

# Learning and Organisational Development Policy

Policy Owner	
Owner:	Catherine Sweeney, Head of HR&OD
Author:	Lesley McAllister, L&OD Manager
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## Document Control

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## Alternative Formats

This documentation can be made available in alternative formats such as large print, Braille, disk, audio tape or in an ethnic-minority language upon request. Requests for alternative formats can be made to the Probation Board using the following contact information:

Equality Manager  
Probation Board for Northern Ireland  
2<sup>nd</sup> Floor  
80-90 North Street  
Belfast  
BT1 1LD  
Telephone number: 028 9052 2522  
E-mail: [info@probation-ni.gov.uk](mailto:info@probation-ni.gov.uk)

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## **1. Policy Aim**

PBNI is committed to being an organisation that promotes a culture of continuous learning and development within PBNI.

## **2. Rationale**

PBNI is committed to ensuring that all staff have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the organisation.

PBNI also recognises the value of being a 'learning organisation' and provides a range of opportunities for learning.

We expect our staff to take ownership of their learning journeys. This will ensure that learning and development is self-driven and is relevant to an individual's learning in the context of their role as well as being relevant to PBNI's objectives identified in the Corporate Plan. The ultimate goal is to enhance the competence and professionalism of PBNI staff, thereby improving the level of service the organisation can provide.

PBNI staff should be aware that, in order to increase the efficiency of their personal contribution to the achievement of agreed objectives and priorities, training, learning and development will be an integral part of the process. The 'learning organisation culture', embraces the benefits of, and encourages the uptake of learning and development opportunities for all.

PBNI is on a journey to becoming a Trauma Informed Organisation and are committed to being a compassionate, nurturing, relationship based organisation. PBNI will take a trauma informed approach to the design and planning of training and create a safe, trauma-informed environment to deliver training to our staff.

PBNI recognises the importance of learning opportunities which can be gained from a range of formal and experience related learning on the job. The majority of acquired knowledge happens from learning within the work environment. Learning and development is more than just attending formal training, it encompasses a wide range of activities such as shadowing, attending meetings, and reading and researching; staff are encouraged to take advantage of all such opportunities to develop their learning.

As an organisation committed to working in partnership, PBNI participates in a framework of collaborative work including universities, professional bodies and multi agency partnerships in the delivery of the NI Social Work Degree.

As a Social Care Council Designated Practice Learning Provider, PBNI offer a number of practice learning opportunities to students on the final year of the NI Social Work Degree.

Through the Professional in Practice Framework, PBNI supports social work qualified staff to develop and maintain their knowledge and skills, continually throughout their careers in order to practice competently and safely.

### **3. Policy Objectives**

- 3.1 To ensure learning and development is directly linked to organisational business objectives, primarily set out in the Corporate Plan, taking account of identified priority skills needs.
- 3.2 To ensure learning and development is appropriately resourced to meet priority skills needs.
- 3.3 To ensure training is delivered in a way that recognises the diverse needs of learners and to suit different learning styles as far as possible.
- 3.4 To ensure learning and development is appropriately resourced to meet commitments to agreed partnerships.
- 3.5 To ensure access to learning and development opportunities are equitable and fair and ensure there is an open and transparent process for selection of staff on learning events.
- 3.6 To support the drive towards maintaining and continuing professionalism.
- 3.7 To evaluate learning and development in terms of both delivery and impact on the achievement of objectives at all levels of the organisation.

### **4. Procedures**

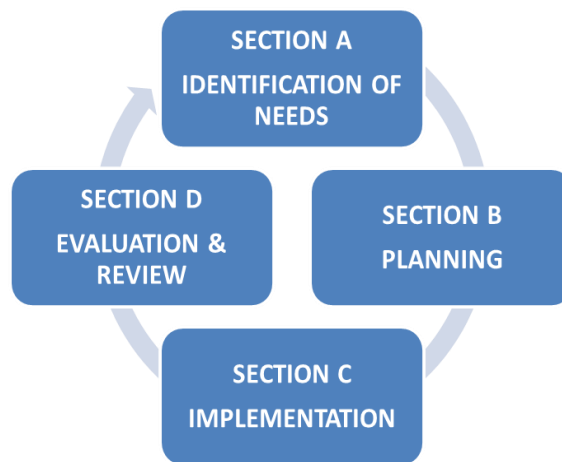
There are accompanying Learning & Organisational Development procedures which support the application of this policy

### **5. Structures and Mechanisms**

PBNI has identified a 4 stage 'Learning and Development Cycle' which will align its objectives, with individual and team objectives and learning and development needs within the organisation.

