a list of new trainees who will undertake corporate practice at the COMPANY.
- HR will provide the Governance Manager with details of any new employee starters who have been invited to attend corporate induction training.
- The Governance Manager and Quality Manager will produce sign in sheets.
- The Governance Manager will co-ordinate the event and ensure all attendees sign in and pass copies of other record sheets to HR for their records.
- The Corporate Governance Manager and Quality Manager will pass details of all employee non attendees to the HR training administrator

Who will contact any non-attendees and offer them a place on the next COMPANY induction session and inform their manager and director of non-attendance.

- The Governance Manager and Quality Manager will also inform the Operations Manager of all trainee non-attendees who will inform the relevant Course Team employee including the relevant Portfolio Managers.
- If on the second occasion the member of employee fails to attend, the agreed sanctions will be applied by HR.

### 6.3 7 Local / Workplace Induction (All employees)

- Line managers will ensure that all new starters in their department (including those transferring to new employment within the COMPANY, and employee on fixed-term contracts and secondments) will have an effective local induction into their new role within their new department. In order to assist with local induction the Vishalkco has prepared a checklist of topics that the line manager must cover with the new employee member.
- Line managers must ensure that new employee are taken through the local induction checklist during the first week of their employment. Once completed, a copy of the checklist, signed by both manager and new employee member should be sent to Human Resources (Employee Training), who will monitor completion of local induction. It is expected that the completed form will be returned to HR within 1 month of the person's start date.
- In the event that Human Resources (Employee Training) do not receive a completed local induction checklist relating to a new employee member, the line manager will be contacted by email and reminded that the process should be completed as soon as possible, and confirmation sent in the form of a signed checklist.
- Failure to return completed local induction checklists, within two months of a new employee member starting work will lead to sanctions being applied, **see Appendix B**

## **6.4 Mandatory training (post induction)**

### **6.4.1 ~~Training Needs Analysis~~**

The COMPANY will determine what it will include in its Mandatory TNA with reference requirements identified by the Vishalkco. The process followed is described at Appendix D. Following the analysis a table of requirements will be produced and published in the Employee Training Prospectus which summarises the training topics; frequency of training and which groups of employee are required to attend training.

### **6.4.2 Arrangements for the delivery of mandatory training**

Mandatory training is delivered by subject specialists who are either Vishalkco employee, or occasionally, accredited external trainers who are required to teach in accordance with the Vishalkco's policies and procedures. Training is delivered in four main ways: at induction, at INSET, by specialist training and by e-learning. Details of method of delivery are shown on the training matrix. With the exception of a small number of specialist mandatory training requirements (as shown on the TNA) most training is delivered in a day long INSET training session which is run twice yearly and employee are required to attend every year. This is managed by HR (Training).

### **6.4.3 Invitations and attendance at INSET**

All employees who work more than 2 sessions per week for the COMPANY are required to attend INSET twice every year. HR (training) will send out targeted invitations to attend INSET to employee, based on the date of their last attendance. Names will be identified from the employee mandatory training data base which is updated monthly from the ESR data base to reflect new starters and leavers.

Sign in sheets will be kept for each INSET event and attendance logged on the database so that attendance figures can be generated.

In the event that a member of employee who was due to attend fails to attend an invitation will be sent out for the next session and the manager notified. If they fail to attend on a second occasion, sanctions will be applied (see Appendix B)

#### **6.4.4 Invitations and attendance at other mandatory training**

The following mandatory training attendance is managed by the Training Manager. Those employee who are required to attend these sessions are identified on the TNA

- Sales training
- Conflict resolution training
- First marketing training
- Basic sales support training

The Training Manager will arrange for external trainers to attend the COMPANY when there are a sufficient number of employees who require training. The Training Manager will liaise with HR to ensure her local data base of employee who requires the training is up to date The Training Manager will keep a local data base to log attendance and will retain documentation in relation to the training including attendance sheets and communication with the trainers.

Note: As only a small number of COMPANY employee require the above training, the COMPANY accepts the risks that there may be a delay in training some individuals who are unable to attend fixed training days, however this is judged to be a small risk as the turnover amongst these employee groups is very low.

