

Document 2: Learning and Development Policy

Title: Employee Learning and Development Framework

Department: HR - Learning & Development

Effective Date: March 15, 2024

Document ID: HR-LD-2024-002

1. Training Budget Allocation

Individual Training Budget:

Junior employees (<2 years): ₦25,000 per year

Mid-level (2-5 years): ₦50,000 per year

Senior (5+ years): ₦75,000 per year

Leadership roles: ₦1,00,000 per year

Approval Process:

Identify training need with manager

Submit proposal via L&D portal

Manager approval (within 3 days)

HR L&D team final approval

Payment: Company pays directly to training provider

Reimbursement Guidelines:

Must complete course with minimum 75% score

Submit certificate within 30 days of completion

Reimbursement in next payroll cycle

Tax deducted as per income tax rules

2. Mandatory Training Programs

Annual Compliance Training:

Information Security Awareness (Jan-Feb)

Prevention of Sexual Harassment (Mar-Apr)

Code of Conduct (Jul-Aug)

Data Privacy (Oct-Nov)

Role-based Training:

Managers: People management, performance reviews

Sales team: Negotiation skills, CRM training

Technical: Latest technology stacks, security

Support: Customer service excellence

New Technology Training:

AI/ML fundamentals: 3-day workshop

Cloud certification support: AWS/Azure/GCP

Agile/Scrum certification paid by company

Domain-specific certifications

3. Internal Knowledge Sharing

Brown Bag Sessions:

Every Wednesday 4-5 PM

Voluntary participation

Topic submission: Via portal 2 weeks in advance

Stipend: ₦2,000 per session for presenters

Mentorship Program:

New employees assigned mentor for first 6 months

Monthly mentor-mentee meetings

Mentor recognition: Certificate + ₦5,000 voucher

Conference Participation:

Budget: ₦20,000 per employee per year

Approval: Manager + HR head

Post-conference sharing session mandatory

4. Career Development Path

Technical Track (Individual Contributor):

Junior Engineer → Engineer → Senior Engineer → Principal Engineer → Fellow

Criteria: Technical expertise, patents, publications

Management Track:

Engineer → Tech Lead → Engineering Manager → Director → VP

Criteria: People management, project delivery, budget

Dual Career Ladder:

Option to switch tracks with manager approval

Assessment every 2 years

Bridge programs available