pAI

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9. Purpose

This policy outlines pAI’s commitment to the continuous learning and professional development of its employees. Its purpose is to ensure that employees acquire and enhance the skills, knowledge, and competencies necessary to excel in their current roles, prepare for future opportunities, support organizational growth, and maintain pAI’s competitive advantage.

1. Scope

This policy applies to all permanent pAI employees (full-time and part-time) globally. It covers various forms of training and development initiatives, including mandatory compliance training, job-specific training, professional development programs, and leadership development.

1. Definitions

| **Term** | **Definition** |
| --- | --- |
| **Competency** | A set of defined behaviors, skills, and knowledge that an employee needs to perform effectively in a specific job role or within pAI. |
| **Continuous Learning** | An ongoing process of acquiring new knowledge, skills, and behaviors through formal and informal learning experiences. |
| **Development Plan** | A structured plan outlining an employee's learning goals, activities, and timelines for professional growth, often linked to performance appraisals. |
| **Learning Management System (LMS)** | An online platform used to administer, document, track, report, and deliver educational courses or training programs. |
| **Mandatory Training** | Training programs that all employees, or specific groups of employees, are legally or corporately required to complete (e.g., Code of Conduct, data privacy, anti-harassment). |
| **Professional Development** | Activities undertaken to improve an individual's knowledge, skills, and personal capabilities for career advancement and effectiveness. |
| **Training** | The process of teaching or learning a skill or type of behavior, typically focused on improving performance in a current role. |
| **Upskilling** | Training employees to learn new skills to do their current job better. |
| **Reskilling** | Training employees to learn entirely new skills for a different job role within the company. |

1. Policy Statement

4.1 pAI shall provide equitable access to relevant training and development opportunities for all eligible employees, aligning with individual, departmental, and organizational needs.

4.2 Employees are expected to actively participate in and take responsibility for their own continuous learning and professional development.

4.3 All mandatory training programs shall be completed within the specified timelines.

4.4 Training and development initiatives shall support pAI’s commitment to Equal Employment Opportunity and non-discrimination (See Policy HR-04).

4.5 Investment in employee training and development is considered a strategic imperative for pAI’s long-term success.

1. Procedures / Guidelines

5.1 Identifying Training and Development Needs

5.1.1 Performance Appraisal Process: Training and development needs shall be identified annually through the Performance Management & Appraisal Policy (See Policy HR-15), where managers and employees discuss skill gaps and career aspirations.

5.1.2 Departmental Needs: Managers shall regularly assess the training needs of their teams based on evolving business requirements, new technologies, and strategic initiatives.

5.1.3 Organizational Needs: HR and Senior Leadership shall identify company-wide training needs related to compliance, culture, leadership development, and strategic objectives.

5.1.4 Employee Self-Identification: Employees are encouraged to proactively identify their own development needs and discuss them with their managers.

5.2 Types of Training and Development

5.2.1 Mandatory Compliance Training:

\* All employees shall complete mandatory training on topics such as the Code of Conduct (HR-03), Anti-Sexual Harassment (HR-02), EEO & Non-Discrimination (HR-04), IT Acceptable Use (HR-12), and Confidentiality & Data Privacy (HR-13).

\* These trainings are typically delivered via the LMS and must be completed by specified deadlines.

\* Failure to complete mandatory training may result in disciplinary action.

5.2.2 Job-Specific Training:

\* Designed to enhance skills directly relevant to an employee’s current role.

\* May include technical skills training, software proficiency, or specific operational procedures.

\* Delivered through various methods, including on-the-job training, workshops, or specialized courses.

5.2.3 Professional Development Programs:

\* Aimed at broader skill enhancement for career growth, such as communication, project management, problem-solving, or industry-specific certifications.

\* Employees may propose external courses or conferences for manager and HR approval.

5.2.4 Leadership and Management Development:

\* Targeted programs for current and aspiring leaders to develop competencies in areas such as team leadership, strategic thinking, coaching, and change management.

5.3 Training Delivery Methods

pAI utilizes a blended approach to training delivery to maximize effectiveness and accessibility.

Table 1 – Training Delivery Methods

| **Method** | **Description** | **Advantages** |
| --- | --- | --- |
| **Online Learning (LMS)** | Self-paced modules, webinars, e-learning courses accessible via pAI’s Learning Management System. | Flexible, scalable, cost-effective, consistent delivery. |
| **Workshops & Seminars** | Instructor-led sessions, either in-person or virtual, focusing on interactive learning and skill practice. | Direct interaction, immediate feedback, networking opportunities. |
| **On-the-Job Training (OJT)** | Learning directly from experienced colleagues while performing actual work tasks. | Practical, immediate application, tailored to specific roles. |
| **Mentoring & Coaching** | Guidance and support from experienced professionals within or outside pAI. | Personalized development, knowledge transfer, career guidance. |
| **External Courses/Conferences** | Participation in industry events, certifications, or specialized courses offered by external providers. | Access to specialized expertise, industry best practices, networking beyond pAI. |

5.4 Budget and Approval

5.4.1 All training and development activities requiring financial investment must be pre-approved by the employee’s manager and the HR department, adhering to departmental budgets.

5.4.2 Employees seeking external training or conference attendance must submit a proposal outlining the course details, costs, and expected benefits to their manager and HR for approval.

5.4.3 Reimbursement for approved external training expenses will follow the Expense Reimbursement Policy (See Policy HR-11).

5.5 Development Plans

5.5.1 For employees identified with significant development needs or those on a Performance Improvement Plan (PIP) (See Policy HR-15), a formal Development Plan shall be created.

5.5.2 This plan will outline specific learning objectives, recommended training activities, timelines, and measurable outcomes.

5.5.3 Progress on Development Plans will be regularly reviewed by the employee and manager.

1. Responsibilities

| **Role** | **Obligation** |
| --- | --- |
| **Employees** | Take initiative for their own development. Actively participate in all assigned training. Apply learned skills to their work. Provide feedback on training effectiveness. |
| **Managers / Supervisors** | Identify team and individual training needs. Support employees in their development. Approve appropriate training requests. Provide coaching and on-the-job learning opportunities. Ensure completion of mandatory training. |
| **Human Resources** | Develop and implement training strategies and programs. Manage the LMS. Source and evaluate external training providers. Monitor training effectiveness and compliance. |
| **Senior Leadership** | Champion a learning culture. Allocate resources for training and development initiatives. Ensure training aligns with strategic goals. |

1. Compliance & Consequences

7.1 Adherence to this Training & Development Policy is expected from all employees and managers.

7.2 **Mandatory Training Non-Completion:** Failure to complete mandatory training within specified deadlines may result in disciplinary action, as outlined in the Compliance & Consequences section of the respective mandatory policy (e.g., HR-03, HR-13).

7.3 **Misuse of Training Funds/Time:** Any misuse of company funds allocated for training, or misrepresentation of training attendance, will be considered a serious violation and will result in disciplinary action, up to and including termination of employment.

7.4 **Performance Impact:** Failure to engage in identified development activities, particularly those outlined in a PIP, may negatively impact performance ratings and lead to further disciplinary action (See Policy HR-15).

1. Review & Revision History

| **Version** | **Date** | **Description** | **Author** |
| --- | --- | --- | --- |
| 1.0 | 2025-07-01 | Initial release | HR Director |