#### **6.4.5 Other Mandatory Training Includes Information Governance and Safeguarding Level 2 and Level 3 training.**

### **6.5 Employee Training Prospectus**

6.5.1 Based on the results of the annual training needs analysis, the COMPANY will publish an annual Employee Training Programme (Prospectus) covering both mandatory and optional training opportunities available for employee, in the year ahead. This will include a clear statement of which events are mandatory. The Employee Training Programme will include: course descriptions; who the activities are designed for; booking and administrative arrangements; and contacts for further information.

6.5.2 In addition, each corporate directorate will publish its own programme of training and development activities, including details of sales, marketing meetings relevant to the work of their directorate, and other topical workshops e.g. related to revenue. Where possible, the central Employee Training Programme will detail opportunities and activities developed and delivered locally within Directorates, so that all employees are aware of training that may be of interest and relevance to them.

## **6.6 Employee Training and Development Budget**

- 6.6.1 A central Employee Training and Development budget (CPD) will be held by the Human Resources Directorate. This will be carefully prioritised to ensure that the limited funding available is allocated to achieve maximum benefit.
- 6.6.2 Disciplines hold continuing professional development (CPD) budgets for all corporate employees although the amounts vary according to the discipline. It is essential that this funding is also prioritised so that limited resources can be used to benefit as many employees as possible

## **6.7 Study leave**

- 6.7.1 In support of its aims the COMPANY will provide a Study Leave scheme. Employee may apply for study leave when they have been employed by the COMPANY for a minimum of five year. Study Leave is for a maximum of 15 working days per annum (pro rata for part time) and is to be used for undertaking study for exams or other work related studies, and all conferences. Employee should apply for study leave to their line manager/head of discipline that will authorize applications provided that he/she decides that the study leave time will be put to appropriate use and that service needs will be met during the individual's absence. The amount of study leave granted will be in proportion to the type of study being undertaken. A detail of the Study Leave process is contained in the Vishalkco's Leave Policy.

## **6.9 Academic courses, conferences and consultancy programmes**

- 6.9.1 So far as possible, the COMPANY is committed to supporting employee at all levels who wish to take up places on its academic, conference and consultancy programmes. In support of this a Employee Discount Policy is in operation, setting out the discounts that are available for employee who wish to undertake such programmes.

## **6.10 Sabbatical Leave**

- 6.10.1 The COMPANY will operate a Sabbatical Leave scheme. Requests for paid Sabbatical Leave should be made to the relevant Head of Discipline, or director. Further details are contained in the Vishalkco's Leave Policy.

## 7 Training Requirements

Mandatory training requirements are summarised in the Mandatory training TNA at appendix D.

Optional training opportunities are published annually in the Employee Training Prospectus available from the Vishalkco website.

## 8 Process for monitoring compliance with this Procedure

The COMPANY will monitor compliance with this policy and procedure in the following way: HR will maintain a training data base to record induction and mandatory training. This will be reviewed monthly and updated with leavers and starters from a list generated from ESR.

The Training Manager will hold a separate spread sheet and will liaise with local managers to ensure that s/he has a full list of employee requiring specialist mandatory training.

### **Induction and local induction – attendance**

Attendance at induction will be monitored on a quarterly basis by the corporate governance and risk workstream which will receive a report prepared by HR (training) covering attendance at induction, follow up of non-attendees and return rates for local induction forms. Data will show performance against COMPANY KPIs (see Appendix F).

### **Induction – content**

The HR (training team) will review feedback received from participants and consider feedback in monitoring of the programme, whilst ensuring that it meets core topic requirements.

### **INSET (mandatory training day)**

Attendance at INSET will be monitored on a quarterly basis by the corporate governance and risk workstream which will receive a report prepared by HR

(training) covering attendance at INSET and follow up of non-attendance. Data will show performance against COMPANY KPIs.

### **INSET - content**

The HR (training team) will review feedback received from participants and consider feedback in monitoring of the programme, whilst ensuring that it meets core topic requirements.

### **Mandatory training delivered outside INSET**

The Training Manager will provide a 6 monthly report on attendances and follow up of non-attendees to the Corporate Governance and Risk Work stream.

The COMPANY has set a number of KPI's which will be monitored by the Corporate Governance and Risk work stream, and reported up to the CORPORATE Quality Governance and Risk Committee (CQSG).

