



## **Introduction**

the SES Group is a company that continues to face changes, challenges and opportunities. The present period of change and growth is predicted to continue throughout the short to medium term future and clearly all employees have a vital part to play in meeting our key business objectives.

This policy statement recognises that a competent, motivated and well-trained workforce is essential to continued company success. This policy document is designed to reinforce the commitment to employees' development and outline the framework for its continuance.

It is the policy of the SES Group to train and develop all employees by providing appropriate access to relevant opportunities, both internal and external, with requisite support and guidance in line with company objectives, beliefs and culture.

Training and development is intended to equip employees with the skills, knowledge and understanding to enable them to function in the working environment with competence and confidence.

The central aim is to provide an environment where Continuing Professional Development (CPD) can take place and where staff are supported and enabled to meet the changing demands and priorities of the SES group, its members and to consider their own personal development. This will be offered to all staff via the Career Development Pathway and tracked through the bespoke SES CDP Framework Programme.

Within this context, the fundamental task of all levels of management is to unite and mobilise the individual and collective resources of employees in the service of the company. Accordingly, every manager and supervisor holds a responsibility for active team support, as well as a responsibility for active self-development.

This approach is in line with the company's drive for cost awareness, quality and the attendant Systems and procedures.

All steps will be taken to ensure equal access to opportunities for training and promotion. the SES Group will endeavour to provide appropriate training to enable staff to perform their jobs efficiently and pursue career development opportunities.

Training will be given to all staff that requires it regardless of gender, age, responsibility for dependents, creed, race, religion or ethnic origins, sexuality or disability.

All new staff will take part in the online induction programme including an introduction to SES staff, strategic plan, values statement, working practices and procedures. The individual's line manager will be responsible for ensuring that new staff or volunteers complete their induction programme.

Organisational learning needs will be identified by the management team in consultation with staff following enrolment onto the SES CDP programme.

Each line manager has the lead responsibility for the development of their staff, for assessing their learning and development needs and helping the individual identify suitable learning methods. This process will be supported by the SES Academy. Staff can also contact the academy direct.

The SES Academy team will have responsibility for analysing the effectiveness of the SES Group employee development programmes, and on an annual basis present a full written report to the directors.

The programmes may be amended or added to during the year, to take account of new priorities, or in response to newly identify learning needs, organisational and industry requirements.



## Objectives

Our policy is to provide and maintain all employees with skills, knowledge and understanding that will:

- Place the company in a formidable market position with sustainable competitive advantage.
- Ensure that all employees operate effectively at all times, are increasingly action focused, and are fully aware of what is expected of them.
- Foster a culture where "effective" actions are carried out first time, and all employees remain cost and quality conscious.
- Provide all employees with agreed and recognised standards of performance expected of them, the basis of regular review and on the job effectiveness.
- Motivate and equip all employees to make their optimum contribution to the achievement of shared goals and tasks, particularly throughout periods of change and transition.
- Ensure employees conduct their work in line with Health and Safety.
- Bring all new employees up to the required working performance in a minimum of time, whilst ensuring effective team integration.
- Adopt, and promote, sound training and development practices that support professional co-operation and teamwork at all levels.
- Rise, meet and exploit the opportunities presented within our field of business.
- Develop, in the widest sense, the latent potential of all employees.

This Training Policy Statement will be monitored and formally reviewed annually by the directors and Training manager.

## Responsibilities

Responsibility for the initial identification of training and development needs rests with company management and the individual employees concerned.

The overall and final responsibility for training and development in the company is that of the Managing Director – Tony Ball. The identification of training and development needs may take place formally and informally.

It is recognised that the process of needs identification must begin with the individual concerned. Self-development starts and ends with each individual. In fact the key to effective training interventions has to rest with the individual, for only he or she can provide the required level of Commitment and motivation to gain maximum benefit from the opportunities on offer.

