Induction and Essential Training Policy

Please be aware that this printed version of the Policy may NOT be the latest version. Staff are reminded that they should always refer to the Intranet for the latest version

Purpose of Agreement	To outline the policy, procedure and requirements of all staff in relation to mandatory training and induction, including local induction.
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Amendments Summary:

Amendment	Page	Item	Action
1	3	Scope – Clarification of who has local induction	
2	4/5	Added in key responsibilities	
3	Appendix B	Changes to the way the cycle of topics are illustrated	
4	Appendix D	Process added of how to book on courses	
5	7	Procedure for capturing new starters for Induction. Procedure for "Did not attend"	
5	10	Training to be attended and timescales.	
6	5/6	Change to content of induction and introduce e-learning	April 1st 2009
7	5	Changes interim appraisal timescale to three months to two months.	April 1st 2009
8	6	Inclusion of e-learning modules and changes to Corporate Induction content	April 1st 2009
9	7	Changes to process for ensuring and tracking compliance	April 1st 2009
10	All	Transfer to Solent HC template Add TNA grid	March 2010
11	5 & 8 18 & 19 16	Review and changes to e-learning modules Update of CI programme Update of booking process	December 2010
12	ALL	General amendments following the NHS LA formal assessment	May 2011
13	ALL	Changes to reflect new methods of learning from classroom based to the use of e-learning and changes to Corporate Induction and Monitoring Processes.	January 16

Review Log

Version Number	Review Date	Name of Reviewer	Ratification Process	Notes
1.3	December 06	Liz Page		
2.0	September 07	Liz Page		
3.0	April 2009	Ceri Connor		
4.0	March 2010	Bob Butel/Ceri Connor		
5.0	December 2010	Ceri Connor	PSG January 2011	
6.0	March 2013	Ceri Connor/ Bob Butel/Andy Harding		
7.0	January 2016	Ceri Connor/Bob Butel	Policy Steering Group	

Executive Summary

This revised policy gives a comprehensive guide on the Corporate Induction process for all new members of staff including Bank staff. It reflects the advancements in our Induction process in the use of new software to deliver the Statutory and Mandatory elements in a more interactive format.

It details the content of the Induction day and the subjects to be covered on Local Induction.

It reflects also the changes to our Local induction process which is now accessed via the new member of staff's e-learning page. Completion of the local induction form by the member of staff and their Manager will automatically give them compliance.

Attendance on the Induction Day and completion of the Local Induction process ensures that the Statutory subjects of Essential Training are completed prior to the new starter commencing work.

The policy gives further guidance to staff on the Essential Training modules they are required to undertake and at what frequency relevant to their role.

The monitoring process is designed to ensure compliance is achieved within the given time frame

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Induction and Mandatory Training Policy

1.0   INTRODUCTION & PURPOSE

1.1   A robust and relevant induction into the organisation is essential in order to enable and maintain the ability of new employees to become part of a motivated and competent workforce .The induction is a crucial part of the recruitment and selection process and a well-planned induction can help to ensure that new starters feel valued and welcomed.

1.2   It is during the induction period that the Trust imparts key information on the legal framework in which Solent NHS Trust operates. For example, healthcare governance, risk management, health and safety management and employment law should be discussed with new employees very early on in their employment.

1.3   The induction has two key components:-

- Corporate Induction Part A
A full day programme accessed on the first day of employment, where new staff receive a welcome and introduction to the organisation. On this programme new staff will gain information about the organisational strategy, objectives and values. Information will be given about quality and safety priorities, and carry out statutory training. They will also have an introduction to the online learning system and how to access the e-learning elements to complete their induction process.

- Local Induction Part B
The local induction must be completed by the manager, alongside the new starter on the **first day** in their regular workplace. All new starters to the trust are enrolled onto the "**Online Local Induction**" course within E learning. This element is required by law, and is crucial to the orientation and safety of the new starter. This is a well-structured induction programme consisting of both corporate and local elements, which will ensure that a new starter receives all the essential information and guidance they need to enable them to start working as quickly and as safely as possible. Completion of this online local induction is a requirement for all new employees but also a valuable guide for manager's or supervisor's which highlights training needs, skills and possible safety risks. Completion of this induction will be recorded against the new starters training record and the relevant competencies will be awarded when submitted. The course can be found under '**Enrolments**' on your new starter's E learning user page. Simply hit the play button to begin the programme.
.
- Induction is only achieved and recorded as such when both local and corporate elements are complete. This is reported in the Trust Workforce Report on a monthly basis.

