

LORETTO LEARNING AND DEVELOPMENT POLICY		No .46
Date Reviewed: October 2019	Next Due: October 2022	Approved by: March 2018

Learning and Development

The work of Loretto is based upon the principles of our Core Values with the needs of people we work for at its heart. To support these principles, we must ensure Loretto has competent, confident employees who will have a positive impact on the people we work for and our customers

We recognise the importance of learning and development for individuals to do their jobs effectively, meet organisational business challenges and objectives, and for individual growth. The skills, knowledge and competencies we need to acquire to do our jobs are constantly changing. To keep up with growing expectations we must learn to be adaptable.

Our learning and development policy and implementation plan will provide frameworks to support the development of effective managers and an effective workforce. Learning opportunities will be developed to take account of individual learning styles including e-learning, workshops, development programmes, and access to the Development Zone, distance learning, vocational training and on-the-job learning.

Loretto recognise the diversity of the workforce and personalised learning and development needs for staff.

2. Introduction

This Learning and Development Policy is to inform you how you will be supported in your role and how to take responsibility for your learning and development. It sets out the arrangements for the identification, delivery, assessment and recording of learning and development.

The contents of the policy apply to **all employees**, in line with the principles of equal opportunity.

In order to give optimum service to all the people we work for it is essential that we:

- Provide a range and blend of learning opportunities
- Share and communicate knowledge with people at all levels
- Encourage, and value personal leadership qualities
- Become leaders in our own practice
- Are effective and flexible, not always bound by custom and practice
- Develop a supportive work culture through shared values
- Become a Learning Organisation which capitalises on the learning abilities, knowledge and competencies of all of our employees
- Manage performance by focusing on outcomes
- Ensure our processes focus on outcomes for our customers and people we work for
- Benefit from a positive approach to diversity in the workplace
- Make full use of IT to encourage learning
- Encourage feedback
- Ensure all staff have the skills and qualifications relevant to the post in which they are employed.

3. Learning Aims

We aim to create and support a culture of learning which:

- Equips you with the skills and knowledge to enable you to do your job effectively
- Extends your knowledge and competence
- Increases your job satisfaction
- Enables you to develop as an individual
- Supports your development throughout your career with the organisation
- Gives you access to help, guidance and learning opportunities
- Supports lifelong learning
- Promotes the reputation of the Organisation
- Helps you meet the business objectives of Loretto
- Encourages staff retention

This will be achieved by providing access to learning resources based on careful assessment of your needs (by your line manager) and the principles of equal opportunities.

Managers have a responsibility not only to manage their own learning but also to support the performance and learning of others. Staff Development will create opportunities to develop skills management and leadership capabilities.

4. Organisational Development

Loretto is committed to providing a working environment for their staff that promotes continuous professional development, builds on existing competencies and confidence, and is flexible in the demands it makes of its staff. Loretto is committed to improving the quality of service provision by all departments and recognises that this can be achieved, not only through the relationships between our staff and the people we work for but especially through communicating directly with all of our stakeholders.

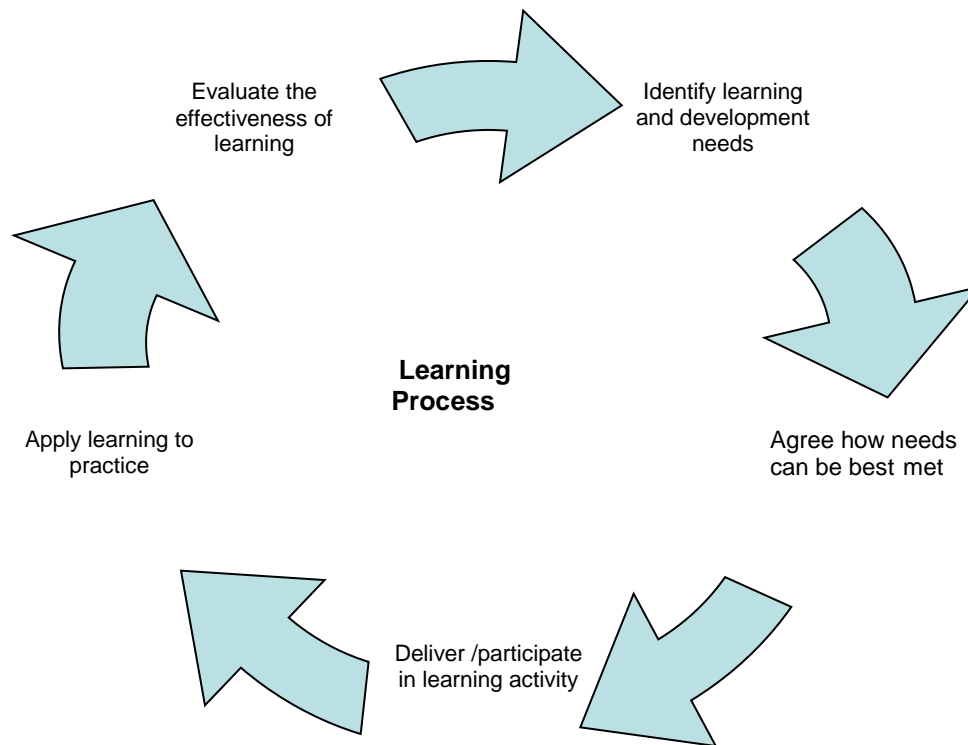
In addition to opportunities provided to meet the plans and business objectives of Loretto, a framework will be developed to ensure that learning and development opportunities reflect feedback from people we work for, customers and other stakeholders and enable the continual improvement of the organisation.

