

LEARNING & DEVELOPMENT POLICY

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DEFINITION OF TERMS

Employee

Except otherwise stated, the term “Employee” refers to all permanent and contract staff of Heckerbella Limited.

Company

The Term “Company” refers to Heckerbella Limited.

Line Manager

The term “Line Manager” refers to an employee’s immediate superior who oversees the employee’s work and has responsibilities for employee performance, discipline and career management.

Departmental Head

The term “Departmental Head” refers to one who oversees, plans, directs and coordinates the day-to-day activities of a major functional department or unit in Heckerbella Limited.

Performance Gaps

Identified developmental needs which could be knowledge, Skills or Attitude, required for high performance in a role which is currently lacking in an individual. These are usually identified during performance review meetings between a line manager and an Employee. A personal development plan is then agreed by both parties.

Mandatory

All training that is deemed essential to the safe and efficient functioning of the organisation and/or the safety and wellbeing of Employees. This will include “Statutory” Trainings.

Cross Functional

Learning and/or Development that an Employee is expected to achieve while on assignment in another function different from his/hers. Also known as business enhancing training focused on improving required support for interdependent roles may be classroom, e-learning or on the job.

Functional

Learning and Development plans that will improve Knowledge, skills and attitude required for an Employee’s personal function. May be classroom, e-learning or on the job training (OTJ).

Developmental

The Knowledge, Skills or Abilities required to perform specific tasks. Developmental interventions will include advertised programs, Performance & OTJ coaching sessions, Leadership Development Programs & role specific requirement.

Mentoring

Process of supporting an individual, with the result of achieving a specific personal or professional goal; also, a process of teaching and providing focused guidance to an Employee in preparation for the next level of responsibility.

Coaching

Usually a formal or informal relationship between two (2) people within or outside an organisation – a senior Employee (usually outside the individual's chain of supervision) and a junior Employee

Abbreviations

HR - Human Resource Department

COO – Chief Operation Officer

CEO – Chief Executive Officer

ITF - Industrial Training Fund

IDP - Individual Development Plan

L&D - Learning & Development

1. POLICY OVERVIEW

Our Learning & Development policy provides guidelines that ensure learning, up skilling, growth and development of our Employees within a framework that ultimately focuses on building capability required to achieve **Heckerbella Limited** business objectives. We ensure that learning and development interventions equip Employees with the right knowledge, skills, abilities and attitude to enable them perform their job.

2. SCOPE

This policy applies to all Heckerbella Limited Full Time and Contract Employees.

3. PURPOSE

Our Learning and Development strategy is also an integral part of the performance management cycle and will focus on bridging Employee knowledge and skill gaps that will ensure optimal performance on the job. Ultimately, this policy is to ensure we create a Learning Organisation. This policy seeks to provide:

- 3.1. Learning & Development opportunities within the objectives of each department or unit through learning events required for the functional, leadership & Technical competencies for specific roles.
- 3.2. Mandatory organisational and cross functional training and other developmental interventions.
- 3.3. Development for identified high potential Employees.
- 3.4. Guidance for individuals and line managers regarding access to learning and development opportunities.
- 3.5. Statutory and other industry regulated training requirements – as required by the Industrial Training Fund (ITF).
- 3.6. Knowledge Management Framework to manage the availability, sharing and warehousing of information to all Employees in real time.

4. POLICY STATEMENT

All Employees shall receive trainings appropriate to their role and career aspirations, subject to personal development plans, business needs, operational and budgetary considerations. Developmental intervention will begin when an Employee joins the company and will continue throughout his/her career in Heckerbella Limited, responding to the job changes and evolving strategies of the organisation. We are therefore committed to support each Employee in achieving the following;

- 4.1. High standards of work performance
- 4.2. Greater understanding and appreciation of factors affecting work performance
- 4.3. Sharing ideas and dissemination of good practice
- 4.4. Building strong and effective teams
- 4.5. Increased motivation and job satisfaction for individuals

4.6. Professional development

5. EQUAL OPPORTUNITIES

Heckerbella Limited is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning. Contract Employees will also have equal access to learning and development opportunities appropriate to their role when required.