1. 4   Essential Training (Statutory and Mandatory Training)
Annual requirements for essential training are determined as per individual learning matrix as "competencies" with completion dates. Training listed on the matrix consists of all statutory training required by law and by the Department of Health, and mandatory training required by Solent NHS Trust for all its staff, and is a mix of online learning and classroom based. There are various programmes to ensure organisational compliance and these are detailed within this policy and supporting appendices.

2.0   SCOPE

2.1   This policy applies to all new and existing staff directly employed by Solent NHS Trust in line with Equal Opportunities Policy. The policy also relates to agency staff and independent

contractors, and their specific induction will be based on a local risk assessment by the manager. All staff whether temporary, permanent or voluntary should have a robust local induction as an absolute minimum.

2.2   Bank staff employed by the Solent Bank Staffing Service will attend the Trust Corporate Induction, and will receive a local induction to each new working area. Compliance to Statutory and Mandatory Training is monitored via the Bank Staffing Team and reported in the same manner as substantive staff.

2.3   It is recognised that local services and teams may hold their own local induction in addition to the requirements in this policy; however the requirements of this policy must be complied with prior to any locally devised induction. Information and records relating to Service or team inductions will be held locally and are not the responsibility of the central Workforce, Education and Training team.

3.0   DEFINITIONS

Statutory Training
This is that training that employers are either legally required to provide as defined by law and for which there is a stated legal reference and/or where a government or regulatory body has instructed employers to provide training on the basis of legislation. These examples would include:

- Health and Safety training (required by legal statute).
- Fire safety training is required by statute as determined by the Regulatory Reform Order (Fire) 2005.

Mandatory Training
This is a training requirement that has been determined by the organisation. This can include: Mandatory training requirements required by a government department or regulatory body as part of the implementation of an agreed national policy. For example, in England all staff are required to undertake Information Governance training on an annual basis.
Mandatory training requirements can also be set by individual healthcare organisations. These requirements are usually introduced to ensure that the organisation is compliant with key risk areas that might have an impact upon safety or are being delivered to achieve a corporate priority which the organisation has set itself. Typically, this type of training is undertaken to provide assurance that local policies governing key corporate and risk activities are understood and followed by employees. Given that the terms Statutory and Mandatory training are often used interchangeably, this policy uses the term **Essential Training** to refer to those Statutory and Mandatory subjects which we are required to deliver to our workforce, in order to meet either legal training requirements or comply with key quality standards as expected by healthcare regulators.

3.1   **Corporate Induction**
This is a one day induction programme which is designed to welcome new employees to Solent NHS Trust and must be attended on the first day of work (or within 10 Days).

3.2   **Local Induction Form**
This is the electronic form that must be completed with all new staff (permanent / temporary) commencing on or before their first day in the workplace.

3.3   **Essential Training**
The level staff undertake will be dependent on their role Clinical or Non – Clinical as per appendix B.

3.4 **Essential Training Level 1**
This includes core subjects that are statutory or mandatory or deemed essential for all staff on an annual, bi-annual or three yearly basis achieved either via e-learning or classroom based.

3.5 **Essential Training Level 2 &3**
These are more advanced levels of Essential Training that staff are required to complete in addition to or in place of the Level 1. This training is detailed on the Individuals training matrix and are aligned to the UK Core Skills and Training Framework, NHSLA, Professional Body and legislative requirements.

3.6 **Did Not Attend (DNA)**
This describes a member of staff who has been booked onto Corporate Induction or other training courses but has failed to attend, or has failed to complete the local induction checklist and e-learning elements.

3.7 **Training Needs Analysis (TNA)**

A breakdown of training required by:

- all staff groups;

- training required by each group;

- the frequency of training required by each group.

The training needs analysis (TNA) also includes further details such as who will provide the training, the specific training package to be used, etc.

With the increased use of technology to access training the individual TNA in the form of a matrix will be available to staff as they log on to complete Essential Training, this TNA will continue to develop as training needs are identified for the individuals role.

3.8 **Permanent (as applied to staff)**

All staff directly employed under a contract of employment with the organisation and medical staff in training

3.9 **Temporary (as applied to staff)**

Temporary staff are workers supplied by one organisation (locum/staffing agency, e.g. NHS Professionals) for the temporary use of another organisation. Temporary staff are the employees of the supplying organisation. Temporary staff are also staff working on the Bank who carry out a temporary bank contract for less than six months.

