Employee Training and Development Policy

Policy Brief & Purpose

Our Employee Training and Development policy refers to the company's learning and development programs and activities designed to support staff to develop their:

- teaching / training skills, behaviours and knowledge
- sector knowledge, skills and performance

In the modern competitive environment, it is essential that employees replenish their knowledge and acquire new skills if they are to respond flexibly to the demands placed upon them by internal and external change and development. When employees engage in continuous learning to enhance their performance, this has a beneficial effect on the in individual and the company.

Scope

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

This policy doesn't cover supplementary employees like contractors or consultants.

Policy Elements

Employees, managers and Personnel should all collaborate to build a continuous professional development (CPD) culture.

Ultimately employees have primary responsibility for their own development. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates and identifying employee development needs. It is Personnel's responsibility to facilitate any staff development activities and processes.

What Do We Mean by Training and Development?

In general, we approve and encourage the following employee trainings:

- Formal training sessions (individual or corporate)
- Employee coaching and mentoring
- On-the-job training
- Job shadowing

Employees and managers are responsible for finding the best ways to CPD. They can experiment with job shadowing and other types of on-the-job training (without disrupting daily operations).

We also encourage employees to undertake self-paced learning; As part of our learning and development provisions, we can arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- Subscription/Material should be job-related
- All relevant fees should not exceed a set limit per person

This list doesn't include software licences or other tools that are absolutely necessary for employees' jobs.

and are expected to complete a minimum of 6 hours of CPD training a year.

How We Support Staff

We actively promote equality of access to learning opportunities and all staff should have access to development which either:

- Enables them ton increase their knowledge and contribute more effectively in relation to their current role or
- Helps them to be more effective in their role by building personal and interpersonal skills as part of their personal and career development

One of the main ways for staff to identify their learning and development needs is through the Staff Review and Development Scheme which all staff are expected to participate in on quarterly basis; This involves a discussion between the employee and manager to review the employee's progress against previous objectives and role expectations, provide feedback, discuss future plans and set objectives, and plan the employees development.

Following the discussion, the employee will have a clear understanding of whether they should focus on developing their teaching and training skills and knowledge, their sector knowledge and skills or a combination of the two, in order to best address the training needs identified.

All trainings should consider what employees need and how they can learn best. This is why we encourage employees and managers to consider multiple training methods like workshops, e-learning, lectures etc.

Training Provisions

- All employees that have worked for the company more than four months are eligible to participate in external training programs individually or in teams. We will set a budget for each employee at the beginning of a year, which we'll renew annually.
- Employees can be absent for training for up to 10 days per year and are expected to complete a minimum of 6 hours CPD training a year.
- Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit. If they do, they'll have to use their paid time off (PTO) and pay any extra fees themselves.
- Any employee training that the company mandates (e.g. due to inadequacies of an employee's performance, changes in their job description or induction training covering equal employment opportunity and diversity training) is excluded from the training budget and time limit.
- We might occasionally engage experts to train our employees. The company will cover the entire cost in this case. Examples of this kind of training and development are:
  - Leadership training for managers
  - Conflict resolution training for employees
  - Training teams in company-related issues (e.g. new systems or policy changes)
  - Training employees to prepare them for promotions, transfers or new responsibilities

General Guidelines

- All eligible employees are covered by this policy without discriminating against rank or protected characteristics
- Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities
- All employee development efforts should respect cost and time limitations, as well as individual and business needs
- Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work
- Employees are encouraged to use up their allocated training budget and time

Procedure

This procedure should be followed when employees want to attend external training sessions for example:

1. Employees (or their team leaders) identify the need for training
2. Employees and team leaders discuss potential training programs or methods and come up with suggestions
3. Employees or team leaders contact Personnel and briefly present their proposal. They might also have to complete a form
4. Personnel researches the proposal, with attention to budget and training content
5. Personnel approves or rejects the proposal. If they reject it, they should provide employees with reasons in writing.
6. If Personnel approves, they will make arrangements for dates, accommodation, reserving places etc.
7. In cases where the company doesn't pay for the training directly, employees will have to pay and send invoices or receipts to Personnel. Personnel will approve employee reimbursement according to this information.
8. If an employee decides to drop or cancel a training, they'll have to inform Personnel immediately. They'll also have to shoulder any cancellation or other fees.
9. In cases where training ends with examination, employees are obliged to submit the results. If they don't pass the exam, they can retake it on their own expense.

Generally, the company will cover any training fees including registration and examination (one time). They may also cover transportation, accommodation and personal expenses. This is left to Personnel's discretion. If Personnel decides to cover these costs, they should make arrangements themselves (e.g. tickets, hotel reservations). Any other covered expense that employees have will be reimbursed, after employees bring all relevant receipts and invoices.

If employees want subscriptions, they should contact Personnel directly or ask their managers to do so. Personnel will preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once employees make arrangements, they should inform Personnel of the cost and any other details in writing. Any relevant invoices should also be sent to Personnel.

Personnel's responsibilities also include:

- Assessing training needs
- Maintaining budgets and training schedules
- Assisting with learning and development activities and strategies

- Promoting corporate training programs and employee development plans
- Calculating learning and development KPIs whenever possible and decide on improvements