



**1- Purpose**

Employees are the most valuable assets in OTE. The success of OTE mainly depends on the knowledge and talents of its employees to provide better services to its clients and principals.

OTE believes that training and development represent its most valuable investment to maintain sustainability.

**2- Policy**

**2.1. OTE Training and development**

OTE Group recognizes that employee development and training is an integral part of the organization's strategic planning so that all employees can perform their individual jobs effectively and in doing so ensure that the organization meets its' strategic objectives.

**2.1.1. The main aims of this policy are to:**

Provide a working environment where continuous training and development take place.

To ensure that the organization achieves its strategic objectives.

To facilitate employee development at work and / or personal development through assisting employees to broaden, deepen and thereby further enhance their existing skill base.

**2.1.2. Equal Opportunities**

The organization is committed to ensuring equality of training opportunities, hence no employee will be excluded from training on the grounds of gender, age, marital status, disability, racial grounds (race, color, nationality – including citizenship - ethnic or national origin), religion or belief.

**2.1.3. Responsibilities**

Employee development is most effective when the individual employee takes responsibility for identifying any opportunities for self-development, which will enhance work performance through increased skills and knowledge.

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## Human Resources Division Policy Manual

All employees are also expected to take a proactive approach, to furthering organizational wide training and development.

Human Resources Division, through the support, supervision and performance management process, must set out a training need analysis for all the Group's employees.

Employees are also responsible for maintaining their own training log, which will also lend itself to identifying and supporting continuous professional development.

Line managers are responsible for assisting employees to develop Individual Training Plans and for ensuring that they review these with the employees on a regular basis during support and supervision sessions. The employees' Training logs should also discussed at these sessions.

Line managers have a responsibility to monitor and evaluate the effectiveness of training for employees who have undergone training and development. Line managers should seek feedback on internal and external training programs, including their quality and cost effectiveness. Line managers should ensure that employees implement the skills that they have gained through training.

The co-ordination of the Training and development process is the responsibility of the HR Manager. The HR Manager will therefore ensure that evaluation of training activities is undertaken including an annual organizational training need analysis, and by liaising with line managers to ensure that any identified needs are addressed accordingly.

MD is responsible for agreeing the training and development budget on an annual basis.

### **2.2. Routes to Training and Development**

#### **2.2.1. Options for training and development may include:**

- On the job training, including training from other employees via job shadowing, mentoring, in house skill sharing, staff away days etc.
- Placements / visits to other organizations.
- Setting up job development opportunities such as public speaking, in house presentations at team meetings.
- Attending internal training groups or events.
- Attending internal or external training days/ workshops.

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- Attending conferences, forums.
- An external course of study.
- Web based e training and use of intranet system.

### **2.2.2. Key Professional and Skills Based Training**

The organization aims at prioritizing training that focuses on areas which:

- Enable the fulfillment of OTE's strategic objectives.
- Pertaining to any organizational statutory obligations.
- Are essential in order to generate and maintain income.
- Enable effective responses and management of legislative changes
- Ensure IT skills are at a basic level of competency and developed in accordance with work needs.
- Are essential to ensure the quality of service provision.
- Enable employees to meet their responsibilities in completing continuous professional development required by relevant professional bodies.
- Enable management development in relation to those who have managerial/supervisory responsibilities.

### **2.3. Core Training**

There are specific areas of training which are essential for all employees and cover a rolling program of needs which have been identified as part of a continuous program of training and development:

**Core training will therefore cover the following areas:**

#### **2.3.1. Induction**

All new employees are given a timely induction as this is regarded as an essential part of employee training and development and integration into the working environment. It is important that new employees are given guidance and support on the organization, its work and practices and their individual duties and responsibilities.

#### **2.3.2. ICT (Information and Communication Technologies)**

It is important that all employees are given opportunities to enhance their ICT skills base. The organization is committed to ensuring that all employees have competent grounding in the use of ICT in the wider context of their professional roles. Employees will be positively encouraged to become

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familiar with the intranet, internet, email, other electronic facilities and computer software packages so that they become confident, skilled users.

#### **2.4. Performance Management**

Performance Management is an ongoing communication process, which involves both the line managers and their employees in:

- Identifying and describing essential job functions and relating them to the strategic and operational objectives of the organization.
- Developing realistic and appropriate performance standards.
- Giving and receiving feedback about performance.
- Participating in constructive performance management process.
- Planning training and development opportunities to sustain improve or build on employee work performance.

Performance management is an opportunity to build on strengths and address areas, which require support, thereby enhancing the potential skill base of the individual employee.

#### **2.5. Identifying and Assessing Training Needs**

There are a number of ways that training and development needs are identified, these can be as follows:

- Occupational – As a result of introducing new technology, work methods, systems or practices (internally or externally)
- Promotion – As a result of an increase in responsibilities within the organization.
- Developmental – Is vocational in nature and provides the employee with additional skills that can be applied at present or increases the individual's potential for further growth.
- Organizational - Affects a particular function or department as a result of changing work methods, procedures or practices and/or supports the overall strategy of the organization.

It is the responsibility of line managers beside the HRD to help in identifying and addressing training needs through regular support and supervision sessions with individual employees, and during the annual performance management process.

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## **2.6. Individual Training Plans**

Where individual training needs have been identified through support and supervision or the performance management process, employees are encouraged to discuss this with their line managers to develop a training plan.

This should set out the training required, by what method it will be achieved, what organizational objective it relates to, whether there are cost implications and the timescales involved.

## **2.7. Training Logs**

Employees are encouraged to keep a record of all training and development that they have undertaken or achieved.

Training logs are a way of evaluating individual learning. It allows employees to record, self evaluate and discuss their training experiences with their line manager, identifying how their training can be used further to benefit others, and/or the organization as whole. Alternatively, if the training has been unsuitable and has not complimented an individual's training style and/or needs, this can be discussed. It allows employees to 'log' what has actually been achieved against planned training as determined through any training needs analysis and agreement of individual training plans through the appraisal process. Employees are encouraged to make entries on their training forms as often as possible for further discussion at their support sessions.

Development of the log will help both line managers and employees.

## **2.8. Study Leave**

Study leave allows employees to pursue a recognized qualification or accreditation, which is seen as valuable and relevant to their work and provides a means of ensuring that the organization attracts, retains and develops high quality employees. Study leave permits employees to take paid time off for exam preparation, sitting an exam and building a portfolio of work for accreditation, or attend a day release course.

## **2.9. Higher Education**

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MD may consider requests for financial assistance towards programs of higher education and approved professional qualifications where the course is considered to be relevant and will be of benefit to the employee and the organization in the long term.

Employees should submit a request to their line manager for signing. The line manager should then forward this to the MD for approval and follow up by HR Manager.

### **2.10. Reimbursement of Fees and Employee Commitment**

Where the organization has agreed to contribute towards course fees, the employee will be required to reimburse the full amount should the employee leave the organization during the course. The employee who receives a training program, will be committed to continue his/her services at the Group by virtue of a declaration form to be signed. The period will be decided by HRD according to the nature of the training program.

#### **3- Eligibility**

All employees are eligible to participate in OTE's training and development plans as per the provisions of this policy.

#### **4- Responsibilities**

The HRD is responsible for preparing the annual training plan and for the complete adherence to implement this policy.

HRD is responsible for ensuring that a central record of employee training is created and maintained, and that all training and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money.

HR Manager will be responsible for reporting on the effectiveness of any employee development programs to the MD.

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