3.10 **Service / Senior Managers**
These are managers who are responsible for a clinical service or team of employees

4.0 ROLES & RESPONSIBILITIES

4.1 **Individual members of staff are responsible for:-**

- Completing those sections of the Local Induction Form as agreed between the line manager and the new starter.
- Booking onto the relevant courses for their role via Oracle Learning Management.

- Attending Corporate Induction on the date advised by the HR team, unless there is an unforeseen and unavoidable reason.
- Putting their learning into practice – particularly around identifying risk and raising potential hazards to their manager
- Evaluating the effectiveness of learning with their manager
- Taking responsibility for their safety and welfare.
- Completing the e-learning modules of Essential Training within timescales shown on their matrix.

4.2   **Managers are responsible for:-**

- Ensuring their staff's corporate and local inductions are completed within the required timescales in accordance with this policy.
- Approving any agreed class room based courses via the use of ESR
- Allocating protected time to allow staff to complete their essential training.
- Ensuring staff are released to attend all required Essential Training programmes.
- Ensuring cancellations are kept to an absolute minimum and that staff who "Do Not Attend" are dealt with appropriately and re book as soon as possible.
- Dealing with staff who persistently do not attend under the "Managing Performance policy".
- Evaluating training and ensuring the transfer of that learning into the workplace

4.3   **Service / Senior Managers are responsible for:-**

- Ensuring their managers are managing Essential Training Compliance for staff in their areas, including protecting learning time for staff.
- Ensuring their managers are correctly inducting staff in accordance with this Policy and local procedures.
- Taking action where either or both of the above two points are not complied with.
- Within one week of receiving notification by the Education and Training team that the local induction form has not been completed take action to ensure local induction has been completed within one week. This will be monitored by the Education and Training Administration function.

4.4   **The Workforce, Education and Training Team are responsible for:-**

- Providing a quality programme of essential training courses that meet the requirements of the organisation and the NHSLA, CQC, Health & Social Care Act, and other regulatory and assurance frameworks and regularly reviewing and evaluating programmes.
- For providing training programmes which enable participation from all staff, ensuring all individual needs are met in a proactive manner.
- Providing bespoke training in conjunction with managers where appropriate
- For informing managers if staff do not attend training they are booked on or leave the training prior to completion and keeping local records of these for reference.
- For maintaining central learning and development records.
- For evaluating the effectiveness of induction and essential training learning and reviewing where necessary.
- Working in collaboration with supporting trainers and subject matter experts to deliver a high quality programme.
- For providing accurate data to inform compliance with organisational performance targets in relation to induction and essential training.

- For recording, monitoring and reporting staff compliance and noncompliance in relation to attendance and completion of Corporate and Local Induction, and all statutory and mandatory training as per the Training Needs Assessment (TNA).
- Providing Corporate Performance reports to the appropriate Boards and Sub Committees
- For ensuring all staff can access essential training programmes, for offering a 24/7 service including use of technologies to enable staff to access as appropriate.

4.5 **Director responsible for Learning and Development:**

The Director of Human Resources and Organisational Development will be responsible for ensuring that the learning and development arrangements are in place and adequate. This will be achieved by –

- Ensuring arrangements are in place to enable the effective planning, organisation, control, monitoring and review of induction and essential training in every operational area of the Trust
- Being the nominated Director for ensuring adequate structures are in place to ensure, so far as is reasonably practicable, the health, safety and welfare or staff, patients and others affected by the Trusts' undertakings
- Ensure that adequate resources are allocated to meet Solent NHS Trust's commitment to induction and essential training

4.6 **Chief Executive**

The Chief Executive remains ultimately accountable, but has delegated responsibility for Learning and Development throughout Solent NHS Trust and is responsible for managing and monitoring compliance with health and safety legislation, NHS directives and Trust policies.

5.0   PROCESS/REQUIREMENTS

5.1 **Induction: Part A – Corporate Induction**

5.1.1   Staff are provided with an information pack by Employment Services (HR) when they   are sent their offer letter. This pack includes information on pensions, key worker housing, Learning and Development, child care and benefits.

5.1.2   Upon recruitment of the new starter the recruiting manager will be sent an email communication confirming the new starter's Assignment Number, allocated date for Corporate Induction and details of how to access the Local Induction Form.

