MANE

LEARNING & DEVELOPMENT POLICY STATEMENT

Mane Contract Services Ltd recognises that training enables its workforce to do their jobs effectively, in alignment with its business charters, and remain compliant with all relevant legislation, regulations, standards and other requirements to which it subscribes.

Mane's main objective is to continually improve and grow our business, whilst offering exceptional service to our customers.

Purpose

The purpose of this policy is to inform all Mane employees of the organisation's commitment to enhance their personal development and enable everyone to work in alignment with the company's main objective. It is also to advise who is responsible for learning, assessing need and recommending change, as well as where to direct trainers and learners to find course content, materials and delivery instructions.

Policy

Mane will continuously evaluate and assess its current working practices, identify new and improved methods of training and create learning programmes to support its workforce.

Everyone at Mane is entitled to have sufficient training to undertake their specific duties, irrespective of their position or role in the business, set contracted hours, length of service, being indirectly employed or otherwise.

Stakeholders and their responsibilities

1. It is the responsibility of the Employee to;

1.1 Consider their own strengths and weaknesses in their role.
1.2 Request training if they feel it is required.
1.3 Undertake all training to the best of their ability and to completion.
1.4 Take ownership of their personal development and apply what they have learnt in their role
1.5 Complete a Training Evaluation Form after each training they undertake.
1.6 Monitor changes in customer, competitor and supplier behaviour which might impact business processes, and to inform their Line Manager in this instance.
1.7 Make their Line Manager aware of any training they feel will help to improve their performance at work.

2. It is the responsibility of the Line Manager to;

2.1 Ensure the employee has had an induction on their first day in the business.
2.2 Track performance of each member of their team using Actus.
2.3 Identify and discuss training needs with each member of their team.
2.4 Link follow up actions from employee appraisals and performance meetings to training available.
2.5 Arrange direct or indirect training for each member of their team.
2.6 Liaise with Learning & Development (L&D) Team of changes required in content or delivery.
2.7 Evaluate the impact training has had on employee performance.
2.8 Ensure learners are putting learning into practice.
2.9 Monitor changes in customer, competitor and supplier behaviour which might impact business processes, and to inform the Leadership Team in this instance.

3. It is the responsibility of the Learning & Development Practice / Practitioner to;

3.1 Be an L&D champion for the business and be the point of contact for all training matters.
3.2 Liaise with Leadership Team to understand the business objectives, needs and forecasted demand for training.
3.3 Ensure all staff are made aware of any changes to the L&D policy.
3.4 Liaise with internal and external trainers and training providers.
3.5 Inform stakeholders of any change to learning practices.
3.6 Identify new learning and development tools and materials.
3.7 Manage the availability of training materials and content.
3.8 Create and maintain training materials and instructions.
3.9 Maintain and update the Development Programme spreadsheet.
3.10 Ensure Training Evaluation forms are accessible to learners.
3.11 Collect data to assist Line Managers and Leadership teams in assessing needs of the business.
3.12 Monitor changes in customer, competitor and supplier behaviour which might impact business processes, and to inform the Leadership Team in this instance.

4. It is the responsibility of the Leadership Team to;

4.1 Update the L&D Team of internal and external changes which might impact learning.
4.2 Assist Management to evaluate data and make recommendations.
4.3 Ensure all staff are made aware of any changes to business objectives.
4.4 Provide adequate resources for training.
4.5 Monitor changes in customer, competitor and supplier behaviour which might impact business processes, and discuss any changes to policies or business objectives with the L&D Practice/Practitioner.

What training is available, where to find it, how to request it and who delivers it;
The Academy. All Trainee Recruiters take part in a 6 week in-house training academy; a unique blend of online and video based learning, live demonstrations, sales modules and workshops. This course covers; Recruitment Strategy, Candidate Attraction, Candidate/Client Management, and Client Acquisition. This training is delivered by the company's in house trainer. A full account of The Academy syllabus can be found on the IMS under Procedures.

Career Progression Table. Outlines the expectations Mane has of its employees at each level of the business. Employees can use this table to understand what is required of them to progress to the next level of seniority at Mane. Line Managers can use the career progression table when outlining what their team members need to demonstrate to progress in their career at Mane.

Development Programme. A list of all training courses available to staff. The Development Programme can be navigated by searching course title, summary of purpose, who delivers the course, the format of the course and when an employee should undertake this training. The Employee and their Line Manager will discuss which courses will benefit the employee at appraisal meetings. Each course or workshop has a link to training instructions under column Training Instructions. All training instructions can be found on the IMS under Procedures. Courses that have a link for Self Service e-learning via our training partners Recruitment Juice are also found on the Development Programme. The Development Programme can found on the IMS under Manuals.

Self Service. A catalogue of training materials found via links from the Development Programme that have been created for employees to embrace learning at their convenience. Employees have access to Recruitment Juice training videos which can be watched either in the workplace or at home. All learners and trainers need to request a time slot and codes to access to the portal. This can be obtained from the L&D Practice / Practitioner as there are only 3 user accounts available at any one time.

Self Service has been created to empower employees who wish to learn and to minimise delay in developing the workforce. Self Service is designed to offer employees a flexible and tailored learning experience. Self Service links can be found on the Development Programme under column Self Service.

Development Record. A record stored electronically by Mane on Actus to keep a log of development needs identified and the training an employee undertakes or completes. The Development Record will be used to gather qualitative and quantitative information based on the training the employee has undertaken, as well as a method for the employee and their Line Manager to keep track of training undertaken. The Development Record will need to have training followed up by assessment and recorded by the employee's Line Manager.

Training Evaluation Form. A form that allows the L&D Practice/Practitioner, Line Managers and the Leadership team to consider how employees are receiving training and to identify if any changes to content or delivery are required. A Training Evaluation Form must be completed by the employee after every training course they undertake. Training Evaluation Form can be found on the Actus portal. Submitted Training Evaluation Forms are stored on the employees Actus record and treated in the strictest confidence. The HR team will request the Line Manager to undertake a further evaluation after a suitable period during which the employee will have utilised or implemented learning. Training Evaluation Forms are used to discuss the effectiveness of training methods, tools and materials at Management/Board Level review meetings held tri-annually.

Training Agreement. A document required to be signed by both the employee and a member of the leadership team to outline and enforce recompense for incompletion of learning directly paid for by the business or in the event that the employees leaves the business. All signed Training Agreements will be stored on the employee's HR file. Details of the Training Agreement can be found on the IMS, within the Employee Manual, under Manuals.

Work Instructions, Work Flows, Forms, Manuals and **Procedures.** Folders storing documents which outline the duties, responsibilities and processes of specific employee's roles at Mane. Work Instructions, Work Flows, Forms, Manuals and Procedures can be found on the IMS.

If an employee has a question that they feel has been left unanswered by information stored on the IMS they should ask their Line Manager in the first instance, otherwise the L&D Practice/Practitioner.

Policy Review Commitment

This policy will be reviewed;

1. Annually
2. When it fails to enable staff to align with the business charter and values
3. When there have been significant changes to the business

The L&D Practice will only publish a new or updated policy once it has been signed off by the Leadership Team.

This statement represents my commitment on behalf of the company.

Signed

Position CEO Date: 18 September 2023