The four stages of the cycle, as shown below are:

- A. Identify organisational learning and development needs
- B. Plan learning and development interventions
- C. Implement learning and development needs
- D. Evaluate learning and development



## A. Identification of Needs

Learning and development needs are identified at different levels:

**The organisation level:** what staff working for PBNi need in order to maintain its core values and deliver its strategy. These are identified primarily through the Corporate Plan and subsequent Annual Business Plans.

**The job level:** what the job requires in relation to core skills and knowledge, changing legislation etc

**The person level:** what each individual person needs to learn or develop to improve how they do their job.

Whilst some training will be identified to enhance staff skills or knowledge, other mandatory courses will have been identified by the organisation in order to meet its objectives and legislative obligations. It is vitally important for the good of the organisation that employees see value in all types of training and attend when requested.

The attainment of skills and knowledge should not necessarily focus primarily on the pursuit of formal qualifications or training but may be achieved through attendance at external learning events, practice seminars (team and organisational level), shadowing, coaching or mentoring, job rotation etc.

Although the stages above focus on planned events, this does not exclude requests for training where specific needs arise during the course of the year however by forward planning it is hoped to reduce the number of ad hoc training requests received by the L&OD team.

## B. Planning

A Training Needs Analysis will be conducted annually in conjunction with senior leaders to identify training needs for the coming year. It is important that all training needs are anticipated and identified as much as possible at this stage to assist with

the efficient planning of resources and allocation of budget. Effective planning of training ensures that all learning events are scheduled evenly throughout the year. These training needs will be prioritised, taking into account available budget and resources and approved by the Directors and Head of HR/L&OD.

The fulfilment of Health and Safety requirements, within relevant legislation (H&S at Work Order 1978) will be prioritised along with any other training identified to meet legislative obligations.

From the Training Needs Analysis, a Learning & Development Plan will be produced with events planned for the year as far as possible, taking account of L&OD team resources and other planned work. This will comprise all learning events including instructor led training, induction programmes, e-learning, practice seminars and Professional in Practice Programmes.

### **C. Implementation**

Learning events outlined in the Learning & Development Plan will be planned, developed and managed by the L&OD Team, using internal or external resources where appropriate. Learning events will be delivered in person, online or via e-learning and communicated to staff via the Learning Management System with notifications in advance to appropriate staff groups.

### **D. Evaluation & Review**

It is important that all training is evaluated to determine its effectiveness, confirm the end objectives of training are met and whether there has been change in behaviour.

All learning events will be evaluated at Reaction level and all feedback reviewed and incorporated into future learning events. A percentage of learning events will be evaluated at Reflection level to understand how well staff have applied the training in their practice.

Training should also be discussed during supervision with staff reflecting on what they have learned and the impact on their skills and development.

### **Onboarding Programme**

All new staff will undertake an onboarding programme to support them on their employment journey with PBNI. This includes set induction days alongside additional engagement and support activities and practice development sessions.

The comprehensive Onboarding Induction Programme covers a range of areas of practice and topics both operational and corporate which aims to equip staff with the knowledge and skill required to carry out their role. The Programme adopts a modular approach with some sessions targeted at operational staff, corporate staff or both.

As well as the formal induction programme, a local Induction will be conducted by line managers to provide specific insight into each role and place of work.

As part of onboarding, there are several mandatory e-Learning courses that all new staff are required to complete within a specific timeframe of employment. These are issued to staff via the learning management system upon commencing employment.

## **6. Responsibilities**

- 6.1 The organisation will ensure learning and development is appropriately resourced to meet priority skills needs and commitments to agreed partnerships.
- 6.2 The L&OD Manager will plan and implement training according to training needs identified and agreed by the Directors at organisational level.
- 6.3 Line managers will support their staff to take responsibility for their own learning and development.
- 6.4 All staff will take responsibility for their own learning and development including attendance at training for which they have been nominated to attend.
- 6.5 Line managers will ensure that staff training needs are reviewed during the supervision process. Staff attendance at training must also be discussed at these sessions as well as any cancellation or non-attendance at training.
- 6.6 Line managers will contribute to the identification of individual staff and team learning needs.

## **7. Resources**

Learning & Organisational Development team  
Learning & Organisational Development budget  
Learning and Organisational Development Centre

## **8. Communication**

This Policy and accompanying procedures will be available on the intranet.

## **9. Monitoring and Evaluation**

The operation of the policy will be monitored by the L&OD Manager.

Evaluation of the operation of the policy and supporting procedures may be carried out on behalf of the Head of Human Resources.

## **10. Review**

This Policy will be reviewed 4 years from date of approval.

Interim reviews may also be prompted by feedback, challenge or identified best practice.



## **11. Implications of Non Compliance**

Breach of the Board's policy and procedures by employees may merit consideration under the Board's Disciplinary Policy.