### **Training budget**

This will be monitored via the Vishalkco's financial monitoring systems.

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## Appendix A: Equality Impact Assessment


Name of policy, function, or service development being assessed:

Employee Training and Development Policy and Procedure

Name of person carrying out the assessment:

Please describe the purpose of the policy, function or service development:

To set out clear principles and practices regarding the management of employee development and training at the COMPANY. This includes processes for Mandatory and Non-mandatory training.

Does this policy, function or service development impact on patients, employee and/or the public?

YES - Employee

Is there reason to believe that the policy, function or service development could have an adverse impact on a particular group or groups?

NO. Principles applied throughout the employee development process ensures that all groups are treated fairly and equitably and any specific needs by individual groups are addressed

Based on the initial screening process, now rate the level of impact on equality groups of the policy, function or service development:

**Negative / Adverse impact:**

Low - minimal risk of having, or does not have negative impact on equality

# Sanctions for Non- Attendance and Incentives for Attendance At Mandatory Training

## 1. Introduction

Over the past few years the COMPANY is experiencing difficulty in achieving the required levels of attendance at Mandatory Training events. These training events includes –

- INSET Training
- COMPANY-wide Induction (including CORPORATE induction)
- Local Induction
- Safeguarding / Child Protection
- Information Governance

## 2. Proposed sanctions to improve attendance

Having considered various options, the following proposals are being put forward to address non-attendance. It is also proposed that these sanctions should be applied to the individuals concerned as well as to line managers, in circumstances where team members fail to attend training.

### 2.1 Sanctions to be applied to individuals

Where individuals fail to attend the necessary training activity, it is proposed that the following sanctions should be applied –

- Where an employee member is due an incremental increase, this increase will not be applied until all relevant trainings have been completed.
- Employee will also not be able to access training funds for their personal development or attend other non-mandatory training events necessary for their development unless they have successfully completed their mandatory training.
- Employee will also not be eligible to **apply for internal posts such as secondments or promotion opportunities** unless they have attended necessary mandatory training.

### 2.2 Sanctions for Senior Managers

Directors are required to ensure that employee in their Directorate have attended training. In circumstances where a Manager has attended training but members of their Directorate are not compliant, it is possible that the Director could also be subject to sanctions, including non-progression of incremental pay.

It is expected that, as a part of their management role, Directors will work actively with employee to ensure their attendance at mandatory training.

### 3. Action to address Local Induction

The responsibility for completion of Local Induction rests with both the new appointee and their line manager. Where these are not returned within two months of the employee member commencing working, the sanctions listed in 2.1 will be applied to both the member of employee and their line manager. However, if the member of employee provides evidence showing that they have made reasonable attempts to complete this with their manager, then sanctions will only be applied to their manager. All sanctions will be lifted, upon completion and return of checklist.

### 4. Incentives and Rewards for teams with high levels of attendance (well performing teams)

It is also proposed that positive rewards and incentives could be made available to high performing teams.

### 5. Conclusion and Recommendations

In order to facilitate the above processes, it is proposed that each member of employee should be issued with a mandatory attendance card, containing details of all the mandatory training the employee has attended and is required to attend in a year. This card will need to be provided to line managers during appraisal and at other intervals during the year for signing and approval. The member of employee will be required to indicate their attendance at the required mandatory events on their cards.

### TNA process

#### EMPLOYEE TRAINING & DEVELOPMENT COMMITTEE

##### Process for Training Needs Analysis

### 1. INTRODUCTION

- 1.1 This paper sets out the process for carrying out training needs analysis (TNA) Institute of Professional Training of Vishalkco.
- 1.2 Systematic and inclusive training needs analysis is central to the Vishalkco's overall aim of co-ordinating the various important development activities within the organisation and establishing a coherent approach to learning and development for all employee. The Employee Training and Development Committee has an important role in this, including keeping this process under review, scrutinising the results of the annual TNA process, and agreeing on priorities for employee training and development activity.

