

LEARNING AND DEVELOPMENT POLICY

This procedure defines the training and development of Bis Henderson (BH) employees.

1. BH relies on the competence and expertise of its employees for business success. The Company is committed to maintaining and developing the key skills of all employees to ensure they are fully competent to carry out their duties safely and effectively. To fulfil this commitment it is company policy that:
 - Managers at all levels are responsible for the training and development of their staff.
 - You are made aware of the training and development opportunities open to you and encouraged to take an active part in identifying your own training and development needs.
 - Learning and development activities are planned and linked to the Business Plan and are regularly reviewed.
 - Your individual training and development needs are regularly reviewed with you in the light of work needs and your own development, in the context of the Learning and Development Plan.
 - On- and off-the-job training will be provided where appropriate to ensure that you have the skills and knowledge needed for present and future business, and to help you fulfil your individual potential.
 - Objectives are set for your learning and development activities, and their effectiveness is evaluated and kept under regular review.
 - Records are kept of your training and development activities.
 - Where appropriate, learning and development is externally accredited and linked to external educational standards and qualifications.
 - Management succession needs are met where appropriate by giving you a blend of training, development and work experience to enable you to realise your full potential.
 - Co-ordination of the implementation of this policy rests with the Human Resources Function.

PROMOTION

2. Managers are responsible for deciding if and how a vacant post should be filled, in accordance with the Company's HR delegations. One way of doing so is by the use of the Company's promotion procedures. It is Company policy to fill vacancies using its own employees to the greatest extent consistent with maintaining the quality of the business.
3. Promotion procedures are governed by the Company's policy on equal opportunities, to avoid bias on grounds of gender, marriage, race, ethnic origin, religious conviction, disability, sexual orientation or age. Selection and assessment will be solely on the basis of your ability and your suitability for the work of the vacant post.
4. To fill a vacant post, managers may decide to issue a Vacancy Notice, which will be circulated internally. You are free to apply against a Vacancy Notice if you consider you meet the stated requirements of the post. Once applications against a Vacancy Notice have been received, managers decide whether interviews need to be held to select the most suitable candidate; or whether promotion can take place without interview because there is only one applicant who is clearly suitable. You have the right of appeal against non-selection for interview.
5. Line management may decide to fill a post without the issue of a Vacancy Notice or an interview, where there is already a clearly suitable candidate in post or otherwise identifiable.

PERFORMANCE REVIEWS

6. The Company is committed to developing its employees by aiming to encourage individual participation in performance improvement, to link individual performance to business performance, and to provide a framework for handling personal development.
7. This commitment is there to help employees contribute to the Company's improved performance, and to provide you with the portfolio of skills you will need in your career. The performance reviews are designed to help you:
 - clarify your role, contribution and expected performance standard
 - take an active involvement in planning your own performance
 - participate in an objective review of your performance
 - seek appropriate help and support
 - identify and address your personal learning needs
8. Performance Improvement is a continuous process throughout the year, assisting with the planning and review of your performance, and with your personal learning and development.

9. The whole process is a joint one between you and your Manager and involves:

- Agreeing with your Manager at the start of the year your key areas of performance for the year (the Performance Plan).
- At the same time, agreeing with your Manager a Job Profile for your job for the next year (or reviewing and bringing up-to-date any existing job description).
- Informally at intervals during the year reviewing with your Manager your performance against the Performance Plan and updating the plan so that it remains relevant.
- Meeting at mid-year to discuss and agree with your Manager your learning and development needs, including looking longer term at your development and career aspirations.
- Maintaining your Development Plan during the year so that you have an up-to-date record of your learning activities and actively review these with your Manager.
- At the end of the year, you, your Manager, and your Second Reporting Manager completing a review of your performance (the Performance Review).
- Discussing your Performance Review with your Manager (and starting the process again by drawing up a new Performance Plan).



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