

Learning and Development Policy

We believe that our people are our greatest asset and the key to our success. With this in mind, we are dedicated to providing ongoing learning and development opportunities that are strategic, measureable and effective so every employee is able to achieve personal and organisational objectives.

ODGroup offers entry level training opportunities for college leavers through to graduates and career changers. The work that we do demands first class leadership, management and interpersonal skills. We provide comprehensive technical and on-the-job training, as well as a structured personal development programmes.

This policy provides a structure to ensure learning and development needs are evaluated, identified and met in order to achieve excellence.

OD will ensure equal access and equality of opportunity in all learning and development activities in line with our Diversity and Equality Policy.

Responsibilities

Employees

- i. Are expected to take ownership and adopt a proactive approach in identifying their own development needs
- ii. Must utilise monthly 1-2-1 meetings, Performance Development Reviews and Appraisals to discuss learning opportunities with Line Managers
- iii. Are expected to take advantage of learning opportunities where the outcome will benefit OD
- iv. Must utilise skills and knowledge gained in their role within OD where applicable
- v. Must ensure any mandatory training and qualifications specific to their job role are up to date and bring it to their managers attention if they are due to expire e.g. Health and Safety, Environmental training

Managers

- i. Must ensure the employee has the opportunity at regular intervals, including 1-2-1 meetings, Performance Development Reviews and Appraisals to discuss their development needs
- ii. Must, in conjunction with the employee, identify appropriate learning and development needs and opportunities
- iii. Must ensure the employee receives the appropriate training to be able to carry out their duties as set out in their job description
- iv. Must ensure the employee receives the appropriate training to be able to respond effectively to internal or external changes
- v. Must ensure employees hold valid qualifications and certificates where the need for such training is mandatory
- vi. Should provide or organise ongoing on-the-job training for employees within their team/department
- vii. Must ensure employees receive equal opportunities in accordance with OD's Diversity and Equality Policy

Directors

- i. Are responsible for ensuring this policy is implemented across ODGroup
- ii. Must ensure Senior Managers have the necessary training to carry out this policy
- iii. Must, along with Senior Management, evaluate the impact of this policy and OD's overall investment in learning and development activities

HR

- i. Must develop and maintain the group learning and development strategy

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- ii. Provide advice and guidance to all employees in relation to learning and development activities and opportunities
- iii. Provide assistance to Line Managers to enable them to effectively evaluate training needs
- iv. Make appropriate learning decisions with regards to learning needs analysis, planning, design, implementation and delivery
- v. Evaluate effectiveness of L&D policies and activities

Entitlement

All employees, including full time, part time and those on Fixed Term Contracts are entitled to OD's Induction Training.

Further training is based on the employee and line manager identifying the necessary skills and qualifications needed to support the development of the employee in line with their personal development plan/objectives.

Identifying Learning and Development Opportunities

Learning and Development Opportunities will be identified through:

Induction and Probation Reviews set clear expectations and objectives from the beginning of the employment relationship and provide an opportunity to discuss initial training needs to be able to achieve 3 month goals.

Job Analysis is a systematic approach used to measure the demands and responsibilities of a specific role and enables OD to recognise where there may be training needs.

Personal Development Plans are action plans based on an individual's awareness, values, reflection, strengths, weaknesses, goals and targets. They allow an opportunity to identify measurable and timed development opportunities in line with company and personal objectives.

Regular Meetings and Bi-Annual Appraisals work in conjunction with Personal Development Plans providing an opportunity to discuss successfully achieved and future goals.

The criteria used to determine the most suitable methods of learning are:

- i. The nature of the behaviour, knowledge or skill to be developed and the level of experience or expertise required
- ii. The preferred learning style of the individual
- iii. The urgency of training or improvement
- iv. Cost and benefit to OD

Learning and Development Process

Upon identification of a development need, it is the responsibility of the employee, with approval of the Line Manager to notify HR who will then arrange the appropriate training event.

Investment

Investment in learning and development activities is based on assessment of cost effectiveness and affordability as well as the need of the developmental requirements of the individual, team or organisation.

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Where an individual or team would like to arrange training with an external provider, a written request must be made to HR and approval of costs will be sought by a director before necessary training is arranged.

Evaluation

All employees who have undertaken a training activity should complete a feedback form that can be acquired from HR. The Line Manager should provide feedback on the effectiveness of the training in relation to the employee's development needs and subsequent improvements.

Human Resources will monitor the overall effectiveness of staff development and training and facilitate the sharing of learning with others in the organisation when necessary.

This policy will be regularly reviewed and updated where appropriate.



Jon Kearney
Managing Director

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