5. Learning Process

Every organisation needs competent people with core skills to maximise their performance.

Core skills will be identified and discussed at the induction stage for all staff and followed up via supervision, appraisal and continuous professional development meetings.

There are five stages in the learning process to help you maximise your performance and job satisfaction.



Managers are responsible for regularly discussing and supporting learning and providing opportunities for learning. One-to-one discussions on learning needs, outcomes and effectiveness should take place on a frequent basis appropriate to your needs and the work being undertaken within your job role.

As a result of these discussions you will create your individual continuous professional learning and development plan and review this regularly with your manager at supervision / appraisal.

Your Manager will also create a team improvement plan which will be discussed with Senior Managers, and agreements reached on how this will be implemented.

This plan will be shared with all staff annually, with progress discussed at service team meetings

5.1 Identification of Learning and Development Needs

Prior to your one-to-one meeting with your manager you should begin to reflect on your role and the skills and knowledge required to carry it out effectively.

With your manager you should:

- Consider the pertinent competencies required to carry out your job

- Identify what your current abilities and skills are
- Identify where the learning gaps may be
- Highlight any specific learning needs and adjustments
- Identify how the learning gap may be best addressed

5.2 Delivery of Learning Activity

Loretto will use a variety of methods to deliver learning and job enhancement opportunities actively. Delivery will be as flexible as possible and focused on the needs of the organisation and you the individual learner. Learning is not solely related to training. Employees are responsible for actively participating in learning activities.

Examples of these methods are outlined in Appendix 1 of this policy

Whether your learning takes place at your place of work or off site, you and your line manager need to agree on and make the appropriate time for your learning. This agreement needs to take into account the demands of your role and workload, registration requirements and the business needs of the organisation.

A number of processes have been developed centrally to support the delivery of key areas of learning including:

5.2.1 Induction

Everyone entering the employment of Loretto or changing role/location will receive an effective induction to prepare them for their new role.

The immediate line manager is accountable for ensuring effective induction is completed in a timescale appropriate to the person and the role.

The main elements of the induction programme will follow SSSC recommendations for good practice and will enable the employee to: -

- Acquire an understanding of Loretto, the culture, organisational structures, services provided and people we work for
- Gain an understanding of the needs and perspective of people we work for, providers of housing / care services and the impact of the work of Loretto.
- Achieve an understanding of Loretto's aims and business objectives and of the employee's own area of work.
- Fulfill the job role effectively, feel motivated and achieve individual, team and organisational outcomes.
- Fulfill Loretto's obligations under Health & Safety legislation to ensure safety within the working environment.
- Familiarise the employee with key policies and procedures including Data Protection, Confidentiality and Adult Support and Protection.

- Any staff member who does not complete induction within the agreed timescales will have their employment reviewed.

5.2.2 Core Skills Development

The relationships developed among staff, people we work for, funders etc. will be critical in determining the success of the organisation's aims to promote best practice. In recognition of these critical factors significant focus will be given to the provision of training, learning and development in the core skills required for individuals to carry out their role.

5.2.3 Staff Development Plans

Every employee will have access to a variety of core skills development opportunities identified by them and their line manager within their Continuous Professional Learning and Development Plan.