5.1.3   Bank Staff, once all references and checks are complete are enrolled onto Corporate Induction by the Bank Staffing Team prior to them being able to access any shifts.

5.1.4   Students are Inducted as per the Supporting Learners in Practice Policy (SLIP)

5.1.5   Volunteers are Inducted as per the Volunteers Policy

5.1.6   Departments employing contractors are to liaise with Learning and Development to determine what level of Induction is appropriate

5.1.7   Staff employing Agency staff are to ensure compliance and undertake a thorough Local Induction with the Agency member of staff

5.1.8   The Corporate Induction is a full day programme which is designed to welcome new employees including Bank Staff into the Trust. Employees should attend the induction on their first day of work where possible or the nearest Corporate Induction date to their start date. This date is sent to new starters via Employment Services (HR) as above.

5.1.9   The day's programme includes:

- A welcome from a Senior Manager detailing the strategic direction and vision of Solent NHS Trust and key information.
- Identity Photograph and issue of Identity Cards & Smart Cards
- Employee Engagement and Values
- Quality Governance & Patient Safety
- Information on how to access the intranet and e-learning.
- Information Governance
- Moving and Handling
- Infection Control
- Equality, Diversity and Human Rights
- Basic Life Support Level 1

5.2   Induction: Part B – Local Induction

5.2.1   Starting on the first day in the workplace the Local Induction Form should be   completed. The completion of the form will automatically update the new starters learning matrix. Each relevant section of the Local Induction Form must be completed.

Sections covering:
- About you
- Administration
- Roles and responsibilities
- Values and Objectives
- Health and Safety issues:

  ➢ Fire Procedures
  ➢ First Aid arrangements
  ➢ Lone Working
  ➢ Personal Security
  ➢ Conflict Resolution

- Policies and Procedures
- Staff Wellbeing
- Education Training and Development
- Further Information

It is the responsibility of the line manager to ensure that the new member of staff is adequately inducted before the individual commences duties.

The line manager should arrange for themselves or another senior member of staff within the department to meet the new starter at the beginning of their first period of duty. In addition, the line manager should arrange to spend time with the new starter as soon as is practical after the start of employment.

The local induction will be recorded as completed only when all relevant sections of the checklist has been signed off.

5.2.2   A member of staff should be nominated to show the new employee around the department and introduce them to colleagues and other key members of staff. They should be available to act as an advisor/mentor over the first few weeks to answer any questions that arise.

5.2.3   It is important that the new starter is clear on their role, and within the first month of employment the line manager should meet with the new appointee to agree their initial performance objectives, standards to be met, and any learning and development needs that may have been identified.

5.2.4   Local induction procedures apply when existing staff transfer to another part of the organisation, or are promoted into a different job, however it is noted this may be a shorter version of the full local induction dependant on role and location.

5.3   **Monitoring Process for Local Induction and Corporate Induction**

5.3.1   To ensure that all staff have completed the full induction process a monitoring process is in place as per appendix C.

5.4   **Essential Training**

5.4.1   All staff are required to undertake Level 1 or 2 Essential Training e-learning modules at intervals shown in appendix B. Managers must allow protected time for staff to complete the appropriate modules as indicated on their individual compliance record.

5.4.2   Advanced training, Levels 2 & 3, is required by certain staff groups according to their role. For those staff who undertake an advanced level there is no requirement to undertake Level 1 Attendance at an advanced level session will ensure the individuals compliance matrix is adjusted to reflect their compliance with that particular subject. Again these training requirements are detailed in the individual's compliance record. Further training should be specified on the personal development plan at appraisal.

5.4.3   Bank Staff complete their remaining Essential Training via e-learning either at home, in an e-learning suite or through face to face drop in sessions.

5.5   **Local Training**

5.5.1   For certain essential training subjects the Trust has Trainers and Link Advisors who are trained and are updated regularly in services as per need to deliver relevant, timely and appropriate training to staff. Local trainers feed into the central Education and Training team and training is recorded on the central Oracle Learning Management (OLM) as per process including the DNA process.

