



**Ombwdsmon  
Ombudsman**  
Cymru · Wales

---

## **Training Strategy**

Mae'r ddogfen hon hefyd ar gael yn y Gymraeg.  
This document is also available in Welsh.

## Content

1. Overview .....	3
2. Development Time.....	4
3. Development Budget .....	4
4. Identifying Development Needs .....	4
5. Prioritising and Managing Training & Development.....	5
6. Evaluation .....	5
7. PSOW Training Investment and Leaving Employment .....	6
8. Summary .....	7
9. Review and publication.....	7

## 1. Overview

1.1. PSOW recognises that its staff are at the core of its business and that continuous improvement will come from ensuring staff have the skills, knowledge and attitudes to deliver their role.

1.2. Developing our people is essential to ensure the future success of the Organisation. The People Strategy outlines PSOW's commitment to developing staff and to include both essential and desirable development.

1.3. PSOW will:

- Ensure staff have the required skills, knowledge and attitudes to deliver their roles.
- Ensure that all managers understand and deliver their role in developing staff.
- Encourage staff to pursue development and support them with both essential and desirable training.
- Offer training and development on a fair basis to all staff and ensuring that no one receives less favourable treatment or consideration in relation to training and development on the grounds of their gender, sexual orientation, age, racial group, marital status, disability, religion or religious beliefs, or any other unlawful criteria or circumstances.

### 2. Development Time

- 2.1. PSOW expects staff to undertake 28 hours CPD every year (pro rate'd for part time staff).
- 2.2. All new staff to PSOW **will receive induction training during their first six – nine months in post.**
- 2.3. Where a staff member moves internally into a new role, training (and mentoring) will be provided to support their transition to the new role.
- 2.4. Staff will need to log development time which will be approved by their line manager as complete.

### 3. Development Budget

- 3.1. A Training and Development budget will be provided on an annual basis for training and development activity. This will be subject to economic factors but every endeavour will be made to maintain this investment as far as possible.

### 4. Identifying Development Needs

- 4.1. Development needs will be identified at three levels; organisation, departmental and individual on an annual basis and reviewed throughout the year. This will provide the framework to prioritise and plan development activity.
- 4.2. Development needs can be identified as part of:

- Recruitment,
- One to one discussions in the PRDP process,
- Monthly Progress Meetings
- Ad hoc meetings,
- Performance Management,
- Change of role.

### **5. Prioritising and Managing Training & Development**

- 5.1. To ensure development is managed and prioritised effectively, training needs will be reviewed on at least on an annual basis and this activity will be co-ordinated by the Human Resources Business Partner.
- 5.2. An annual training plan will be prepared detailing the training needs identified at the three levels for the 12 month period. This will follow completion of the PRDP's where the information will be captured to inform the plan.

### **6. Evaluation**

- 6.1. Evaluation is a critical part of development investment. All members of staff are expected to support the evaluation process. Evaluation will be in three parts:
- Prior to the development activity
  - As part of the development activity

## Training Strategy

- Follow up after having put it into practice back at work (either formal evaluation as part of the training received or informally with line manager)

6.2. This evaluation will be used to ensure that the development invested in is:

- Meeting the individual, team and organisational objectives
- Being used in the workplace
- Beneficial
- Of the right content and where it is not, will review that particular activity.

## 7. PSOW Training Investment and Leaving Employment

7.1. PSOW is publicly funded and training investment can be significant. The benefit of developing our staff members' skills and knowledge is two-fold:

- To ensure that all staff have the skills, knowledge, values and attitudes to deliver their role and excellent service quality and high productivity.
- To grow and develop their own skills in their chosen career.

7.2. Should a member of staff decide to leave the Organisation voluntarily within 12 months of attending training, they may be required to pay back the cost of that training in line with and as detailed in, the Training and Development Policy.

### 8. Summary

- PSOW will support all staff achieving at least a minimum amount of development per year.
- PSOW will provide a training budget each year.
- Development needs will be identified and agreed between staff and their line manager during various meetings including at recruitment; PRDP, the one to one; other informal discussions; when the job role changes, etc.
- To ensure training is managed and prioritised effectively all training will be logged by staff for their own records and on the PRDP Training & Development Record.
- All training & development will be evaluated.
- Training will be provided through a variety of sources.
- Where training results in a transferable qualification/accreditation or a significant investment is made in an individual, a claw back agreement will be established between PSOW and the individual so should they leave voluntarily within 12 months of achieving the qualification/accreditation, costs can be reclaimed from the final pay on a scale as detailed in the Training and Development Policy.

### 9. Review and publication

- 9.1. This policy will be reviewed every 2 years and published internally and externally.
- 9.2. Contact [policycontrol@ombudsman.wales](mailto:policycontrol@ombudsman.wales) for any queries about this policy.