

Learning & Development Policy

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Learning & Development Policy

This Learning & Development (L&D) Policy includes the purpose and principles of L&D at PHSO, and how employees can access and maximise opportunities to grow both personally and professionally.

You can find all L&D forms, guidance, policies and up-to-date training news on the Learning & Development page on [Ombudsnet](#).

1. Purpose

- a. L&D at PHSO helps and supports all employees to attain, build and demonstrate the PHSO values, behaviours, knowledge and skills needed in their role.
- b. It supports and drives employee performance and contributes towards objectives within the Business Plan, helping to deliver our vision of being an Exemplary Ombudsman.
- c. L&D is a tactical, positive driver of staff engagement, helping to ensure staff feel valued and involved and can contribute fully and realise their potential.
- d. It means PHSO is developing to meet current and future needs, responding effectively and efficiently to changes in its structure and operating environment.
- e. L&D at PHSO supports each of the themes within the PHSO [People Strategy](#) and the [Equality, Diversity & Inclusion Strategy](#) objective around 'Our People, Our Culture'.

2. Principals

- a. PHSO clearly sets out its L&D offering to all new and existing employees keeping them updated through ongoing internal communications. 'Keep in Touch' arrangements are in place to keep absent colleagues updated.
- b. L&D develops provision of a curriculum, aligning this offering to the Business Plan and the strategies including 'People' and 'ED&I'.

- c. PHSO gives equal opportunities for learning and development, investing in people to develop their potential so we have a diverse workforce and an inclusive workplace.
- d. L&D plans a curriculum in response to the current and future needs of the organisation and at an individual role level.
- e. The curriculum helps to ensure a value for money approach to planning learning.
- f. L&D provides prescriptive and compulsory training as people move through and around the organisation. This includes Induction, Role Development, Management & Leadership, and Compliance pathways.
- g. L&D limit some opportunities to specific roles and people to maximise value within the constraints of the provision available.
- h. Broader professional, role or personal development opportunities are available to all employees. Managers can agree development opportunities for agency or fixed term workers who have worked for PHSO for at least 12 weeks and where it directly relates to their work. Agency workers on week-by-week contracts are not eligible to undertake external training courses.
- i. 1-2-1 review meetings, end of year performance reviews and personal development planning conversations drive the broader professional, role or personal development opportunities available. Approval depends on relevant line management support and L&D Team provision availability. Employees have access through an application for '[Professional Learning](#)' or 'Apprenticeships'. Staff should read this and the **Personal Development & Review Guidance** and PHSO's **Equality and Diversity Policy**.
- j. All staff within a learning or training setting or experience should adhere to the usual standards of behaviour as per the [Code of Conduct](#) and other people policies.
- k. There is a systematic approach to planning, undertaking and evaluating learning and development with a focus on delivering value for money (economy, effectiveness, efficiency).
- l. Primary responsibility for learning and development rests with the employee and their line manager. The L&D Team provides advice and guidance to individuals and teams, ensures learning and development is in line with good practice and delivers value for money; and manages the corporate learning and development plan.

- m. L&D will record and evaluate learning and learners using various good practice methods, to ensure provision is at the correct standard. L&D will monitor and improve these activities, with measures of improvement and return on investment clearly identifiable.

Learning & Development Approaches

At PHSO there are various learning approaches staff can choose from. Individuals and their line managers should consider which approach is most suitable. The workflow team must approve L&D activities involving Operations staff to assess the impact on case closures. PHSO encourages staff to take the lead in driving their personal and professional development. PHSO recognises there are various learning styles and encourages learners to focus on the best method for their individual development.

- Blended learning is an approach which combines conventional classroom based training and on-the-job coaching with digital resources e.g. E-Learning, Webinars and Training videos. This approach supports staff to tailor training to meet their needs and preferred learning style (where possible), making learning effective and engaging.
- E-learning: PHSO's Learning Management System, [MY Learning](#) has a wide range of e-learning modules, both compulsory and elective. We aim to provide the e-learning content in a choice of alternative formats, including; Word Document version factsheets and face-to-face sessions.
- Mentoring: We use Mentoring to develop personal skills, focusing on intangibles like navigating a new team structure or operating at a strategic level. We also use Mentoring as a gateway for people to spend time together with an emphasis on diversity of thought, approach and experience.
- Coaching: We use coaching both formally and informally. Mainly used for on-the-job training, informal coaching supports individuals to grow skills in specific areas. We use formal coaching within our Exemplary Leaders for PHSO programme and focuses on personal impact and awareness.
- Formal training courses: Internal and external training courses take place where there is a specific need for certain knowledge and skills or where there is a mandatory requirement. External training providers are selected following PHSO's procurement policy. L&D will plan these courses in line with the organisation's training curriculum.
- Away Days give teams an opportunity to work on a particular topic together, develop relationships and review progress. Typically, a member of the Senior Leadership Team will submit a request for an away day to the Senior

Manager - Organisation Development. The L&D Team will then assist in planning and delivering the event.

- Masterclasses are more informal subject specific events that will offer staff the opportunity to hear from, question and engage with a wide variety of people from inside and outside the organisation. All staff can book their place on a [Masterclass](#) with their managers' approval.
- Apprenticeships: See Apprenticeships Policy (available soon)
- Accreditation Programme for Senior Caseworkers. See [Accreditation Help](#)
- Continuing Professional Development and Further Education: See [Professional Learning Policy](#)

Policy information

A formal review of this policy will be completed yearly.

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Related policies and guidance:

[Professional Learning Application Form](#)

[Professional Learning Policy](#)

[Accreditation Help](#)

[Apprenticeship Policy](#)

Version control

Date	Version	Content/changes made	Owner of changes
21/02/19	1.0	Final draft version	Louise Coleridge-Smith
26/04/19	1.1	Amendment to learning approaches	Louise Coleridge-Smith