

Training and Development Policy

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- 1. Purpose**

Supreme Recruitment recognises that its employees are key to achieving its objectives and business plans and is therefore committed to the personal and professional development of all employees and aims to facilitate all staff in achieving their full potential.

Supreme Recruitment sees staff development as a continuous process that has no value unless it can be applied and a clearly structured employee development system will be a key factor to us as an employer of high calibre people.

Supreme Recruitment will ensure that all newly acquired skills and knowledge are put to good use and that employees are encouraged to increase their technical knowledge, skill and competence and to focus on personal growth, enabling them to progress in their own area or cross-functionally.

Supreme Recruitment sees staff development as any learning opportunity or activity which:

- Improves the ability of staff individually or collectively to perform their professional duties;
- Develops staff appreciation of Company goals;
- Enables staff to develop new skills for current or future roles;
- Is necessary for compliance with any statute, regulation or rule.

Supreme Recruitment will provide supportive training for employees providing it is both relevant to them and the Company. Such training can be determined as via self-learning, on-the-job, seminars, courses, whether at college or elsewhere. However, the Company may identify relevant courses, conferences and seminars and wherever possible staff will be expected to make every effort to attend them.

We are committed to the development of positive policies to promote equal opportunities in employment regardless of any protected characteristic (race, sex, disability, sexual orientation, religion or belief, age, marital status or civil partnership, pregnancy/maternity or gender reassignment) and this principle applies equally to our training and development activities.

This policy is not contractual, but indicates the way in which the Company wishes to manage its training and development activities.

2. Scope

This policy applies to all employees including apprentices and those on fixed-term contracts.

3. Procedure

3.1 Role of the Company

Primary responsibility for the planning and implementation of cost-effective training and development lies with managers who will act in consultation with the Directors.

Central to the implementation of the policy is our annual training plan, which should identify general training needs across our operation, departmental-wide training needs and also individual training needs and specify how and when these are to be met.

A range of development methods will be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, webinars, e-learning, presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

Managers are expected to ensure that all staff for who they are responsible are properly trained for their roles and will identify any training and development that would enhance staff competence. This may be identified at the end of probationary periods, at any subsequent performance reviews or discussions and then form part of the Performance Development Review Process.

As well as present needs that are identified, longer term needs will be focused upon by providing the opportunity for employees to participate in development activities, providing this supportive training is relevant both to them and the Company and will prepare them for future roles within the Company. This will be viewed as succession planning and will be a means of identifying who is currently in post and who is available and qualified to move into that post in the event of resignation, promotion, retirement, etc. thus ensuring the future management needs of the business are met. In addition, it is a means of identifying employees who are presently or are likely in the future, to be essential to the success of the business, and of reviewing management manpower.

In order for training to be to put into practice in the day-to-day operation of the business Supreme Recruitment will:

- Foster a culture of improvement, coaching and excellence
- Motivate employees, thus improving individual / organisational performance
- Provide the opportunities for career and personal growth
- Attract and retain a supply of high quality management
- Recognise employee development as an on-going process.

3.2 Induction

The first training you will undergo as a new employee is induction training given by your manager or a work colleague. You will be provided with information on the Company its work, structure, the people who work here, health and safety rules, basic working practices, as well as Company policies and procedures and those specific to your own job.

It is each manager's responsibility to ensure that new employees are provided with proper induction training, ongoing monitoring and coaching during their probationary period, and that the end of probation performance review is undertaken before the end of the probationary period to enable a timely decision to be made regarding confirmation in post.

All new employees, and also other workers on our premises such as agency temps, work experience students, contractors and volunteers, will be informed of our procedures for fire safety, first aid and any workplace hazards.

3.3 Performance Review Process

A review involving a formal discussion between you and your Manager will take place annually on or around the anniversary of your commencement date. You will also need to attend monthly 1-2-1 meetings to discuss your performance and any associated matters. The approach of this process is to guide your performance and to ensure that everyone's efforts are clearly focused on the achievement of the Company's, and individual, aims and objectives. As this is very much a two-way process, you will have the opportunity to conduct a self-assessment on your own performance which will assist you in discussions with your Manager.

