BIoR
Business School

Learning & Development Policy

The British Institute of Recruiters (BIoR) policy refers to the company's learning and development programs and activities. In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both them and the company. We want them to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

Purpose.

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

This policy doesn't cover supplementary employees like contractors or consultants but may include sub-contractor employees and associates in relation to corporate training only.

Policy elements.

It's an employee's responsibility to seek new learning opportunities. It's B.I.o.R's responsibility to facilitate the coaching of their employees and identify their development needs. It is the responsibility of the Senior Team to review requests for employee development and sanction agreements and payments.

What do we mean by training and development?

In general, we approve and encourage the following:

- **Formal training sessions (individual or corporate)**
- **Employee Coaching and Mentoring**
- **Participating in conferences**
- **On-the-job training**
- **Job shadowing**
- **Job rotation**

As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- **Subscription/Material should be job-related**
- **All relevant fees should not exceed a set limit per person**

This list doesn't include software licences or other tools that are absolutely necessary for employees' jobs.

Individual training programs

All employees that have satisfactorily completed their probationary period are eligible to participate in external training programs individually or in teams. Employees may have to bring proof of attendance and produce copies of certification if relevant on completion.

All trainings should consider what employees need and how they can learn best, however, engaging in an apprenticeship were appropriate will be the first consideration . However, we encourage the consideration of multiple training methods like workshops, e-learning, lectures and more.

Corporate training programs

We occasionally engage experts or run events to train and develop our employees. The company will cover agreed cost in this case and it will be open to sub-contractor employees and associates. Examples of this kind of training and development are:

- **Equal & Diversity training**
- **Safeguarding training**
- **British Values**

This category also includes training conducted by internal experts and managers. Examples are:

- **Training new employees**
- **Training teams in company-related issues (e.g. new systems or policy changes)**
- **Training employees to prepare them for promotions, transfers or new responsibilities**

General guidelines:

- **All eligible employees are covered by this policy without discriminating against rank or protected characteristics.**
- **Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.**
- **All employee development efforts should respect cost and time limitations, as well as individual and business needs.**
- **Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.**
- **Employees are encouraged to use up their allocated training budget and time.**

Employees wanting to attend external training sessions or conferences should:

1. **Identify the need for training.**
2. **Discuss potential training programs or methods and come up with suggestions which may include briefly presenting their proposal. They might also have to complete a form.**

3. **The Operations & Compliance Manager will researches the proposal, with attention to budget and training content.**
4. **The Operations & Compliance Manager will submit the request to the Senior Team for approval or rejection of the proposal. If they reject it, they should provide employees with reasons in writing.**
5. **If approved, arrangements for dates, accommodation, reserving places etc. will be actioned**
6. **In cases where the company doesn't pay for the training directly, employees will have to pay and submit invoices or receipts.**
7. **If an employee decides to drop or cancel a training, they'll have to inform the Operations & Compliance Manager immediately. They'll also have to shoulder any cancellation or other fees.**
8. **In cases where training ends with examination, employees are obliged to submit the results. If they don't pass the exam, they can retake it on their own expense.**

Generally, the company will cover any training fees including registration and examination (one time). They may also cover transportation, accommodation and personal expenses. This is left to the discretion of the Senior Team, if they decide to cover these costs for the employee, they should make arrangements themselves (e.g. tickets, hotel reservations) and submit all relevant receipts and invoices to the Finance Manager.

If employees want subscriptions, they should contact the Operations & Compliance Manager who will authorise the subscription and preferably set up the subscription. In some rare cases, they might give formal approval to employees so they can do it themselves. Once, the subscription is agreed the Finance manager should be notified.

The Operations & Compliance Manager responsibilities also include:

- **Assessing training needs**
- **Maintaining budgets and training schedules**
- **Assisting with learning and development activities and strategies**
- **Promoting corporate training programs and employee development plans**
- **Calculating learning and development KPIs and agreeing Personal Development Plans**

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