

Training And Development Policy

Training and Development Policy



Policy brief & purpose

The Academy is committed to excellence in people development in order to maintain and enhance its position as a training provider. The Academy aim to create a culture of learning throughout where individuals take responsibility in partnership with the Academy for their development. The Academy recognises the need to develop its people so that they are fully equipped to deliver the Academy's business objectives; both now in the future.

Our Training and Development policy refers to the Academy's learning and development programs and activities.

In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both them and the Academy. We want them to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

Scope

This policy applies to all permanent, full-time or part-time, employees of the Academy.

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

Employees and managers should all collaborate to build a continuous professional development (CPD) culture. It's an employee's responsibility to seek new learning opportunities. It's a manager's responsibility to coach their teams and identify employee development needs and 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
- Participating in conferences
- On-the-job training
- Job shadowing
- Job rotation

Individual training programs

The Academy has certain provisions regarding individual training programs. All employees that have worked for the Academy more than four months and successfully completed probation 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 5 days per 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

Employees may have to bring proof of attendance.

Any employee training that the Academy mandates (e.g. due to inadequacies of an employee's performance or changes in their job description) is excluded from the training budget and time limit. The Academy may take care of the entire cost.

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 and more.

Corporate training programs

We might occasionally engage experts to train our employees. The Academy will cover the entire cost in this case. Examples of this kind of training and development are:

- Equal employment opportunity training
- Diversity training
- Leadership training for managers
- Conflict resolution training for employees

This category also includes training conducted by internal experts and managers. Examples are:

- Training new employees
- Training teams in Academy-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers or new responsibilities

Training And Development Policy



Employees won't have to pay or use their leave for these types of trainings. Attendance records may be part of the process.

Other types of training

Both employees and managers are responsible for continuous learning. 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 staff team.

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

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

1. Employees and manager discuss potential training programs or methods and come up with suggestions.
2. If approved by Academy Manager, the Manager will make arrangements for dates, accommodation, reserving places etc.
3. In cases where the Academy doesn't pay for the training directly, employees will have to pay and send invoices or receipts to Academy Manager who will approve employee reimbursement according to this information.

Training And Development Policy



4. If an employee decides to drop or cancel a training, they'll have to inform the Academy Manager immediately. They'll also have to shoulder any cancellation or other fees.

5. 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 Academy will cover any training fees including registration and examination (one time)..

Managers responsibilities 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

Policy/Process Review Date

This policy/process is reviewed every 12 months with the next review date being 30th April 2023