

Development and career planning



Supporting staff through career development opportunities is important across an employee's whole career and should be based on each individual's preferences and career aspirations.

Building a strong induction programme, regular appraisals and one-to-one meetings between managers and staff should be a key part of any retention strategy. These meetings are an opportunity to discuss and agree development needs that can support the delivery of patient care and staff career development.

Discuss and agree development needs during your induction programmes, regular appraisal and 1-2-1 meetings.

There are many learning and development opportunities which can be offered to staff including apprenticeships, continuous professional development, secondments, shadowing, mentoring and coaching. There could also be opportunities to provide internal transfers, rotational posts across departments, sites or organisations across the ICS. These can all

support career development and enable individuals to progress through career pathways.

Organisations may need to consider how their policies encourage development and career planning, and what support line managers require to be able to implement this. Managers should be aware of the support that the organisation offers and be knowledgeable about how they can support their staff to develop and career plan while continually learning.

Things to consider:

- What development and career opportunities are your staff looking for? Are there patterns in what is required?
- What opportunities for training and development already exist in your organisation and across your ICS?
- Are development opportunities available for people from under-represented groups?
- How are staff supported across their career, from newly qualified to experienced staff?
- What opportunities do staff have to move roles in the same band or across different teams?
- Could the skills and knowledge of experienced staff be used to support others, for example through coaching or mentoring or in career conversations?
- Can existing funding for training, such as the apprenticeship levy, be used to support the development of your teams?
- Are there already qualified coaches or career experts in your organisation you can utilise?
- Are there any free training and development opportunities you could take advantage of?

- How would a careers service support your careers offer for your staff? What would work or already exists for your staff, organisation or system? A telephone helpline, online advice or face to face meetings?

Leaders can:

- Develop a culture of work-based learning and lead by example by sharing their own development stories.
- Commit to investing in staff development and education.
- Advocate for, and commit to, leadership development programmes to support diversity and inclusion. Join a leadership and lifelong learning course to grow as a leader.
- Hold regular career conversations with staff to understand their aspiration and potential; identify their needs and development opportunities, in order to retain and develop people in organisations and ICSs.

Managers can:

- Provide staff with opportunities to learn and develop in a work-based setting and release staff to develop themselves professionally and personally.
- Share opportunities within the team for development.
- Connect, share and learn with other leaders and managers in health and care via #ProjectM – Our NHS People.
- Encourage shadowing opportunities and cross team/cross profession working to stretch and develop skill-sets, broaden skills and leadership capabilities and increase knowledge to support career progression.

Case studies

In this video, Adewale Abimbola talks about his experience of the Elizabeth Garrett Anderson programme experience.

Tools and further reading

- Keep up to date with interventions and practical solutions on NHS England and NHS Improvement's website.

- New career development tool for Allied Health Professions (dchs.nhs.uk).
- NHS Leadership Academy's Talent Management toolkit is designed to support organisations to develop and embed inclusive, sustainable approaches to talent management for staff at all levels.