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**Standard Intent:**

It is essential that any training plan should be linked into the business's long- term objectives. The training needs of an organization and staff should be thoroughly assessed to determine what skills would be required to achieve your strategic goals.

Questions that should be raised include:

- Do staff members need to be more flexible in order to cover a greater range of jobs?
- Do they need to know about new technology, computer systems or software?
- Has the member of staff just started?
- Does everyone in the business need to learn a specific task?

It is important to assess the training needs of the management team as well as other staff. A staff member may have strong skills in a particular field, but consider whether he/she and his/her managers need to improve your general management skills, e.g. finance, IT, marketing, project management and people management and development. Information will be required from a variety of sources in order to determine the development needs of managers and staff. Sources might include the strategic plan, analyzing the organization's strengths, weaknesses, opportunities and threats (SWOT analysis), employee records (development plans, training records, posts held, and qualifications), appraisals, discussions between managers and staff, and analysis of the external environment.

Job descriptions and personal specifications will enable supervisors to identify what skills employees require to carry out their jobs. He/she can also use these when recruiting to assess what skills a candidate already has and the skills they would need to develop in order to do the job well.

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**HR.11 The hospital supports continuing education for all staff members.**

HR.11.1 There is a policy describing the structure and the process used in the continuing education of all categories of staff.

HR.11.2 The hospital grants financial support and time off for staff to attend educational activities.

HR.11.3 The hospital has an educational program with an ongoing schedule of educational activities and training based on the hospital needs.

HR.11.4 The department head recommends and evaluates the educational and training activities required to maintain staff competencies to provide care. This process is linked to performance improvement and documented in the personnel file.

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