6. POLICY GUIDELINES

- 6.1. Employees' Personal Development Plans (PDPs) are an integral part of the Performance Management process. Employees' personal development needs must be considered at the beginning, during and at the end of a performance review period.
- 6.2. Employees and Line Managers in creating PDPs, will determine the most appropriate method to address the identified L& D need.
- 6.3. Specific developmental interventions must be identified and documented to enable monitoring as well as measure that the development required has been achieved. Developmental interventions activities in Heckerbella Limited include:
 - 6.3.1. **Classroom Training:** Any kind of formal learning session facilitated within a classroom environment.
 - 6.3.2. **E-Learning:** The use of technology to enable Employees learn anytime and anywhere. E-Learning can include training, the delivery of just-in-time information and guidance from experts.
 - 6.3.3. **Job Rotation:** A career development strategy where an individual temporarily moves laterally into an established or "shadow" position. An Employee may complete a Job Rotation within a financial year.
 - 6.3.4. **Job Enrichment:** An attempt to motivate Employees by giving them the opportunity to use the range of their abilities by increasing their key accountabilities on current role to ensure growth and fulfilment.
 - 6.3.5. **Secondment:** A temporary transfer to another job or post within or outside **Heckerbella Limited** for developmental purposes.
 - 6.3.6. **Mentoring:** Process of supporting an individual, with the result of achieving a specific personal or professional goal; also, a process of teaching and providing focused guidance to an Employee in preparation for the next level of responsibility.
 - 6.3.7. **Coaching:** Usually a formal or informal relationship between two (2) people within or outside the organisation – a senior Employee (usually outside the individual's chain of supervision) and a junior Employee.
 - 6.3.8. **Developing Others:** a process by which an individual (a people builder), provides challenging and stretching tasks and assignments, constructs compelling development plans and executes them and pushes direct reports to accept developmental moves.
 - 6.3.9. **Special Assignment/Project:** is a learning strategy in which the individual performs temporary duties on a full-time or part-time basis. These temporary

duties may be performed within the individual's current organisation/department or outside the individual's department or the organisational structure. An example is a collaborative effort of individuals from different department, frequently involving research or design that is carefully planned to achieve a particular business strategic goal.

- 6.3.10. **Team Building Events:** are wide range of indoor and out-door activities designed for improving team performance, enhancing work relationship, stimulating Employee engagement and team work of Employee.
 - 6.3.11. **Industry Seminars:** Educational events that feature one or more subject matter experts delivering information primarily via lecture /discussion / workshops that are relevant to Heckerbella Limited business strategy and Employee professional development.
 - 6.3.12. **Certifications:** The management may provide training and further education in pursuit of qualifications for Employees where a clear link can be made to meet service objectives.
 - 6.3.13. **Induction Programs:** The process used to welcome new Employees to Heckerbella Limited and prepare them for their new role.
 - 6.3.14. **Health and Safety:** In Heckerbella Limited, management and individual Employees all have a role in ensuring a healthy and safe working environment. Training is provided as part of an Employee's induction and courses are arranged according to the requirement of the role.
 - 6.3.15. **Accredited Professional Conferences and Workshop:** Heckerbella Limited Employees can attend conferences and workshops bound to their work role or the business as a whole.
- 6.4. Employee nomination for training is based on identified training needs within IDPs in line with approved training plans.
 - 6.5. All Employee IDPs and subsequent training & development interventions should be linkable to Heckerbella Limited strategic business goals and training budget.
 - 6.6. Approved training plans can be modified anytime within the financial year to address emerging business needs or change in roles subject to approval from the respective line managers or business heads.
 - 6.7. Each Employee may mandatorily be exposed to any of the following training and development programs during the course of the financial year. This includes Mandatory, Functional, Cross Functional and Developmental training programs.
 - 6.8. Employees may opt to attend advertised training and development programs; such programs will be attended on the approval of the line manager.
 - 6.9. Heckerbella Limited Employees can attend function specific professional certification program which has a direct link to the Employees' organisational performance or individual development program.