During the review meeting you will be able to discuss your performance in a constructive way to:

- Agree / clarify your job content
- Learn from tasks previously performed
- Use this knowledge to enhance your future contribution
- Identify your training and development needs
- Identify obstacles to your performance
- Contribute to the setting of your individual targets/objectives

These discussions are intended to help you fulfil your potential, for your own benefit as well as that of the Company, and to indicate a personal training and development plan that reflects both your wishes and aspirations as well as the needs of the Company.

In the unlikely event of you not agreeing the conclusions and outcomes of your performance review you can raise the matter with your Line Manager.

3.4 Role of the Individual

The Company encourages all members of staff to take responsibility for their own professional/career training and development needs. If you identify a need for training or development please discuss this with your manager in order to agree how the need should be met.

Prior to any staff development activity commencing, you should agree with your manager the desired objectives and outcomes of the training and development. This can be documented on the performance review documentation and training record. A Training Authorisation Form should be drafted and later authorised for each training activity. Once agreed it is your responsibility to source an appropriate method, such as a training course and get the sign off.

Before any training is booked you must ensure that the date(s) do not conflict with any other employees' holidays, absences or other activities that might cause operational difficulties and therefore no booking must be confirmed until it has been agreed and signed off.

3.5 'On the job' training

Sometimes the most relevant form of training will be 'on the job' training. This should be planned in the same way as any other learning method. This is to ensure a systematic consideration of the skills required, proper delivery and evaluation of this, and also full equality of opportunity for training and development for all.

Where an employee's job involves the operation of tools or machinery, specific on-the-job training will be provided by the relevant Line Manager. It is the responsibility of the employee's manager to ensure that this is carried out. This training will also be given if an employee changes jobs. If new machinery or equipment is purchased, further training is likely to become necessary. If so, this will be arranged before work on the new machinery etc. commences.

3.6 Health and safety training

It is a requirement of the Health and Safety at Work etc Act 1974 (HASAWA) that we provide adequate training to our employees and workers to enable them to carry out their duties without jeopardising either their health and safety, or that of their colleagues and visitors. Other, more specific legislation and regulations may necessitate specific training as

appropriate (eg that which relates to the use of machinery, lifting and handling activities, handling hazardous substances, noise, VDU usage and the wearing of personal protective equipment).

Mark Sweatman provides or advises on training in all areas of health and safety. The Directors will ensure that statutory requirements applying to their teams are met and that health and safety training is included in the training plan, and monitored and evaluated.

For non-statutory training, a risk assessment will be used to determine whether any training is necessary in order to carry out the job safely. The specific needs of the individual will also be considered.

3.7 Management training

We recognise the importance of good people management and will seek to ensure that all of those with line management responsibilities are trained in implementing our policies; in effective recruitment; equal opportunities awareness; handling grievances and disciplinary issues; harassment and bullying; and managing absence. In addition, personal skills training in time management, delegation, coaching and mentoring may be delivered where appropriate.

3.8 Equal opportunities training

All employees, irrespective of their seniority, will be given guidance and instruction, through our induction and other training as to their responsibility and role in promoting equality of opportunity and not discriminating unfairly or harassing colleagues or job applicants, nor encouraging or tolerating other employees to do so.

3.9 IT training

The Directors are responsible for ensuring that all those who use computers or VDU equipment are properly trained to use these, and that the appropriate workplace assessments are undertaken.

We recognise that changes in technology are ongoing, and will ensure that training on new or upgraded software will be organised as necessary. Managers are responsible for ensuring that those who use computers or VDU equipment are properly trained and are fully aware of the requirement to comply with our IT and data protection policies.

3.10 Trainee schemes

Supreme Recruitment will occasionally take on apprentices which provide such employees with the opportunity to gain further skills / qualifications whilst gaining work-based experience at the same time.

3.11 Training expenses

We are fully committed to the career development of all of our employees and are therefore willing to meet the costs associated with appropriate personal study and training. Expenses incurred attending training courses, seminars etc during normal working hours will be dealt with under our normal expense policy and procedures.

