



1.0 Introduction

At WYG we recognise that our people are our greatest asset and that by providing you with the opportunities and support to continue your development, we can ensure that you have the knowledge, skills and experience necessary to perform your roles to the highest standards, and in turn feel a real sense of job satisfaction and achievement.

Training and Continuing Professional Development are essential to maintaining professional standards and meeting client needs and expectations.

Your Learning and Development needs will be identified through the formal annual appraisal process and documented in the Personal Development Plan. Learning plans at a business level are identified as part of the annual business planning process.

We actively support a 'learning culture' in WYG and look for you to 'own your own development' by identifying and initiating learning opportunities, whether these are formal training courses, structured and supported 'on the job training', new/increased responsibilities and opportunities, coaching and mentoring from peers, line managers and Partners or through self directed learning such as distance learning, e learning, sponsored study, lunch-time briefings, CPD events, secondments, etc. We also encourage you to produce papers for publication in professional journals and to share these with to your colleagues in the company.

To support a 'learning culture' we encourage coaching as a preferred learning solution in WYG; harnessing the knowledge and skills of all our people but in particular our Partners to coach and develop our people to achieve the highest standards.

We encourage the sharing of best practice and the dissemination of knowledge and we therefore encourage you to find ways of sharing any learning or new knowledge with your colleagues through networking events, self initiated lunchtime sessions, team meetings etc.

2.0 Initial and Continued Professional Development

WYG supports professional development by encouraging Initial (IPD) and Continued Professional Development (CPD). This is achieved via structured partnerships and defined Training Agreements with associated academic and professional institutions aligned to the scope of work undertaken by the Group and by our members of these institutions.

Our employees are encouraged to take responsibility for their professional development by qualifying as IPD or CPD candidates. Support is provided through allocated mentors and supervisors, structured training agreements and formal and informal development opportunities. Full details of Professional Development support is available on The Learning Academy.

It is the responsibility of the employee to record all CPD activities on their training record, Formal CPD embraces both technical and non-technical training opportunities and is distinct from 'on the job' learning. WYG encourages all professional employees to fulfill the required number of hours of professional development relevant to their professional body.



3.0 The Aims of the Policy

The aims of the policy are to:

- Provide a controlled and supported approach to Learning and Development (L&D) and clear guidance on how learning and development works in WYG.
- Provide employees with the skills required to carry out their tasks competently and compliantly and develop them in line with the business objectives.
- The procedure sets out the standard corporate requirements that should be followed by all employees and managed by Line Managers.
- Ensure that all employees have equality of opportunity for learning and development.
- Develop a culture of coaching, self development, participation and personal accountability.

4.0 Equality of Opportunity

We at WYG are committed to providing fair and equal treatment for all employees (including self employed and staff contract workers), customers, suppliers and visitors in line with our Equal Opportunities and Diversity Policy. Employees should be aware of the importance the Company attaches to this policy and that breaches will be classed as disciplinary offences and dealt with accordingly.

We ensure that:

- The education necessary to implement this diversity policy is provided.
- All our employees are encouraged to achieve their full potential.
- Selection for training, career development opportunities and job moves is fair.
- Appraisals of performance are conducted objectively and on time.

5.0 Responsibilities

- HR are responsible for ensuring that this policy is kept up to date and communicated.
- Employees are responsible for driving their own development, maintaining up to date Individual L&D Record which will include details of all courses, seminars or events attended, presentations attended and delivered and any CPD activity. Employees are responsible for setting up and maintaining their own CPD records.
- Heads of Capability are responsible for ensuring that this policy is implemented. They are responsible for ensuring that adequate training records are maintained in their Capability and training budgets are established, monitored and managed.
- Line Managers and Project Managers are responsible for ensuring that employees under their management are competent for the role being undertaken, including having received any specific training on quality, environment and safety aspects as appropriate. They are responsible for ensuring that this policy and procedure is implemented.
- Line Managers are specifically responsible for managing the L&D of their employees in line with relevant regulatory requirements and in support of corporate objectives. This responsibility includes ensuring:
 - Training needs are identified effectively using the Performance Management Process.
 - Support and guidance is provided for completion of qualifications.
 - Training is planned, authorised and evaluated.



