



TRAINING & DEVELOPMENT POLICY

ARTICLE 13 LTD

article 13

COMMITMENTS

Article 13 Ltd has a philosophy of continuous learning, innovation and improvement to ensure progressive development appropriate to the needs of each employee, both consulting and non-consulting. Encouraging employees to *'think outside the box'* develops the ability to evolve constantly, through innovation and improvements to the organisation, employees and stakeholders.

Article 13 aims for involvement in decision-making from the start. This builds a level of responsibility and buy-in from the team. If people are involved in identifying training and development issues and then building an action plan to address them, they are more likely to benefit and learn from each other. The combined effect is empowerment with accountability and responsibility with support; encouraged, in part, by an in-house peer review and coaching programme.

Investing in Article 13 employees is an investment for the future to ensure that staff are working to the best of their ability.

STAFF RESPONSIBILITIES

All employees and temporary workers have a duty to co-operate with management by sharing knowledge. Knowledge sharing is a key to success. Therefore, an in-house Guard file has been developed. This is a bespoke system of filing and archiving information in such a way as to provide access and cross referral to other literature, case studies, prior Article 13 experience/work or individuals.

MANAGEMENT RESPONSIBILITIES

The Directors are responsible for the implementation of the Training & Development Policy.

Candidates for jobs will be assessed against a detailed specification of skills and core competencies, as well as on their commitment to Article 13's aims.

All staff will be appraised twice annually to determine their training and development needs. The approach taken is individually tailored to build the capacity of employees and the diversity and innovation of the organisation.

To build staff competencies and to ensure current core competencies are shared within Article 13, external training sessions will be held to integrate existing and new core competencies into the organisation at all levels.

Review

Article 13's policy for Training & Development will be reviewed annually and amended as necessary.

Through six monthly performance evaluations with each employee, current and future growth opportunities will be identified. A training needs analysis should be conducted at these review meetings to ensure Article 13 can provide its staff with the best possible learning and innovative methods of improvement that can be provided via internal or external training.

The Guard file will be reviewed quarterly to ensure that Article 13 is using it, it is proving useful to the group and that emerging stakeholder needs are being incorporated.

COMMUNICATIONS

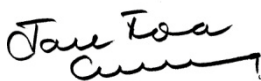
A copy of this policy and all subsequent revisions will be brought to the notice of each employee. All new employees will receive a hard or electronic copy and a verbal statement on Training & Development as part of their induction training.

Staff views and questions relating to training and development matters are actively encouraged and should be raised with their employee representative, Office Manager or the Directors as appropriate.

Expert advice will be obtained when required from appropriate sources/organisations.

ASSOCIATED DOCUMENTS

- Sustainability Policy
- Staff Handbook
- Job Descriptions and Person Specifications
- Staff Training Logs
- Performance Review and Personal Development Plan templates
- Staff Diversity & Equal Opportunity Policy
- Knowledge Centre Index



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