6.0   **PROCEDURE for DID NOT ATTEND (DNA) and MONITORING ATTENDANCE**

6.0.1   The procedure for staff who do not attend is as follows:

6.0.2   Withdrawals from classroom based training with notification 7 days **prior** to the event: Withdrawals are made via the online learning system (OLM) by the individual. The individual will be responsible for sourcing alternative dates and to rebook their place on the relevant training on an alternative date. If a training event is cancelled by Education and Training team

7 days prior to the event, the team administrator will contact delegates to inform them of alternative dates.

6.0.3   Withdrawals from an event - notified with less than 7 days notice prior to the event: Except in the circumstances of same day sickness or compassionate leave, notification will be made to the line manager of the individual and a charge of £50 will be made to the service account code. At the time of the cancellation (where applicable) the manager or delegate will be advised of alternative dates and invited to make another booking. ESR reporting functions will identify staff members who remain non-compliant as per their individual training record.

6.0.4   Non-attendance on the day of the event - without prior notice: If any delegate whose name is listed on the sign in sheet is not present the administrator will make contact with the delegate and the delegate's line manager immediately to identify the reason for non-attendance, this is to check the wellbeing of the individual, and also ensure the manager is aware of the non-attendance. A charge of £50 will be made as per 6.0.3 if the reason for non-attendance is other than sickness, unplanned /emergency leave.

6.0.5   Any appeals to the DNA or withdrawal charge must be made to the Associate Director of Workforce Development who will consider the circumstances, and a decision will be made on each individual circumstance.

6.0.6   Completion of mandatory and statutory training e-learning modules for all staff will be monitored monthly through internal OLM reporting and workforce analysis reports. The data is reported over a 12, 24 and 36 month period dependent upon training frequency, enabling analysis of compliance.

6.0.7   Non-attendance at training is followed up as per the process in the Learning & Development Policy. Attendance at Statutory and Mandatory training is tracked by OLM and central systems via a RAG flag system which identifies staff due dates at e-learning three months prior on a sliding scale until the actual due date. Staff are notified via email of their impending due date and advised to book before they are recorded as non-compliant. Staff who persistently do not attend will be managed under the Maintaining High Standards of Performance Policy

6.0.8   The Essential Training Compliance Matrix is viewable via the staff intranet. This details each staff member and their compliance status. The matrix is updated each week on a Friday for the training activity undertaken in the 7 days previous. Training undertaken on a Thursday will not show until the following Friday. The compliance matrix should be used as a tool to monitor team and individual compliance.

6.0.9   Any Previous Essential training undertaken by new starters can be accredited provided it meets with all the following criteria:

- It can be evidenced, i.e. signed certificate, print out of previous training record
- It is checked and confirmed by the Essential Training administration
- It meets with the UK Core Skills & Training Framework required outcomes
- Is in date

7.0   EQUALITY & DIVERSITY AND MENTAL CAPACITY ACT

7.1   The aim of this policy is to enable Solent NHS Trust to provide high quality care based on national guidance for all patients who access its services.

7.2   Solent NHS Trust embraces and accepts its legal, social and moral responsibility in relation to Equality & Diversity. The Trust is committed to delivering equality of opportunities for all

service users, carers and staff and wider communities and to the elimination of ALL forms of discrimination.

7.3.1   As part of Trust policy an equality impact assessment (Steps1 & 2 of cycle) was undertaken (Appendix D) Solent NHS Trust are not aware of any evidence that different groups have different priorities in relation to this frame work, or that any group will be affected disproportionally or any evidence or concern that this Policy may discriminate against a particular population group. Thus, the equality impact assessment result is: no negative impact.

8.0   SUCCESS CRITERIA / MONITORING THE EFFECTIVENESS OF THE POLICY

8.1   This policy will be audited on a bi-annual basis unless outcomes of audit suggest additional monitoring is required.

8. 2   Outcomes, recommendations and any non-compliance to this policy will be reported through the Workforce Development Sub Committee.

9.0   REVIEW

9.1   This document may be reviewed at any time at the request of either at staff side or management, but will automatically be reviewed 3 years from initial approval and thereafter on a triennial basis unless organisational changes, legislation, guidance or non-compliance prompt an earlier review.'

