
Training & Development Policy

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1 Introduction and principles

1.1 This policy has been developed in line with the PSOW's overall vision and strategy and reflects a belief in enabling all staff to fulfil their potential. To enable our success, PSOW is committed to helping its staff through training and development to develop the necessary skills, knowledge, and behavioural competence whether full time or part time, permanent or temporary members of staff.

1.2 It is based on the principles that PSOW:

- Thinks of its workforce as an asset and believes that it should invest in that asset.
- Believes that all its staff have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth.
- Considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly.
- Shall make decisions relating to training and development fairly and consistently based on an assessment of needs and equality of opportunity shall be provided for all staff in this area, irrespective of gender, age, marital status, disability, race, colour, ethnic origin, religious/philosophical belief or sexual orientation.
- Believes that responsibility for training and development should be shared between the organisation and its workforce.
- Will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity.

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- Wants to empower its staff members to take ownership of their own development, with support from their managers and the organisation as a whole.
- Believes that its line managers have a key role to play in people development.
- Works within recognised good practice guidelines, to ensure that both the quality and quantity of training and development is relevant and "fit for purpose."
- Regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided.
- Plans its training and development activities in line with good practice standards, and maintains relationships with relevant bodies, such as the Ombudsman Association.
- Undertakes a review of the training and development plan on a quarterly basis.
- Will consult with the trade union representatives on the content of the policy and any future review of said policy.

2 Training and development initiatives

2.1 PSOW provides a range of training and development opportunities to staff. These fall into five broad categories:

- i. Programmes relating to the enhancement of skills for a member of staff's current position. These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that members of staff require for their job. This may also include attendance at relevant Good Practice Seminars (GPS).
- ii. Programmes leading to a professional or academic qualification. PSOW encourages staff who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications. This may be funded fully by PSOW, jointly with the member of staff or it may be funded by the member of staff, with or without a PSOW contribution of work time. A claw back clause may be used where the cost (to PSOW) of development is in excess of £1000.
- iii. Programmes that have a specific management or supervisory focus. These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.
- iv. Health, safety and wellbeing training. This includes courses in manual handling, risk assessment, fire safety, first aid, stress management etc.
- v. Continuing Professional Development. Members of staff are expected to undertake at least 28 hours of training and development each year (pro rata for part time staff). In addition to those outlined above, staff may undertake professional development such as relevant online learning, attending conferences, reading relevant internet or magazine material, viewing podcasts/webinars etc. Following discussion with their Line Manager, members of staff may use development undertaken in their own time to contribute to this total.

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- 2.2 Decisions on the suitability and applicability of programmes will be determined through the PRDP process, during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.
- 2.3 Staff may request a meeting with their manager to discuss their development needs at any time throughout the year.
- 2.4 Where the cost of training exceeds £1000 (per person) or where training leads to a qualification, accreditation, etc., that would be of value outside the business, should a member of staff decide to leave the business voluntarily within 12 months of attending such training, there will be the requirement for the member of staff to pay back the cost of that training on a pro rata basis:

Within 3 months of attending the training	100% pay back
More than 3 but less than 8 months after attending	50 % pay back
More than 8 but less than 12 months after attending	25% pay back
More than 12 months after attending	0% payback

*this refers to the last day of the training, i.e. where there are multiple modules the pay back date starts from the day after the final day of training

- 2.5 No repayment will be expected for travelling, subsistence or accommodation expenses incurred.
- 2.6 Members of staff will receive a letter stating what training has been agreed and asking them to sign their acceptance of the pay back schedule should they leave voluntarily within 12 months of the end of the training.