- 6.10. To ensure efficient planning and business continuity, training will be structured such that no more than two (2) of a departmental headcount will be scheduled for training in a day.
- 6.11. HR Team prepares a yearly schedule of Employees nominated for training and the details of training.
- 6.12. Training will only be deployed on the approval of training schedule by the CEO.
- 6.13. Line Managers will pre-approve training attendance schedule one (1) week before commencement of training for local trainings but if a local training requires travelling, approval should be obtained three (3) weeks before the training. Where a training is international based, approvals shall be obtained three (3) months before the training to allow Employee obtain visa where applicable.
- 6.14. HR Team will only send training invites to Employees released by Line Managers where applicable.
- 6.15. All travel related trainings will be in line with the Journey Management Policy.
- 6.16. An Employee who might not be able to attend a scheduled training for valid reasons must notify the HR Team four (4) days before the training for local training and one (1) month if it is an international training.
- 6.17. Employees who fail to attend scheduled trainings without prior notification to the HR Team will receive a penalty in line with HR Disciplinary policy.
- 6.18. A Pre-assessment evaluation questionnaire form will be sent to participants. The form must be completed within three (3) working days before the commencement of any training program.
- 6.19. A Post assessment evaluation form will be sent to participants after every training program. The form must be completed within three (3) working days of the end of a training program.
- 6.20. Employees may be required to sign a bond for high level professional training in line with applicable HR policies.

7. LEARNING & DEVELOPMENT METHODS

7.1. Organisational Learning Needs Identification

Heckerbella Limited learning needs will be derived from the following processes:

- 7.1.1. Identification of needs from organisational and functional objectives or strategic goals.
- 7.1.2. Learning gaps identified during 'performance review process'
- 7.1.3. Statutory learning and development requirement.
- 7.1.4. Project driven training requirement.
- 7.1.5. Training or Developmental gaps captured in IDPs and validated by the line managers within a required time frame.
- 7.1.6. Relevant trainings for Field Employees where necessary.

7.2. Attendance of International Trainings

- 7.2.1. All international training requests must be in line with Employee's training needs.

- 7.2.2. International training attendance is pre-approved by the COO and CEO during the functional training plan validation meetings.
- 7.2.3. The option of finding a suitable vendor to offer training or invite an international trainer to Nigeria is considered before international training/trip is considered.
- 7.2.4. All international training will be approved subject to availability of training budget to facilitate such training.
- 7.2.5. Emerging business requirements such as deployment of new equipment, work tools, spares, engines, and international certifications may require international trainings.
- 7.2.6. Final approval for all international training lies with the CEO.
- 7.2.7. All international travel must be in line with the Journey Management policy.

7.3. **Project Driven Trainings**

Where due to emerging business needs there is a need for the deployment of new equipment, systems, services or software, Employees will be trained and developed to manage the equipment or systems deployed. Where training of Employees on the newly deployed equipment or system is not part of the service provider's agreement, the logistic costs towards facilitating the training and Employee attendance of the training (if applicable) will be pre-approved by the CEO.

7.4. **Leadership Development Programs (LDP)**

A comprehensive set of programs that enable leaders expand and reinforce their leadership competencies, skills and strategies. Eligibility for attendance of LDPs is targeted at identified high potential Employees from the Talent Management Process or Performance Review Process. This program will help Heckerbella Limited to achieve its long-term business goal and also help with HR succession program.

7.5. **Employee Self Development**

Employees can develop themselves to gain skills required in their job role and might be reimbursed by the company. Such program must go through line manager, HR and CEO approval.

7.6. **Information Dissemination**

It is essential to ensure that information flow to all Employees are processed and disseminated through the right channel. Information confirmation and dissemination is key in driving business objectives and customer experience.

- 7.6.1. HR team gets information from approved unit and cascades to all Employees.
- 7.6.2. If the information is a large change from existing information, a training session will be scheduled.

8. **TRAINING BOND**

All Employees who attend courses in Nigeria or Abroad, where certain pre-determined costs are involved, shall be required to sign a bond when required.

9. INDUSTRIAL TRAINING FUND GUIDELINE

9.1. The Industrial Training Fund is established to utilize contributions to the Fund to "promote and encourage the acquisition of skills in industry and commerce with a view to generating a pool of indigenously trained manpower sufficient to meet the needs of the private and public sectors of the economy." The Industrial Training Fund (ITF) Act governs general modalities for training & development within organisations in Nigeria.