### 2. BACKGROUND TO TRAINING NEEDS ANALYSIS

- 2.1 Training needs analysis is based on the belief that where possible, training and employee development provision should be based on the accurate identification of learning needs. Perhaps the best definition comes from the Chartered Institute of Personnel and Development i.e. "it is an analysis of any gaps in the knowledge, skills or attitudes of employees which identifies what they need to learn to be fully competent in the jobs they will be doing now - or in the future." Note, however, that the term "training needs analysis" is not meant to imply that the means of filling the gaps is always through formal training – learning needs may be met by a range of means and interventions.
- 2.2 A systematic and inclusive process will provide the COMPANY with a number of benefits, including the development and retention of key employee in a coherent and cost-effective way, linked with individual, service, and organisational objectives.
- 2.3 Training needs analysis will be undertaken at a number of levels notably:
  - Individual needs – usually discussed at the appraisal meeting. Within this organisation, the Vishalkco's Appraisal/Personal Development Review process is used.
  - Department or service needs – line managers play the key role here, thinking about the demands on the service in the future, and/or the ways in which the service is expected to develop. Analysis at this level is also based on work undertaken at the individual level.
  - The whole organisation's needs – usually undertaken by the HR Employee Training and Development Team. This is likely to require a survey to understand the amount and types of learning needed overall to ensure all employees have the right knowledge skills and attitudes. This may be based on analysis carried out at the other levels, as well as scrutiny of other sources of information such as the annual Employee Attitude Survey and the Vishalkco's Annual Plan.

- 2.4 Training needs will ideally be described in terms of required knowledge and skills including with reference to agreed knowledge and skills frameworks for particular types of work or posts.
- 2.5 The types of information that will be collected to inform the training needs analysis will include:
- 2.5.1 The information contained within individual employee members' personal development plans (PDPs) i.e. the statements of employee's learning needs, as agreed with their line managers.
  - 2.5.2 Business and organisational objectives – there may be items in the business plan that have an influence on training needs, and the commitments to training made in an organisation's policies are also highly relevant.
  - 2.5.3 Technology and organisation of work i.e. how jobs are done and the technologies used. If changes are planned this is likely to impact on training needs.
  - 2.5.4 Employee demographics – e.g. whether significant numbers of joiners are expected, and how this might affect training needs
  - 2.5.5 Job roles and responsibilities – whether these are likely to be changing to meet particular service needs or developments.
  - 2.5.6 Education / vocational training framework – e.g. the requirement that people in particular roles become qualified or gain additional qualifications in the future.
  - 2.5.7 Other external requirements – especially those coming from the law, “the centre” (e.g. Monitor), or other authorities. These will typically lead to an analysis of training that is mandatory – it has to be done. However at times, training may be linked to the wider NHS Agenda.
  - 2.5.8 Other internal data – e.g. the results of employee surveys, and of course the evaluations of previous training and development activities.
- 2.6 Training needs analysis will be carried out in plenty of time for those responsible for managing employee training and development activities to be able to prioritise and formulate training plans for the organisation. Key steps after the training needs analysis will then be:
- 2.6.1 Preparation of a report of overall training needs, to form the basis of discussions on training and development
  - 2.6.2 Prioritisation of learning needs and;
  - 2.6.3 The setting of plans.
- 2.7 The factors presented in the brief overview above have all been considered in developing the following timetable for training needs analysis within the COMPANY, which is presented in the following section.

**3. PROCESS FOR TRAINING NEEDS ANALYSIS**

3.1 The process, including time-tabling, is set out here. Some of the proposed stages are already in place within the COMPANY, but need integrating within an effective overall approach. Others will be new and will need consideration.

Stage / Month	Activity	Key personnel / stakeholders
1. October to March	Appraisals carried out / PDPs agreed and sent to HR for recording. Heads of discipline and Managers chased to achieve COMPANY target of 75% +	All employee with line managers. HR
2. April & May	Content of PDPs analysed and summarised – information broken down by department / service and COMPANY-wide	HR
3. May	Summaries of training needs by department / service circulated to line managers for info. and a request for any further training needs (i.e. team-wide needs) to be submitted to Human Resources Manager	HR and line managers
4. April & May	Other data gathered by HR from relevant sources (see 2.5) especially: - review of training that has mandatory status (H&S, risk and other legal obligations) - review of training that may be required by other external agencies ('Monitor' / SHA / CNST / other) - Business Plan / organisational objectives / policies - Issues raised by employee attitude survey - Evaluation of previous year's activities	HR H&S Mgr / Directors and Managers Risk Manager
5. June	Report of overall training needs based on 2. 3. and 4. written and presented at Employee Training Committee. Initial discussion about priorities, funding etc.	HR and STC
6. June to September	Process of discussing and agreeing priorities, putting plans in place continues, overseen by Employee Training and Committee.	HR , STC and other training committees
7. September	Employee Training Programme finalised and communicated	HR