These may include: -

- Coaching and mentoring from experienced colleagues within your field of work
- Attendance at learning events
- Work based projects / practices to extend your core skills
- Specialist external learning events, conferences and webinars linked to your profession / role

5.2.4 Further Education and Qualifications

An important part of the learning and development framework is to support and promote learning opportunities to help people achieve qualifications for professional registration and those which support personal development.

Loretto is committed to meeting SSSC recognised qualifications targets for all staff by September 2017

5.2.5 Health & Safety Training

The management of Health and Safety at Work Regulations 1999 places a duty on Loretto to provide employees with adequate health and safety training during: -

- Their recruitment
- Transfer or change of responsibility
- Introduction of new work equipment or alteration of current equipment
- Introduction of new technology or alteration of existing equipment

- Introduction of new systems of work or alteration of current systems

In order to achieve this, line managers will identify required training needs following discussion with individual staff. The training will be based upon an evaluation of the skills and competencies required to carry out tasks safely.

5.3 Application of learning to the workplace

Learning in Loretto is viewed as a continuous process. Learning happens in your day to day job, not just when you participate in a formal learning event. If you have participated in a formal learning event, you should ensure the learning is applied in your workplace by: -

- Meeting your manager prior to and after planned learning events to agree your learning outcomes
- Sharing learning and giving feedback at team meetings
- Identifying and prioritising for yourself what it is you need to learn
- Reflecting upon new processes, practices, attitudes and knowledge gained
- Looking for opportunities for applying these immediately to what you do
- Reviewing changes made
- Re-learning if necessary

5.4 Evaluation of the effectiveness of the learning

Learning and development will be measured and evaluated over four levels: -

- Immediate reaction – what did I think about my learning experience?
- Learning – what new knowledge, skills or attitude have I acquired?
- Behaviour – how have I changed the way I do things or the way I think at work?
- Effect – through the development of individual's performance has the organisation achieved business objectives and moved towards becoming a learning organisation? What effect has this had on the quality of the outcome for customers and people we work for?

6. RESPONSIBILITIES FOR LEARNING

Learning and development is a shared responsibility. We all have a part in making learning and development effective in the organisation. The responsibilities of each of the parties involved are detailed below.

The Senior Management Team will: -

- Consider evaluations of training provided
- Oversee policy development

The Improvement and Performance Team will: -

- Establish key learning and development priorities in line with business/project objectives and legislative requirements
- Prepare the learning and development implementation plan for Loretto for consideration by senior management
- Monitor and evaluate the implementation and outcomes of the learning and development plan
- Communicate this strategy in terms of commitment, intention and expectations of staff, at all levels
- Monitor learning and development activity
- Support manager's / management teams in ensuring they cultivate and adopt effective mentoring and coaching roles to embed the learning organisation philosophy
- Identify available resources of time, staff, knowledge, skills and finances

Service Managers / Team Leaders will: –

- Prioritise and agree their needs based on national/local operational requirements through a training needs analysis of the team / service and devise an agreed team training plan.
- Identify available resources of time, staff, knowledge and skills and, where appropriate, finances.
- Ensure that all staff understands what is expected of them through regular reviews and one-to-ones on their personal learning objectives related to team and business desired outcomes.
- Cultivate and adopt effective mentoring and coaching roles.
- Work in partnership with line managers to maximise the opportunities of job related learning and outcomes on performance.
- Evaluate the effectiveness of learning in terms of improvements against individual and team performance outcomes
- Ensure effective induction for those new to the organisation and those newly transferred/promoted so that their immediate learning needs are captured and addressed.
- Discuss/evaluate the impact or benefit of learning/training for individuals and formally record this in supervision and appraisals.

Individuals will: –

- Participate professionally in learning activities
- Take responsibility for prioritising their learning in line with job related needs currently identified via induction, their Continuous Professional Learning and Development Plan, supervision, including the outcomes of their annual appraisal.
- Take responsibility for planning their own development and seeking out appropriate opportunities
- Prepare and review their personal outcomes for discussion with their manager at their appraisal/supervision and other one-to-one meetings

- Ensure appropriate feedback is given in terms of the relevance and effectiveness of their learning and improve their performance in their job role against outcomes and timescales set.

7. CONCLUSION

This Learning and Development Policy will be reviewed every 5 years to ensure it continues to meet the business needs of Loretto, the learning outcomes of our staff and reflects feedback from people we work for

Appendix 1

