



## 1. Purpose

The full potential of the organisation, through its people, will be realised by ensuring all employees have an opportunity to learn and develop. Our Learning Philosophy at Wolters Kluwer Asia Pacific (**Wolters Kluwer**) is to engage in multiple forms of learning, dependent on the learners needs. We believe that the Blended Learning 70:20:10 approach supports the best use of our time and resources, yet provides just in time and longer term development. In some instances (approximately 10% of the time) we will provide formal training and skills development programs; we encourage a culture of coaching providing support to develop in your current role (20% of the time) and we acknowledge that a large portion of learning (70%) occurs on the job through taking part in a project, working with other teams, solving problems and trying new ways of working. Our Blended Learning approach supports employee learning and development at all stages in their career journey.

The purpose of this policy is to ensure that skill and knowledge requirements, as embodied by a Blended Learning approach, are identified, planned for and met so as to support individual employees to achieve their professional and personal goals. It is the responsibility of managers to achieve this by implementing all learning and development policies and procedures fairly and equitably.

## 2. Application

This Policy applies to all permanent employees, whether full-time or part-time of Wolters Kluwer. In this Policy, all people to whom the Policy applies are referred to as “employees”.

This policy does not form part of any employee’s contract of employment and Wolters Kluwer reserves the right, in its absolute discretion, to supplement, change or amend this Policy at any time.

## 3. Policy & Procedure

### 3.1. Learning & Development Responsibilities

Wolters Kluwer’s Leadership are responsible for:

- Setting the business strategies and goals;
- Championing development and growth;
- Driving high performance;
- Coaching and advising employees;
- Demonstrating and encouraging best practices;
- Funding appropriate learning initiatives.

The HR team will support WK’s Leadership and the organisation’s Learning & Development Vision by:

- Supporting employees achieve their learning and development plans as discussed with their manager;
- Providing tools and resources aligned to development needs;
- Building a learning culture across the organisation through supporting managers and their teams;
- Determining appropriate interventions and providers in consultation with business sponsors;
- Supporting the building of learning relationships across business units;
- Providing HR data to support development of employees;
- Where a training program has been run, undertaking appropriate post-course evaluation, review and processes;
- Regular reporting, including and not limited to HR data, development trends, best practice, learning & development research;
- Providing tools for measuring growth (e.g. Performance Management Plan); and
- Working in alignment with corporate and WKAP business goals.

Managers in conjunction with individual employees are responsible for:

- Identifying individual learning and development needs for current job performance and future position requirements;
- Implementing actions identified in Learning & Development Plans;
- Participating in regular, ongoing coaching sessions aimed at improving performance and encouraging development
- Building a culture of capability development through regular reviews of skills & knowledge and addressing gaps with the support of HR.

### 3.2. Forms of Development

Employee development may take the form of

- on-the-job instruction or coaching with your manager or colleagues;
- involvement in projects;
- involvement with and subscription to relevant professional bodies;
- external studies (Please refer to Study Assistance Policy);
- reading or self-paced learning;
- courses inside and/or outside of WK;
- online courses available on WKAP's Learning Management System.

### 3.3. Assessing Development Needs

A training needs analysis is the process of reviewing job performance standards and identifying whether the individual has skills, expertise or competency needed to perform their role to the required standard. If there are any appropriate development needs, training and/or development activities are identified and implemented.

- Each individual is responsible for the identification of their current development needs and career plans in collaboration with their manager.
- The manager, in conjunction with HR is responsible for assessing the training and development needs of their employees by guiding and coaching them in determining appropriate training or development activities including timelines for these activities.

### 3.4. Tools used to identify development needs

#### 3.4.1. Performance Management Process

- On an bi-annual basis, employees meet with their manager to discuss Learning and Development needs for the year ahead. Once agreed, employees will enter agreed Learning and Development activities on individual Performance Management Plans.
- It is both the employees' and managers' responsibility to ensure that this development plan is carried out.

#### 3.4.2. Ad-hoc/Non-Standard Development Needs

- Should employees identify other development needs outside those detailed in their Learning and Development plan, they are to be discussed with the line manager and then HR as they arise. All Ad-hoc/Non-Standard development require approval from your manager and HR.

#### 3.4.3. Companywide Development Needs

- Wolters Kluwer's leadership, in conjunction with HR may identify company-wide Learning and Development needs where necessary and request participation of relevant and/or all employees eg Compliance Training

### 3.5. Obtaining Approval

- Employee Learning and Development Plan requires functional approval before final sign off, so separate approval is not required
- Where an ad-hoc/non-standard training program is identified, please fill out the Application for Non-Standard Training form and discuss with the relevant Line Manager. The Line manager must notify HR prior to registration for recording purposes on LMS. For further information please refer to the Online Learning & Learning Management System Policy.

### 3.6. Recording Training Details

- All employees should record their attendance for internal training in a WKAP Internal Training Record sign-in sheet.
- All online courses will have completion of courses recorded automatically.

### 3.7. Cancellation Procedure

#### 3.7.1. In-house Programs

- Where participation in an approved training course has been confirmed by the Learning and Performance Manager, subsequent cancellations of participants will result in the following charges:
  - More than 3 weeks' notice to advise that the participant will not be attending - No penalty;
  - 3 weeks' notice or less from the start date of a program will result in 100% of the course costs being charged to the individual's cost centre unless an appropriate substitute can be found by the candidate or their manager.

#### 3.7.2. External Programs

- Cancellation policies for public programs such as IT basic courses, etc. will be as advised by the provider at the time of booking.
- Please contact the Learning and Performance Manager as soon as possible to transfer or cancel enrolment on a public course.

## 4. References

- Learning Management System
- Non-Standard Training Application Form
- Online Learning & Learning Management System Policy
- Performance Management Plan
- Study Assistance Policy
- WKAP Internal Training Record Sign-in Sheet

## 5. Revisions

| Date of Last Review: | Revision Description   |
|----------------------|--|
| 30 January 2012      | <ul style="list-style-type: none"><li>• Policy name change - previously L&amp;D Responsibilities</li></ul> |