

Landward Research

LEARNING AND DEVELOPMENT POLICY

LANDWARD
RESEARCH

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1 Introduction

Landward Research is committed to cultivating and developing the skills and competences of the people who work for us.

Landward Research's Vision is to be

- The leading international provider of cultural heritage labour market research.
- A trusted provider of intercultural project management and consultancy, particularly in measuring and managing the cultural heritage workplace and in enhancing human rights and promoting democracy.
- A fair, equitable, and sustainable employer, with skilled, passionate, and creative staff who are constantly learning.

To achieve this vision, Landward Research promotes continuing professional development (CPD) and provides or supports access to learning and development opportunities for all staff members. Staff members should spend around 5% of their work time on learning and development activities.

Learning and development should be approached holistically, as a learning journey, rather than a series of discrete learning activities. The 70-20-10 model provides a useful guide from which to approach the planning, doing, embedding, and evaluating of learning:

10% (roughly) of learning should be through 'formal' training. This could include (but is not limited to) taking accredited qualifications, attending in person or virtual training sessions, e-learning, or reading.

20% (roughly) of learning should be 'informal' training. This could include (but is not limited to) mentoring, coaching, peer learning, or networking.

70% (roughly) of learning should be 'on the job'. This could include any activities carried out as part of a staff members day-to-day role, which are planned with the purpose of learning.

These defined types of activity should be considered as a whole and should reinforce each other, for example, any formal learning should be taking into and applied through on the job learning and enhanced through discussions in informal learning.

This procedure applies equally and fully to Landward Research Ltd and to all subsidiary companies of Landward Research Ltd (on 20th January 2021: Landward Research Teoranta, Landward Limited Liability Company and Landward Limited).

2 Mandatory Learning

Mandatory training (training that is required by legislation, policy, protocol or by external regulating bodies) relevant to a staff member's role must be completed in a timely manner. Staff members are responsible for maintaining and providing evidence of learning at annual performance appraisals and line managers are responsible for checking that all required mandatory training is completed.

Landward Research will sign post and/or provide all mandatory training. Landward Research will cover all costs for mandatory training and pay for staff member time spent completing mandatory training (as long as the training provided/suggested by Landward Research is used).

3 Role Related Non-Mandatory Learning

Landward Research recognises that there are different learning styles and needs. As such, for individual role related learning staff members are responsible for planning their own learning journey, in consultation with their line manager, and this should be included in the appraisal process and recorded on the Learning and Development Plan in the Appraisal Form. In principle, Landward Research will support any learning activities that are needed for a staff member to be able to deliver strong performance in their role.

When a staff member identifies a learning opportunity that they would like to take advantage of they make a request for any funding and/or paid time that they need (even if an external organisation has offered to pay for the learning opportunity).

For learning opportunities that cost up to £80 and/or take up half a day's time, the staff member should send the request by email to their line manager.

For learning opportunities that cost between £81 and £300 and/or take up one to two days' time, the staff member should send the request as a business case to their line manager.

For learning opportunities that above £301 and/or take up more than two days' time, the staff member should send the request as a business case to the CEO, with their line manager in copy. For these learning opportunities, Landward Research expects a commitment from the staff member to remain in employment with the Landward Research for 12 months following completion of the learning. If the staff member leaves within this 12 months, then the cost of the learning opportunity must be paid back via payroll or invoice.

The staff member should include in the request:

- The dates of the learning event
- The subject matter of the study or learning
- Where and when the learning will take place
- The name of the organisation providing the learning
- The name of the qualification, if appropriate
- Why they think the learning will support their performance

In all instances, the line manager may arrange a meeting with the staff member to discuss the request. The line manager will confirm in writing if the request for funding and/or paid time to complete the learning has been approved within seven working days of receiving the request.

Instances when a request may be declined include:

- The learning will not benefit Landward Research
- The funding is not available
- The time taken for the learning would harm clients' needs
- The time-off conflicts with planned business activities and it is not possible to reorganise work commitments amongst other staff members

4 Cascading Learning

For learning opportunities to have the most impact, all learning should be cascaded within Landward Research. How this is done will differ depending on what the learning is and how relevant it is to other roles.

Examples of ways that learning could be cascaded include:

- A conversation with their line manager
- A written report saved on the Landward Research Teams site
- Cascading the learning in an all staff meeting

- Cascading the learning in dedicated session

5 Measuring The Effectiveness of Learning

The effectiveness of learning will be evaluated through performance management conversations.

6 Other Related Documentation

Where necessary, this policy should be read in conjunction with other Landward Research Policies, such as:

- Performance Management Procedure
- Code of Conduct
- Equity, Diversity, and Inclusion Policy
- Travel and Expenses Policy

7 Review

Landward Research will review this policy on an ongoing basis and carry out a formal review not less than every 3 years. Such review shall take into account the operation of the Policy since the last formal review, any legal or regulatory developments, an assessment of current best practice and any other relevant information.