

# LEARNING AND DEVELOPMENT POLICY



## Background

The purpose of Learning & Development is to equip people with the necessary skills, knowledge and attitudes to meet Rydon's needs in relation to its objectives. By investing in people through their Learning & Development we seek to maximise their full potential and focus their energies on our business needs while fulfilling their need for personal development and job satisfaction.

## INVESTING IN PEOPLE

### Policy

We recognise that development is a continuing process for every employee at every level of the organisation. Learning & Development is seen as a necessary investment in order to provide the excellent services Rydon demands.

Learning & Development needs flow from organisational and individual objectives. This ensures Learning & Development is focused on the needs of the business. The system also ensures that Learning & Development events are evaluated and their contribution to meeting objectives at each level are measured.

Learning & Development is not a privilege to be granted or withheld from employees, but should be undertaken after a critical appraisal of Rydon's needs in relation to its objectives, while taking account of the realistic aspirations of its employees. Rydon is committed to providing equal opportunities in employment and to the elimination of unlawful or unfair discrimination, and this commitment is set out in our Equality & Diversity Policy.

Each new employee is provided with information and instruction about how Rydon operates and how his or her job fits in to the work of their department. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

Management Development is essential to the success of Rydon by increasing the effectiveness of first level, middle and senior management.

In addition, Learning & Development needs for all employees are identified through the Performance Development Review (PDR) process.

Rydon prides itself in helping its employees to achieve both work based and professional qualifications and sponsors a wide array of training programmes at all levels of the National Qualification Framework.

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Rydon will always wish to make budgetary decisions about Learning & Development in the context of its overall finances but is committed to investing in its people and will ensure wherever possible sufficient funding is made available according to the needs identified.

The following related policies support our Learning & Development Policy:

- Performance Development Review Policy
- Study Time Policy
- Equality & Diversity Policy

### Governance

Company policy is approved by the Group Board which is chaired by the Chief Executive. Each policy is reviewed at least annually to ensure that we respond to clients, business strategy, legislation and any standards or codes of practice determined by the market.

Oversight of the Learning & Development Policy is the responsibility of the Director of SHE, HR and Office Services. A number of working groups exists throughout the company to respond to and feed into policy requirements.

Signed: 

**Donna Newell**  
Director of SHE, HR and Office Services

Signed: 

**Robert Bond**  
Group Chief Executive

Dated: October 2011