

Associate Development Policy

Reviewed September 2007

Associate Development Policy

Statement of Policy

The Company recognises that its associates are its most valuable asset. Only through their expertise and commitment will the Company achieve its Objectives of the "highest standards in teaching, scholarship and research".

To this end, the Company requires the highest standards of performance from all of its associates, and regards continuing development and training, in a spirit of partnership and mutual support, as essential if it is to achieve this mission in rapidly changing circumstances.

All the policies, practices, and procedures provided to develop the knowledge, skills, and attitudes of associates and, by so doing, to improve the effectiveness and efficiency both of the individual and the company are identified here, and throughout this document, as "Associate Development".

The Company will make every effort, so far as resources permit, to ensure that all of its associates are able to develop personally and professionally through investment in Associate Development as part of its overall human resource management strategy.

All associates shall have equitable access to training and development opportunities, appropriate to their role.

Associate Development Strategy

The Company is committed to the personal and professional development of all associates. This is a prime responsibility of the CEO. Those with management responsibility for others are encouraged to support actively the development of the

performance and effectiveness of their associates in the achievement of their objectives.

The identification of training and development needs is a principal purpose of all appraisal processes.

The CEO provides support to all senior associates in the fulfilment of their responsibilities, and in response to the needs identified through appraisal or otherwise.

The CEO delivers this support by:

- Providing Induction Programmes for newly appointed associates
- Organizing a Associate Development Programme of events to meet training and development needs of associates throughout the Company
- Disseminating information on training and development opportunities
- Circulating information about internal associate development opportunities
- Providing advice and guidance about external training provision
- Working with individuals or with groups
- Providing funds for training and updating in accordance with policies and practices of the Company

Support and Organisation of Associate Development

Specialised development and updating relating to subject disciplines, including attendance at courses and conferences, will normally be organised and supported by the appropriate senior management team member.

The company will establish budgets, and monitor the effectiveness of development activities undertaken through the appraisal programme or otherwise.

The CEO also provides support for generic skills training and development within the limit of the resources available. This support normally includes:

- Provision of internal courses and training events
- Support for attendance at external events approved by the CEO in consultation with the academic or administrative managers
- Partial fee support for training leading to recognised and appropriate qualifications, where recommended and supported by academic or administrative managers
- Access to information and resources held locally or through national networks