We will consider financial support for costs associated with training for proficiency at work and/or career development. Subject to approval of the request in principle, the Directors will then normally approve the following expenditure in relation to the course: course fees, travelling expenses where appropriate, course materials such as books or essential equipment, (which shall remain the property of the Company, examination fees, professional memberships etc. In addition, paid study leave of a specified duration may be authorised for certain professional qualifications.

Such funding will however normally only be offered to those employees who are prepared to commit to the Company and any such training expenditure is normally dependent on the employee agreeing to sign a repayment agreement, should they leave within a specified period following the completion of the training, or abandon the training without good reason.

3.12 Training budget

We aim to allocate the appropriate resources to support training and development activities. All training and development expenditure will be authorised by the Directors.

The Directors will co-ordinate and scrutinise bids for general training funds which should be submitted by departments as part of the normal budget process.

3.13 External funding

The Directors will be responsible for identifying any potential sources of external funding for training (e.g. government funding) and for investigating these and applying for available grants as appropriate.

3.14 Monitoring, Evaluation and Feedback

Supreme Recruitment will monitor and record all training activities attended by staff.

Following the completion of a training or development activity the employee will be asked to complete a Training Evaluation Form so that the feedback is recorded and reviewed and also so that it can be evaluated as to whether the training was successful and relevant and if it might benefit other employees. This will also be reviewed during the performance review process.

3.15 Equality

Supreme Recruitment will ensure that development opportunities will be available for all staff on an equal footing, regardless of their sex, trans-gender status, sexual orientation, age, race, nationality, ethnic or national origin, marital or civil partnership status, any particular religion, religious belief or philosophical belief, political stance, or disability, part-time status or any other irrelevant factor.

Therefore, Supreme Recruitment will ensure that this is implemented through:

- Ensuring promotions and transfers criteria are justifiable
- Ensuring assessment criteria are clear and unbiased
- Ensuring staff conducting performance reviews, salary reviews and bonus reviews are aware of their obligations to carry this out fairly and consistently in line with its Equal Opportunities Policy and Procedure.

3.16 Further Education and Training

If you believe that further education may be beneficial or necessary for your professional development, Supreme Recruitment may be able to offer support. You and your manager should discuss this and then agree any plans with the Directors who will advise whether support is available.

When this is agreed, Supreme Recruitment may cover (subject to management approval) college fees, examination/test fees, seminar or other teaching costs, together with any text books and other items required, plus reasonable travelling, subsistence and other appropriate expenses. Any text books or other items purchased will then remain Company property and may be used by other employees if required.

Where training is undertaken that is more focussed on building overall skills and knowledge rather than being specific to the employee's role that has agreed to be financially supported by the Company, then the employee may be required to refund the costs of any Company supported training on termination of employment as follows:

- On leaving during the course – 100%
- Failure to complete the course – 100%
- On leaving within 6 months of the completion of the course - 100%
- On leaving within 12 months of the completion of the course - 50%
- On leaving within 18 months of the completion of the course – 25%

Where Supreme Recruitment agrees to support this training, the employee will be asked to sign an undertaking regarding Company-supported training.

Should any reclaim of fees be necessary, Supreme Recruitment has the right to deduct any such amounts due under this agreement from any salary or payments due on leaving or will make suitable arrangements to have the costs repaid.

3.17 Working Hours

Whilst most training will take place during normal working hours, the Company will endeavour to facilitate individual flexible working patterns for any member of staff who is engaged in a development opportunity outside of work, for instance further or higher education.

Study leave may be agreed which will be up to a maximum of 2 days per annum, and on the basis of one day per exam. This study leave may also be given if the Company has not supported any privately funded training and each case will be agreed on a discretionary basis.

If you fail any examinations Supreme Recruitment reserves the right to request you to re-sit any examinations in your own time and at your own expense.

4 Related Policies

- Equal Opportunities Policy

The above list is not exhaustive and other Company policies may be applicable

5 Where to find further information

If you require further information on this policy or procedure then please speak with your Manager in the first instance.

6 Policy Owner

This policy is owned and maintained by the Directors.

7 Policy Review Date

Date last reviewed: November 2018