9.2. Employers Obligation under the Act

- 9.2.1. An Employer with five (5) or more Employees or with an annual turnover of N50 million and above, contributes one per cent (1%) of its total annual payroll to the Industrial Training Fund as the employer's contribution to the training of Employees in Nigeria.
- 9.2.2. The mandatory one per cent (1%) ITF contribution must be made not later than the 1st day of April of the following year.
- 9.2.3. The Industrial Training Fund Governing Council may make a refund of up to fifty per cent (50%) of the employer's contribution to the ITF where the training programme of the employer is deemed satisfactory based on ITF guidelines.
- 9.2.4. Employers are required to provide adequate training for their Employees with a view to improving on the skills related to their job, evidence of such training is to be forwarded to the ITF to obtain refunds. Evidence of the mandatory training of Employees must be communicated to the ITF Council before any application for refunds can be entertained.
- 9.2.5. Employers must notify ITF Council two (2) weeks in advance of training.
- 9.2.6. The ITF Act provides that not less than 15% of the total work force in an organization must be trained annually before it is qualified for a full reimbursement grant.

10. ROLES & RESPONSIBILITY

10.1. Management Team Role

The Management Team has a key role to play in Learning & Development by:

- 10.1.1. Demonstrating a commitment to train and develop Employees in relation to the organisation's objectives.
- 10.1.2. Ensuring that training and development plans are focused on the organisation's needs at corporate and service levels.
- 10.1.3. Providing adequate resources and support
- 10.1.4. Ensuring training and development actions are evaluated in relation to organisational objectives and the benefits are clearly identified.
- 10.1.5. Ensuring that training plans are approved as provided in the policy.

10.2. **Line Managers**

It is the responsibility of the Line Manager to:

- 10.2.1. Ensure consistent delivery of Individual Development Plans (IDP) in line with Heckerbella Limited Competency framework.
- 10.2.2. Set / support training objectives and agree individual training objectives where appropriate.
- 10.2.3. Create, support and prioritize development opportunities
- 10.2.4. Co-ordinate teams to ensure Employees are released for learning and development programs
- 10.2.5. Ensure priority is given to training needs relevant to the functional competencies outlined for individual roles.
- 10.2.6. Create career development opportunities where possible.
- 10.2.7. Ensure Direct Reports' awareness and understanding of the Learning & Development Policy.
- 10.2.8. Ensure in collaboration with the HR Team that Employees who fail to attend scheduled trainings without prior notification receive appropriate penalty.

10.3. **Employee**

It is the responsibility of the Employee to:

- 10.3.1. Identify along with Line Manager, Individual Learning and Development needs in line with role competence framework and take personal responsibility for executing agreed development.
- 10.3.2. Demonstrate commitment to learning and development, completing necessary documentation prior to and post attendance of learning and development programs.
- 10.3.3. Take responsibility for personal development as required.
- 10.3.4. Understand the Learning and Development Policy and process for application or initiation of learning.
- 10.3.5. Understand the business expectation from output and result of learning activities.
- 10.3.6. Notify the HR Team within four (4) days to the training of inability to attend a program so that the slot can be offered to another Employee in a case of local training.

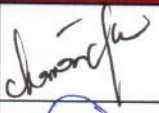
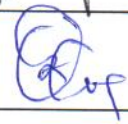
10.4. **Human Resources Department**

It is the responsibility of HR Team to:

- 10.4.1. Develop the training calendar based on input / training needs from functional heads & Line Managers.
- 10.4.2. Circulate the training calendar to all Departmental Heads and Line Managers.

- 10.4.3. Send training attendance schedules to Line Managers.
- 10.4.4. Support and deliver a range of development opportunities.
- 10.4.5. Ensure deployment of quality programs.
- 10.4.6. Access appropriate resources and funding to support L&D Agenda.
- 10.4.7. Link each Function's Training plans with L & D budget and Group guidelines for functional and technical trainings.
- 10.4.8. Maintain effective communication with Departments or Units on L & D related matters.
- 10.4.9. Facilitate the effective evaluation of training activity in liaison with the appropriate line managers at individual, departmental and organisational levels.

APPROVAL

Approval	Name	Job Title	Signature	Date
Reviewed by	Patience Diamond	Human Resources Manager		21/11/18
Reviewed by	Peter Okiti	Peter Okiti		21/11/18
Approved by	Yemi Keri	Chief Executive Officer		