

### LEARNING AND DEVELOPMENT POLICY

FECHA	VERSION	DESCRIPTION
DICIEMBRE 2019	1.1	LEARNING & DEVELOPMENT POLICY

## **LEARNING AND DEVELOPMENT POLICY**

### **Purpose**

This policy sets out how Allfunds will manage learning and development in a consistent and fair manner. Allfunds believes everyone's performance to be critical in building and maintaining a high performing organisation.

### **Scope**

This policy applies to full time and part time employees on an unlimited contract. Only essential training necessary for fulfilling job criteria will be considered during a staff member's probationary period.

### **Policy statement**

Everyone has different talents, and in ALLFUNDS we assure the right environment for people to grow and focus on their strengths.

At Allfunds, we aim to provide:

- . equal opportunities in all aspects of their development;
- . an induction into their job, their team and the organisation;
- . an explanation of the direction and the objectives of the organisation;
- . clear and measurable objectives for their performance at work;
- . at least a yearly review of their performance;
- . a manager who is committed to staff development;
- . mentoring in specific cases to enhance learning, development and career progression.

### **Objectives of learning and development**

All learning and development activities have clearly stated learning objectives and the primary objective of those activities within Allfunds is to:

- . support the organisation in achieving its corporate plan;
- . support the employee's skill development to enable effectiveness and satisfaction in their role;
- . support the development of employees to enable career progression both internally and externally;
- . reflect the learning objectives stated in the individual's personal development plan (PDP);

- . support the process – by providing i) opportunities to develop and learn and ii) support and coaching from colleagues and managers.

### **The Employee Review Process and learning and development**

The Employee Review Process integrates performance management system at Allfunds. As stated in The Employee Review Process, Allfunds will provide:

- . opportunities to develop and learn;
- . support and coaching from managers and colleagues.

### **Executives, Management and individual roles and responsibilities**

The Senior Management Team bears the primary responsibility for implementing this learning and development policy. In line with the Employee Review Process, managers and staff should discuss, agree and evaluate learning and development interventions.

### **The role of Learning and Development Management**

The Human Resources team provides specialist support to managers in the development of their staff. The Learning and Development Manager will:

- . assist with the identification of learning and development needs;
- . implement and Allfunds the Corporate Development Plan;
- . develop and design learning and development activities;
- . source suppliers for learning and development activities and evaluate appropriately

Managers must ensure that HR is informed of all development activity undertaken by staff so information regarding equal opportunities can be reported to the Senior Management Team and The Board.

### **Employee's role**

Our employees have the responsibility to develop their own potential and get the most of ALLFUNDS' Development tools to do so.

We also expect from our people to be proactive for their development, not only focusing on Company's resources but also personal, in terms of time, initiatives, etc.

### **Identifying needs**

Development needs will be identified and determined by assessment with main stakeholders (Manager/s, HR and Employee) always aligned with the Organization challenges. With the support of the Learning and Development Manager and in discussion with the correspondent Manager/s, these needs will be recorded on a personal

development plan (PDP). When a learning or development activity is needed, even if already recorded on a PDP, a Learning Request must be completed and forwarded to the Learning and Development Manager.

Allfunds recognizes that many staff are highly skilled and professionally qualified, therefore will have a need for continuous professional development (CPD). Allfunds will assist in supporting those needs.

#### **Learning and Development Tools:**

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Conferences / Networking...
- Special Projects /Missions
- Knowledge Champion: (sharing knowledge).
- Learning from Success & Failure
- Challenging Tasks and Projects
- 360° feed-back
- On-the-job training
- Job shadowing
- Job rotation