



Policy number	2018-005
Policy name	Training and development policy
Applicability	All MKS PAMP SA staff
Contact person	HR / pcalmes
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Related policies	staff regulations

1. Overview and principles

MKS PAMP emphasizes that employee development and training are crucial components of the company's strategic vision to enable individuals to excel in their roles.

This commitment ensures that the organization meets its goals effectively. The company is dedicated to fostering a culture of ongoing growth, providing support for employees to adapt to evolving needs and priorities of both MKS PAMP and its stakeholders. Consequently, the evaluation of learning and development requirements will be a continuous process.

Employees are encouraged to actively participate in identifying their own training needs, choosing suitable learning approaches, and evaluating the success and impact of their educational experiences.

2. Learning

2.1 Induction

An induction programme helps new staff to familiarise themselves with the company, get to know others and to become more quickly at ease in a new work environment. All new staff will take part in an induction programme including an introduction to MKS PAMP's Policies and Procedures for staff, our mission, goals and objectives, equal opportunities policy, management structure, working practices and procedures.

After their initial induction, staff will receive additional mentoring regarding the company. Coaching in on-the-job work processes and tasks and for inducting new staff into the company will be the responsibility of the appropriate line manager or supervisor and / or colleagues.

2.2 Other learning activities

Other options for learning and development may include:

- On the job learning / learning from others in the company,
- Internal workshops / learning for groups or teams,
- Self-paced learning / open learning books, online courses, MOOCS, videos, readings,



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- Courses run by external providers,
- Visits to MKS PAMP Group offices abroad and to other companies,
- Attendance to conferences, workshops, seminars, etc.,
- Mentoring,
- Any other learning system, method, environment, situation which is conducive to development.

3. Responsibilities

3.1 Identifying and assessing development needs

Development should be an ongoing process for all staff members.

Individual learning needs will be identified with the line manager during regular discussions and at least during the yearly performance appraisal process.

Collective learning needs may be identified within staff groups or teams and discussed with the appropriate line manager. Each line manager has the lead responsibility for the development of their staff, for assessing their learning and development needs and identifying suitable learning methods.

MKS PAMP's Executive management will ensure that the learning needs of the management team are reviewed annually.

Details of each learning activity will be received on a form that will include:

- a description of the learning activity and the relationship with the function of the jobholder or the strategic objectives of MKS PAMP;
- agreed objectives;
- method of learning;
- resources needed;
- conditions provided by MKS PAMP;
- evaluation of outcomes.

The staff member will complete the learning form with their Line manager who will also be responsible for ensuring that the learning is monitored and that the outcomes and effectiveness of the learning are fully discussed and recorded. A copy of the form will be communicated to the HR department for recording and the form kept by the member of staff to provide a clear record of learning for annual review and evaluation. All staff will be encouraged to keep a record of their own learning in the form of a personal development portfolio.

3.2 Evaluation

The HR department has responsibility for ensuring that a clear procedure is in place for recording, monitoring and evaluating learning activities. Line managers will ensure that the information is being communicated properly and that the procedure is followed for each learning activity.

3.3 Monitoring



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Line managers will provide feedback a review progress on their staff learning and development activities to their superior and to the relevant HR professional.

The HR department will have responsibility for analyzing the effectiveness of MKS PAMP staff development programmes, and on an annual basis present a full report to the Executive Management Committee.

4. Annual learning plan and budget

The development of an annual learning plan will be initiated by the Head of HR in consultation with Line managers and the Executive Management Committee. It will include areas of learning development specified in MKS PAMP's Strategic plan and learning needs identified by individuals, teams and staff groups.

The plan will be developed prior to the annual round of budget negotiations so that adequate resources for learning can be built into budgeting submissions. Time off for learning, reimbursement of travel costs and payment of membership fees will be at the discretion of the Executive Management Committee.

A final programme of learning will be agreed at the beginning of the financial year, when funding has been secured and learning budgets can be realistically assessed. The programme may be amended or added to during the year, to take account of new priorities, or in response to newly identified learning needs.

5. Procedure

5.1 MKS PAMP's validation

All learning requests will be considered. However, the availability of learning resources will depend on factors such as budgetary constraints, work commitments and learning priorities necessary to fulfil the company's objectives.

A further consideration will be the extent to which skills acquired through learning can be applied within the company, within a reasonable time period. Individual staff members may be interested in obtaining accreditation or recognized qualifications. MKS PAMP welcomes such requests, where the learning has a demonstrable relevance to its objectives, and in co-operation with the staff member will seek to provide appropriate support and assistance.

The HR department is available at all times for advice, assistance and support to staff and managers, and can provide reference materials of learning resources and opportunities.

5.2 MKS PAMP's contribution

MKS PAMP's support can take the form of time off for learning, reimbursement of travel costs and/or payment of tuition fees. Such support will be addressed on a case-by-case approach, based on the return on investment for MKS PAMP and the available budget.

The line manager is responsible for defining the type of support. This will be formalized in an agreement issued by the HR department.



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Where MKS PAMP contributes more than CHF 3000.- in cash towards enabling an employee's development (except for learning activities at the request of MKS PAMP), and if no other arrangement is made between the parties, reimbursement of costs by the employee will be required in the following situations:

- 100% of fees would be reimbursed to MKS PAMP if the employee left during the period of study or did not complete the study programme,
- 50% of fees would be reimbursed to MKS PAMP if the employee left within a period of 12 months following completion of the period of study,

In such cases, money owed to MKS PAMP can be deducted from the employee's salary payment.

6. Related Guidelines and Forms

N/a