

The RJ Power Training and Development Policy has been developed in line with the organisation's overall vision and strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis. It is based on the principles that the organisation:

- Believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth,
- Considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly,
- Believes that responsibility for training and development should be shared between the organisation and its workforce,
- Will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity,
- Wants to empower its staff members to take some ownership of their own development, with support from their managers and the organisation as a whole,
- Believes that its line managers have a key role to play in people development,
- Works within recognised good practice guidelines to ensure that both the quality and quantity of training and development is relevant and "fit for purpose",
- Regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided, and
- Plans its training and development activities in line with industry standards, and therefore maintains relationships with relevant bodies, such as Sector Skills Councils e.g., City and Guilds.

Training and development initiatives

The organisation provides a range of training and development opportunities to staff. These fall into four broad categories:

- Programmes relating to the enhancement of skills for an employee's current position. These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that employees require for their job,
- Programmes leading to a professional or academic qualification. The organisation encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications. The organisation will approve courses of study such as the Higher National Certificate, Higher National Diplomas, the Master of Business Administration, professional accountancy qualifications, and membership of the CIPD,
- Programmes that have a specific management or supervisory focus. These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes,
- Health and safety training. This includes courses in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

Decisions on the suitability and applicability of programmes will be determined through the performance review process, during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

Categorisation of Training- Mandatory/ Project Specific Training or Developmental

Training and Development initiatives will be categorised into two overall areas - Mandatory/ Project Specific Training or Developmental Training, and the following provisions will apply:

Mandatory/ Project Specific Training- The cost of Mandatory or Project Specific Training for individuals working on behalf of RJ Power is non-recoverable.

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Developmental Training- Should any training or development be agreed that is classed as developmental, before the activity is booked, proposed attendees will be provided with RJFOR-402-03 Learner Agreement which they will be required to review, sign, and return to the Training and Development Coordinator before any further action is taken. This letter will detail a number of terms and conditions specific to the developmental training booking that the member of staff is required to agree.

This will include providing agreement regarding the repayment of training costs should the individual leave the employment of RJ Power during a specific timescale:

The total costs incurred will be deducted on a sliding scale from the date of the training / assessments to the final date the individual leaves the company. For courses costing less than £1000, this will be based on:

- 100% of costs if leaving within 12 months,
- Every 30 days the pay back will reduce on a sliding scale from the start of the training, up to 18 months.

For any training courses that exceed £1000 in cost, the individual will be required to remain working with the Company for 24 months. The sliding scale will change to:

- 100% of costs if leaving within 12 months,
- Every 30 days the pay back will reduce on a sliding scale from the start of the training, up to 24 months.

For developmental training deemed to incur a significant cost, additional contingencies may be put into place to secure the investment of the business, these will be discussed and detailed within the learner agreement for agreement before training is booked.

Roles and responsibilities for implementation

Both line managers and employees have a responsibility to implement training and development initiatives. There will be an opportunity to discuss development needs through the performance review process and agree appropriate courses of training or study. Line managers should encourage their staff to undertake relevant programmes. Employees are expected to take up the opportunities provided and report back to their line manager on their applicability once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers can contact the Training and Development Coordinator to give feedback on internal and external training programmes, including their quality and cost effectiveness.

Line managers should ensure that employees implement the skills that they have gained through training. For courses classified as developmental, attendees will be sent RJFOR-402-02 Training Evaluation to complete as a record of feedback regarding the quality and effectiveness of training.

Planning and implementing new initiatives

Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the organisation's performance review process. In addition, the organisation is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced.

Any new training and development programmes offered to staff will be publicised through the organisation's normal communication channels, including email briefings and departmental meetings. The organisation will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

Individual requests for training and development

Employees can request training and development at any time, but this will usually be done within the performance review process, as outlined above. Employees should channel requests through their line manager who will complete RJFOR-402-01 Training Authorisation which should be submitted to both the Managing Director and HR & Marketing Manager for consideration.

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Monitoring and evaluating investment in training and development.

The organisation firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, departmental and corporate level. Senior managers have an important role to play in this process. The organisation uses its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly, the evaluation findings are regularly shared with the senior executive team.

Coaching and mentoring

The organisation encourages line managers to provide coaching and mentoring support for staff who are undergoing training and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more junior employees to ensure that learning occurs in a planned way.

Recording of training and development activities

Following a performance review discussion, a copy of the approved personal development plan is placed in the employee's personnel file. This information is collated annually to form the basis of the organisation's forward training and development plan. All training attended will be recorded by the Training and Development Coordinator along with costs, including, for example, travel and subsistence expenses and the cost of textbooks.

Equal opportunities

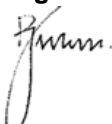
Decisions relating to training and development should be made fairly and consistently, and equality of opportunity should be provided for all staff in this area.

Induction training

All new members of staff and all those changing job roles will receive an induction on their job role. The organisation provides full programmes of general induction training and health and safety induction training, which are set out in separate policies.

This policy will be reviewed annually and revised as often as may be deemed appropriate by RJ Power and then communicated and explained to all employees and sub-contractors. This policy is available to the public and all other interested parties on request.

Signed:



Peter White

Chief Executive Officer – RJ Power Group Limited

April 2021

I agree to abide by the above terms and conditions of the above Policy:

Print:

Signed:

Date:

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