- All new employees are provided with an effective Induction including the corporate framework, office, team and role specific induction as required.
- Maintaining records of training completed for their employees.

6.0 Funding

Applications for the funding for training are unlikely to be approved where it cannot be demonstrated that there is a direct business benefit or relevance to the current role and development plan. The L&D Application and Review Form should be completed in every case to demonstrate the business benefit for the training.

Each Capability holds its own training budget and is responsible for establishing the budget requirements, monitoring and managing the budget.

7.0 The Learning Academy and Booking Training

The Learning Academy provides a central location for all L&D related documents, processes, products and solutions. It is designed to offer support and information on Learning and Development within WYG to help individuals to manage their own development.

WYG has partnered with Optamor Ltd; a training broker. Optamor have relationships with an extensive list of preferred suppliers with whom they have established favourable costs and delivery terms. The suppliers are managed by Optamor. ALL external training should be booked through Optamor with the exception of Health and Safety related training which should be booked through Group SHEQ.

Group Procurement manage the relationship with Optamor.

8.0 The Process

Action	
1	Individual L&D needs are identified/reviewed and agreed through the appraisal process.
2	The priority of the learning need is discussed in line with business priorities and recorded.
3	The most appropriate learning solution for the individual is discussed, agreed and recorded.
4	The Learning Academy is reviewed to identify available and appropriate learning solutions. Contact Optamor if appropriate for external training courses.
6	Appropriate solution identified and the L&D Application and Review form is completed to facilitate the Line Managers discussion and approval.
7	Following attendance/completion of the learning activity, the L&D Application and Review form should be completed. This ensures that the cycle is closed with a discussion on the benefits of the training and application of the learning.
8	Agree next steps. Learning applied to the workplace/shared with the team.



9.0 Learning and Development Records

Employees should maintain an up-to-date Individual L&D Record Form which will include details of all courses, seminars, etc. attended, any presentations made and where appropriate CPD. Employees are responsible for setting up and maintaining their own CPD records.

Discipline are ultimately responsible for maintaining records of training for their employees.

Records of e learning completions are available from IT.

10.0 Cost

Employees should gain authorisation from their appropriate budget holder prior to the L&D activity taking place and that the correct code is used for training

11.0 Learning and Development Audits

The following table outlines the activities that will feature in internal audits of L&D. This table can also act as a checklist for line managers for self audit purposes

Audit Requirement	✓
L&D needs are identified and recorded for all employees on their personal development plans.	
All L&D needs are linked to business objectives and prioritised as evidenced on personal development plans.	
L&D is regularly reviewed to ensure continued appropriateness as evidenced in performance management documentation.	
The most appropriate learning solution is considered for the need as evidenced in the performance management documentation.	
All employees use The Learning Academy to research solutions and courses. Evidenced in performance management documentation and employee interviews.	
All external training courses are booked through Optamor as evidenced in the performance management documentation, application and review forms and training records. Evidence by the reconciliation of training spend data through Finance and Optamor.	
All training solutions are approved by Line Managers and Cost Centre Managers as evidenced through Finance/workflow.	
Line Managers discuss and agree learning objectives for all approved learning solutions as evidenced by the completion of the Application and Review forms.	
All employees keep training records and maintain their own CPD as evidenced by Individual L&D Record Forms.	



Line Managers discuss learning post training and agree application actions and sharing of learning with the team/business. Evidenced by the completion of the Application and Review Form.	
All new employees complete the Corporate Induction Programme as evidenced by: <ul style="list-style-type: none"> • Line Managers Checklist, Buddy Checklist and E Learning reports. 	
All Induction e learning is completed within timeframes: <ul style="list-style-type: none"> • H&S Induction • Workstation Safety Plis • SHEQ Induction Evidenced by Buddy Checklist and e learning reports.	
All employees receive mandatory H&S training as evidenced by SHEQ information.	
The professional development of new graduates is supported through the provision of a relevant training agreement, mentor and support as required. Evidenced by training records.	
The Capability has a process for recording training activity and adequate records of training are maintained and available for Bids and Audits etc.	