### TNA Process Mandatory training

#### Statutory and Mandatory Training Needs Analysis (TNA) Process

##### 1. Introduction

This document summarises the results of a COMPANY-wide risk management training needs analysis (TNA) and needs to be reviewed at least annually thereafter

The purpose of the statutory and mandatory training needs analysis was to:

- Fulfill the TNA cycle as set out in the Employee Training Policy
- Ensure that the TNA fully considered the specific requirements as detailed in the related policies
- Inform the production of a training prospectus that accurately reflects the current needs of the COMPANY
- Ensure that the COMPANY has documentary evidence to support the TNA process to support compliance

##### 2. Training Needs Analysis Process

The TNA process considered the following information:

- Subject area.  
Summary of how the training need was identified
- Summary of the employee involved/consulted with in the TNA process.
- Description of how the employee groups requiring the training were identified.
- A description of target employee groups, content of training, delivery method and duration, delivery mode and frequency of updates.
- Gap analysis and, where required, a training delivery action plan.

Line managers and professional leads/discipline heads were also asked to review the training needs identified for different employee groups (based on the previously agreed matrix) and to notify the Head of Learning and Development of any issues or required changes.

Based on the data received from both of these sources the TNA matrix was updated, and where required, minor amendments made to relevant policies to ensure accurate cross referencing and reflection of agreed delivery plans and frequency of training was consistent in the current documents.

The TNA is subject to an annual review to ensure that it remains fit for purpose.

### **3. Implementing the TNA**

The TNA for mandatory training will be implemented as follows:

- The TNA schedule has been updated in line with the process detailed above.
- The updated Annual Employee Training Programme (Prospectus) will be updated to reflect the findings from the TNA.
- The HR (Employee Training) team will maintain records for all employee completing training. Managers whose employee fails to attend at the required intervals will be notified.



KPI's for Training

Performance Area / Provision	Performance Standard	Performance Management / Controls	Performance Reporting
<p><b>All new employees will attend induction</b></p>	<p><b>Performance standard</b>  <b>At least 85% of new employees to attend corporate induction within 6 months of starting</b>                      (Quarterly target = 75%)                      (Cumulative quarterly Target = 85%)</p>	<p>- see procedure for details of controls</p>	<p>quarterly report of performance with trend data to corporate governance and risk work stream lead, who will escalate poor performance to Management Committee and CQSG</p>
<p><b>Completion of local induction checklist</b></p>	<p><b>Performance standard</b>  <b>Completed checklists to be filed for at least 75% of new employees</b></p>	<p>- see procedure for details of controls</p>	<p>quarterly report of performance with trend data to corporate governance and risk work stream lead, who will escalate poor performance to Management Committee and CQSG</p>
<p><b>Attendance at In-Service Education and Training ('INSET') Day</b></p>	<p><b>Performance standard</b>  <b>75% all employee will have attended INSET within the last 2 years</b></p>	<p>-see procedure for details of controls.</p>	<p>quarterly report of performance with trend data to corporate governance and risk work stream lead, who will escalate poor performance to Management Committee and CQSG.</p>
<p><b>Appraisal and completion of a PDP</b>                      Note : Appraisal / PDR meetings to take place between October and March each year.                       All employee should have an appraisal / PDR leading to an agreed Personal Development Plan filed with Employee Training</p>	<p><b>Performance standard:</b>  <b>Completed PDPs to be received for 80% of employee by year end</b></p>	<p>- Appraisal / PDR Scheme for year distributed in Oct each year with full instructions, reminders sent out until year end. All completed PDP's returned to HR                       Poor level of return escalated to Management Committee</p>	<p>Performance data (number of PDPs received compared to number expected) to be reported in first HR Monitoring Report after year end to the Management Committee.</p>