3 Roles and responsibilities for implementation of training

- 3.1 Both managers and staff have a responsibility to implement training and development initiatives.
- 3.2 There will be an opportunity to discuss development needs through the PDRP process and agree appropriate development. Managers are expected to encourage their staff to undertake relevant programmes.
- 3.3 Managers may direct a member of staff to undertake training or development as part of their performance management.
- 3.4 Members of staff are expected to take up the opportunities provided and to fully engage with evaluation of the training or development activity.
- 3.5 The Training and Development Co-ordinator and the Training and Development Lead Officer will assist in identifying preferred training providers and ensure compliance with PSOW's procurement policy. They will also assist in the evaluation of courses which have been identified.
- 3.6 The final decision on whether a training activity can take place rests with the Training Team (Training and Development Manager, Training and Development Co-ordinator and Training and Development Lead Officer). The Training Team will consider the costs and benefits of the training. If a Training course is determined to be unsuitable reasons will be provided and where possible an alternative may be considered.
- 3.7 Managers have a responsibility to monitor and evaluate the effectiveness of learning for staff who have undergone training and development.
- 3.8 Failure to attend training (without good reason) which has been arranged for a member of staff will be addressed using the Staff Standards of Conduct Policy, which requires that staff must comply with a reasonable instruction, and the Disciplinary Policy. A member of staff may also be expected to reimburse PSOW costs for failing to attend without good reason. Staff who fail to complete a course, fail to submit relevant coursework or who are unsuccessful at their first attempt may be required to meet the cost of any resit.

4 Planning and implementing new initiatives

- 4.1 Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the PRDP process. In addition, PSOW is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced.
- 4.2 Any new training and development programmes offered to staff will be publicised through PSOW's normal communication channels if relevant, including the intranet, staff notices and team meetings. PSOW will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.
- 4.3 Good Practice Seminars (GPS) will take place throughout the year, if the GPS is relevant to a role, all members of staff within that role will be invited to attend. If invited to attend a member of staff must attend unless they have received prior agreement from their manager not to do so.

5 Individual requests for training and development

- 5.1 Staff can request training and development at any time but this will usually be done within the PRDP process, as outlined above. Staff should channel requests through their manager and complete the Training Request Form for this purpose.

6 Monitoring and evaluating investment in training and development

- 6.1 PSOW firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at individual, team and organisation levels. Senior managers have an important role to play in this process. PSOW uses its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly, the evaluation findings are regularly shared with Management Team.
- 6.2 On completion of any internal or external course the member of staff will complete a course evaluation form, and return this to the Training and Development Coordinator or the Training and Development Lead. Analysis of the evaluation forms gathered will be undertaken and used within the overall evaluation of training and development.
- 6.3 In order to ensure that we, as an organisation, get the best learning from training, attendees at training courses have a responsibility to ensure that relevant information is fed back to colleagues who may benefit from it. This can either be done directly to individuals, or an identifiable group (EHRAG/Code group/Managers etc) or, if relevant to a wider audience, via the Friday News Bulletin.
- 6.4 This is extremely important and PSOW expects all staff who have had training and development to help with evaluation. Evaluation is in three parts:
- Prior to the training (this includes discussion and agreement of training at induction, probation and during appraisals.)
 - Immediately after the training.
 - At three months, and then six months to one year after the training.

6.5 From the above information, the Training and Development Manager will look at individual, team and organisational levels to ensure that the training and development is:

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

7 Coaching and mentoring

7.1 PSOW encourages managers to provide coaching and mentoring support for new staff and those who are undergoing some types of training and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more junior staff to ensure that learning occurs in a planned way.

8 Recording of training and development activities

8.1 All training attended will be recorded along with costs, including, for example, travel and subsistence expenses and the cost of books.

8.2 Staff will be required to log their training and development activity on their training page on the Intranet. This will be confirmed by their line manager.

8.3 Where training/good practice seminars are undertaken on PSOW premises, there may be a need to record the session. If there is a requirement to record a session then a legitimate interest assessment should be completed with the Data Protection Officer. Recordings will be kept on the intranet and reviewed every two years. A privacy notice is available on the intranet on how PSOW handle any personal information recorded.

9 Induction training

- 9.1 PSOW provides a full programme of general induction and health and safety induction training.
- 9.2 All new members of staff (and all those changing job role) will also receive an induction on their job role.
- 9.3 All initial training will be reviewed as part of the Probationary review to identify any additional needs
- 9.4 All new staff will also be assigned a mentor to assist in supporting their integration into the organisation and the team.

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