The company believes that the preferred learning styles of individuals should be responded to, but at the same time, to help overcome personal learning barriers, each individual employee needs to:

- view new opportunities with an open mind.
- appreciate training and development activities as a chance to enhance skills, personal growth and wider learning.
- be willing to take active steps in terms of self-development. The directors of the SES Group.

Security pledge support to training and development actions which are appropriate to the achievement of stated key business objectives.

## General Information

### Recording of Training and Development

Centrally held records of training and development activity undertaken are maintained in the Learner Management System (electronically) and the Academy (hard copies) at Head Office.

All data stored on the LMS is in compliance with ISO 27001 and the external companies who have access to this are The Skills Network (TSN) via their webserver.

The data is stored centrally and the below requirements are adhered to in compliance with Data protection legislation.



Our hosting provider is ISO 27001 accredited and they implement additional systems and processes that further enhance the security of EQUAL and the data held in the database. Managed firewalls protect against hacking attacks, and there is a high level of physical security at the data centres themselves. In addition, all staff at the data centres are CRB and background checked. The security of customer data was an important factor when we chose our hosting provider, and we are confident that EQUAL is both secure and resilient

The EQUAL database is securely backed up every night, and the application server and database server are regularly updated with the latest operating system patches. The software was developed to industry standard best practice and was security/penetration tested during the development phases

There is continual monitoring of the servers, application (including database performance) and other network devices. This monitoring of both infrastructure and software means we can respond quickly to any issues. The system availability is extremely high (over 99.5%), and though we can scale the load balanced web infrastructure if required, application response times continue to be excellent.

### **Planning for Training and Development.**

This planning will occur at management level and will be consistent with the process of wider business planning and co-ordinated by the managers.

At all times there will be available a Company Training Plan that details training and development activity scheduled to take place. This is a flexible document, capable of responding to change and unforeseen circumstances.

### **Communication of Intentions**

Individual employees clearly need to know what is expected of them and how they will be equipped to rise to the challenge of an ever changing workplace. Within the SES Group the communication of training and development intentions will take place both formally and informally, Meetings and dialogue with a recognisable purpose are to be encouraged. These may be at management level, or as part of each department. Less formal methods of communication include the utilisation of in-house notice boards, memoranda, and direct access to management. Briefings may be undertaken on important issues affecting the company, e.g., new market opportunities, customer care, or Quality.

### **Delivery Agents**

The company will support the training of employees internally and also by external agents who can make a significant contribution to revealed needs. Where external agents are to be used, decisions will hinge upon:

- the revealed need for such a response.
- cost-effectiveness.
- past performance of training providers, previous results and positive evaluations.
- the essential requirement to look outside company facilities and expertise.
- requirements of a legislative nature.

Decisions here will be approved at management level and backed up with appropriate documentation.

### **Evaluation of Training and Development**

It is the policy of the SES Group to strive to evaluate all training and development activity in order to maximise benefits, and justify the investment in people. Measurement and evaluation must be designed into all activities from the outset, based upon pre-determined and quantifiable objectives.

It is recognised that evaluation may occur at varying levels throughout the organisation, but ultimately all training and development completed must show an improvement in some area of the company. In short, benefits must outweigh costs.

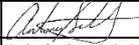
Individual appraisal, resulting in change in performance, is part of this overall process, hence the central importance of regular review and individual guidance. All training should have an impact upon job performance, but training remains only one of the many contributing factors to improved commercial results.



the **SES GROUP**

# Training and Development Policy

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Name:	Tony Ball
Signature:	
Date:	1 <sup>st</sup> July 2017

6	RJ - AS	TB - MD	27/07/17	Update to content
5	RJ - AS	TB - MD	01/01/17	Amended to include Academy
4	RJ - AS	TB - MD	01/04/16	Change of MD
3	RJ - AS	GH - MD	27/05/15	Website Address
2	SD - AS	TB - MD	06/05/14	Logo Change
1	SD - SA	TB - MD	01/11/11	N/A first issue
Revision	Prepared by	Approved by	Issue Date	Description of Modifications Made