10.0   REFERENCES AND LINKS TO OTHER DOCUMENTS

10.1   Learning and Development Policy
10.2   Resuscitation Policy
10.3   Policy relating to student placement, volunteers and work Experience
10.4   NHSLA Risk Management Standards
10.5   Skills for Health (2016) UK Core Skills Training Framework Statutory/Mandatory Subject Guide Version 1.3

Corporate Induction Part A: Classroom Based (1 Day)

Welcome
Employee Engagement
Quality Governance & Patient Safety
I.D. Photograph
Learning and Development, access to e-learning and training matrix.
Information Governance
Infection Control
Moving and Handling
Equality & Diversity
Basic Life Support Level 1

Corporate Induction Part B:

Local Induction e-form
Basic Skills via e-learning (clinical and non-clinical)

Safeguarding Adults
Safeguarding Children
Health and Safety
Fire Safety

Competencies

Certification starts in April 2013 - Initial and repeat frequency set to fit previous

Timeline markers (top to bottom): 1st April, 1 Year, 2 Years, 3 Years, 4Years, 5Years

Columns: Appraisal Competency only | Appraisal | Equality and Diversity | Fire | Health & Safety | Infection Control Gp1 / L1 | Infection Control Gp2 / L2 | Information Governance | Mental Capacity Act | Man Hand | Resusitation Awareness | Safeguarding Adults Gp1 / A | Safeguarding Adults Gp2 / B | Safeguarding Children

Bottom frequency labels: 3 Yrs | 3 Yrs | 3Yrs | 3Yrs | 2 Yrs | 3 Yrs

Local Induction Process

New starters are made aware of the Local Induction at the Corporate Induction and are told they will need to complete this on their first day with their manager.

New Starters are assigned competencies by the Data & Technology Administrator (DTA) in the Workforce team, the Local Induction will be located in their enrolments titled; 449 Online Local Induction - To be completed with their Manager.

The Workforce Analyst and the DTA monitor everyone's compliance matrix by running a report every Tuesday and Friday, which people can see on the intranet under Compliance Tool.

If new starters have not completed the Local Induction their Fire Safety and Health Safety and Welfare competencies will show as red.

A reminder will then be sent to the Manager and New Starter to let them know that they need to complete the Local Induction. If it is not completed within 7 days this will be escalated to Governance Leads

Impact Assessment

Step 1 – Scoping; identify the policies aims

Question	Answer
1. What are the main aims and objectives of the policy?	To ensure that all individuals who access the Trusts services receive care informed by National Guidance
2. Who will be affected by it?	All Staff and individuals accessing our service
3. What are the existing performance indicators/measures for this? What are the outcomes you want to achieve?	This replaces the previous Induction and Mandatory Training Policy and will improve the process for implementing all national guidance.
4. What information do you already have on the equality impact of this policy?	national guidance is equality impact assessed prior to release
5. Are there demographic changes or trends locally to be considered?	No
6. What other information do you need?	None

Step 2 - Assessing the Impact; consider the data and research

Question	Yes	No	Answer (Evidence)
1. Could the policy be used unlawfully against any group?		√	Enables ALL who access services to obtain care based on best evidence
2. Can any group benefit or be excluded?		√	Applies to all staff groups
3. Can any group be denied fair & equal access to or treatment as a result of this policy?		√	
4. Can this actively promote good relations with and between different groups?	√		
5. Have you carried out any consultation internally/externally with relevant individual groups?	√		
6. Have you used a variety of different methods of consultation/involvement?	√		Learning & Development Committee Policy Steering Group Healthcare Governance Committee Joint Consultative Committee Professional Executive Committee Trust Board
Mental Capacity Implications			

7. Will this document require a decision to be made by or about our service user? (Refer to the Mental Capacity Act documentation for further information			Does not apply to patients

If there is no negative impact – end the Impact Assessment here.

Step 3 - Recommendations and Action Plans

Question	Answer
1. Is the impact low, medium or high?	
2. What action/modification needs to be taken to minimise or eliminate the negative impact?	
3. Are there likely to be different outcomes with any modifications? Explain these?	

Step 4- Implementation, Monitoring and Review

Question	Answer
1. What are the implementation and monitoring arrangements, including timescales?	
2. Who within the Department/Team will be responsible for monitoring and regular review of the policy?	

Step 5 - Publishing the Results

Question	Answer
How will the results of this assessment be published and where? (It is essential that there is documented evidence of why decisions were made).	

Glossary

NHSLA	National Health Service Litigation Authorities
DNA	Did not attend
HR	Human Resources
ESR	Electronic Staff Record
TNA	Training Needs Analysis
CQC	Care Quality Commission
SLIP	Supporting Learners in Practice Policy
OLM	Oracle Learning Management
DTA	Data and Technology Administrator