

26 January 2021

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Our Ref: FOI/03851

Thank you for your request concerning HR Policies.

Your request has been considered and processed in accordance with the requirements of the Freedom of Information (FOI) Act 2000.

I am required to research into workforce development and training education in NHS organisations, including any integrated human talent management provisions that may exist in such organisations. I will be grateful if you are able to release for the purpose of this research, any held document pertaining to workforce development and training education and other integrated human resource/talent/staff management document in your organisation that may be helpful to successful completion of the afore stated research.

Further information on the research is provided in the appended sections of the attached document which includes a tick box for consenting to release the required document and a letter template which can be used by the gatekeeper/Caldicott guardian to officially release the requested document.

Can I politely note to you that, the authorities at the University where I am studying for the Masters programme have set a deadline date of Mid-January 2021 to obtain the gatekeeper permission from the different organisations approached, and I therefore look forward to your assistance to meeting this deadline.

A bullet list of public sector organisation document I will be looking forward to receiving form you include:

- **High level strategy and policy documents on workforce planning for the wider Trust**
- **In-work educational programme document such as supports qualified NHS-Admin talents to up-skill for office capabilities such as 'Business Support Manager' as part of departmental management supported Business Apprenticeships.**
- **Implementation of leadership programme from board to base supporting the development of capability and continuous improvement (particularly in-line with completing reflection and efficiency reviews)**
- **Case study of anonymised talent supported within a department such as the Gastroenterology department, including period of service commitment to qualify for any such apprenticeship will also be appreciated, unless otherwise exempt under section 40 of the FOI Act.**
- **Document to support Trust Vision and long term direction**
- **Document to support facilitated investment in health workforce mobility and any budgeting & accountability agreements**
- **Document to support health-labour market monitoring such as transparency in outsourcing for reference contracts equitable to guided framework for Clinical Commissioning Group-processing on senior appointments.**



- Implementation of talent management agenda linking performance management and to pay and reward (particularly in-line with the 9-box model for senior managers development)
- And particularly, any contingent planning document re-focused against disruptive business environment such as COVID-19, in line with Health Research Authority prioritised urgent review of COVID-19 studies. <https://www.hra.nhs.uk/planning-and-improving-research/research-planning/student-research/>

Whilst we are rather unclear as to what you are requesting despite your email giving clarity, we hope the attached information will be of help to you.

1. Organisation Development Strategy 2017-2021; this is currently under review and should be ratified sometime after March 2021.¹
2. Leadership Pathway; which shows the suggested programmes based on staff banding/experience; again this is being reviewed.

We also have Talent Management programme but there is no formalised process although you may find the information via the [NHS Leadership Academy](#) of some help.

Should you require further clarification, please do not hesitate to contact me.

Please find enclosed an information sheet regarding copyright protection and the Trust's complaints procedure in the event that you are not satisfied with the response.

Yours sincerely

Sue Smith

Sue Smith
Information Rights Officer

Enc: Copyright Protection and Complaints Procedure Information Leaflet.

If you would like to complete a short survey in relation to your Freedom of Information request please scan the QR code below or click [here](#).



¹ Section 22 - Information intended for future publication.