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| **DOCUMENT TITLE:** | **Training & Development Policy** |
| **CATEGORY:** | Governance & Quality |
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| **OWNED BY:** | Company Lead |
| **RELATED DOCUMENTS:** | * Appraisal
* Supervision
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| **OUR PRINCIPLES:** | With passion and excellence, Delphi makes adifference to people’s lives by providing innovative and specialist addiction services that lead the way from dependence to freedom. |
| **OUR VALUES:** | We all commit to and care about: going one step further with our clients; our wellbeing as individuals and as teams; and improving and strengthening ourselves and our organisation. |

Introduction

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| **Purpose** | The Training policy is designed to encourage individuals to manage their own development, with the support of their line manager, for the benefit of both the individual and of Delphi Medical.Training and development helps staff acquire knowledge, skills and understanding which will allow them to carry out their current duties with maximum effectiveness, and thereby contribute to the achievement of Delphi Medical objectives. Training and development also helps the individual develop skills or qualifications which will contribute to the development of their work and equip them for their future career.Training and development is a crucial tool in helping individuals or groups of staff meet the demands placed on them by organisational change and development. |

Responsibilities

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| **The Senior Management Team** | The Senior Management Team holds the overall responsibility for policy implementation, including participation in the development of training and development strategies and initiatives, and monitoring and evaluation.The Senior Management Team holds the responsibility for setting the levels of expenditure that can be allocated to training and development. |
| **Managers** | Line managers have a key role in the training and development of their staff. |

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|  | They should ensure that their staff are trained to carry out their present job effectively and receive training to develop them for future opportunities.This involves:* identifying training, development and support needs with staff
* ensuring plans are developed to help meet these needs
* providing on the job training where possible
* providing opportunities for personal development, for example by exploring new areas of work
* reviewing, monitoring and evaluating development activities and their effectiveness.
* Identifying opportunities to practice new skills and demonstrate knowledge (this could include briefing other staff on specific subject areas)
* monitoring and ensuring effective and fair use of the budget.
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| **Human Resources** | HR are responsible for:* monitoring the training and development policy and reporting back to SMT any issues arising
* providing support and advice to managers and staff on the implementation of the policy, identification and meeting of needs and where possible information about courses and training resources.
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| **Employees** | Each member of staff has a personal responsibility to participate actively in training to enable them to carry out their work effectively and efficiently. This involves:* identifying their own training needs and discussing them with their line manager
* looking for training and development
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|  | opportunities both on-the-job and more widely, including attendance at conferences and seminars* the development and implementation of an agreed development plan
* participating in development activities
* monitoring and evaluation of the plan and development activities.
* spending personal time on their own self development.
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Training

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| **Identifying Training Needs** | The assessment of the skills and knowledge required by each employee can be made against the job description and person specification applicable to the individuals’ role. This is normally done throughout the recruitment process and explored further during the induction period.Once employed, training and development needs are uncovered via the supervision and appraisal process. The Delphi Medical GROW Appraisal scheme raises staff awareness of their own aspirations and provides greater understanding of the possibilities open to them. Followed up by setting appropriate training and development goals, the process promotes confidence and self- motivation and leads to increase productivity and satisfaction.Organisational changes (i.e. restructures, the introduction of new software etc.) should always be followed with an analysis of training needs. Appropriate training will always be provided to employees where changes are imposed.Some training and development needs are determined by Delphi’s vision and strategic goals. |



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| **Mandatory Training** | Our Annual Training plan for all staff covers Information Governance requirements in line with NHS Connecting for Health Standards, The Blue Stream Academy GP Practice e- learning suite, which comprises of mandatory and recommended modules in relation to role and responsibility and Basic Life support training for all staff.All Delphi staff are required to complete the mandatory training package delivered through our Blue Stream Academy Training Suite on an annual basis. The Blue Stream Academy training modules are aligned with each of the 28 Care Quality Commission (CQC) outcomes to enable us to monitor and measure staff compliance and performance against each outcome.In addition to the Blue Stream Academy mandatory training, all staff are required to complete Information Governance training, in line with NHS Connecting for Health to ensure necessary safeguards for, and appropriate use of, patient and personal information.For Doctors employed by Delphi Medical, Continuing Professional Development (CPD) time is afforded, as per GMC guidelines. It should be noted that work commitments always take precedence over CPD time. All Doctors should be prepared to cancel their CPD at short notice where clinical need overrides the need for CPD. All CPD time taken is recorded; a log of CPD activities are presented and discussed each year as part of the performance appraisal process. |
| **Methods of Training and Development** | For many staff the greater part of theirtraining will be on the job, however, from time to time it may be necessary |





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|  | for employees to attend external training events. Having identified a learning/ development/ support need, the next step is identifying the most effective way to meet the need.It is critical that the development need is specific and required learning objectives clearly defined.There are many ways to develop knowledge, skills and attitude including:**Internal opportunities/activities*** Attending meetings, seminars, conferences, lunch time briefings
* Secondments
* Temporary additional responsibilities
* Mentoring / Peer Group meetings
* Coaching/on the job training
* Job rotation/development
* Self directed learning – e.g. computer based, internet
* Project work

**Sharing learning/experiences**In the interests of cost effectiveness and sharing learning, if at all possible there should be a commitment and arrangements made to share the learning particularly from the external training. This could be;* a briefing session/presentation oral or written on the key aspects of training
* sharing of ideas the training may have raised
* running a mini – in house training session
* sharing hand-outs and guidance notes.

**Self Development*** reading
* distance learning
* training and development programmes
* professional membership evenings
* membership of external committees
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|  | **External Training*** training courses
* professional qualifications
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| **Training Requests** | All training requests should be submitted to line management via the correct training request form (available on SharePoint). If approved by line management, the request will be submitted to the monthly Managers Meeting for approval.All requests will be considered against set criteria to ensure fairness and consistency. |
| **Study Leave** | Applications for study leave must be approved at the monthly Managers Meeting, by a Senior Manager. All study leave days need to be approved in advance to enable the appropriate cover to be arranged.Study leave days will be granted in line with the requirements of the particular training undertaken, and in line with the training programme dates. Therefore, study days will not be granted within academic breaks. |
| **Funding** | If an individual obtains a professional qualification or any further education qualification and subsequently leaves Delphi Medical of their own accord within a specific period after completion, thefollowing repayment of Delphi’s financialassistance will be applied:Within 6 months 100% repayable6-12 months 90% repayable12-18 months 75% repayable18 months – 2 years 50% repayable |

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|  | The same rule will apply if an individual leaves Delphi before completing the course of study where Delphi has sponsored and paid for the course.However, if the individual is made redundant, this rule will not apply. |
| **Training Records** | A central record of employee learning is created and maintained by the Human Resources department. All learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money. |