



Training Policy

1 INTRODUCTION

1.1 POLICY GOAL.

To document commonalities of the EDUCA training model in order to guarantee its effective, and prompt development, that goes in agreement with the companies' culture.

1.2 SCOPE:

It begins with the design of the EDUCA training model and it ends with the assessment of the training's efficiency, according with its objectives.

1.3 ACCOUNTABLE OF CONTROL AND APPROVAL:

Argos Group and its affiliates (GA Synergy Group and Human Resources Manager).

1.4 VERSION AND UPDATE:

This policy must be analyzed at least once a year by the accountable person in charge of its administration and control.

Version No.	Date	Version / Changes Description
1	January 2018	First Version

1.6 REVIEWS AND APPROVALS:

Review	Review date:

Approval	Approval date:

2 Definitions

2.1 What is regarded as Training for Argos Group and its affiliates

Training defines every event the staff takes part on, which generates knowledge gaining to them, thus encouraging useful working skills development.

Activities on Wellbeing, volunteerism or charitable work, networking and meetings are not deemed as training.

The training model objective is to promote staff's comprehensive development through the gathering and sharing of knowledge for the mobilization of technical and human skills, enabling strategy leverage for Argos Group and its affiliates, and their good performance.

2.2 Training model elements

Training Model



Model explanation

2.2.1 Training School: Subject area gathering the Companies' strategic knowledge.

2.2.2 Knowledge fields: Areas enabling to lead training process, according to business needs and realities, in a more efficient, structured and organized manner.

2.2.3 Training Program: A training process articulating a specific subject matter consisting on a series of courses that may fit different knowledge areas.

2.2.4 Courses: Minimum learning unit that may consist on modules linked by one same topic. Each course must have a featuring data sheet.

2.2.5 Learning path: A logic learning sequence involving courses from one or more training schools.

3. Roles and responsibilities

3.1 Academic Council:

Those tasked with handling the Organization's knowledge, hence, making decisions regarding their leading school's knowledge areas, training programs, courses, and learning paths.

Each training school in our Model has an Academic Council, consisting of directors/ managers/ expert leaders in the School's topics, with sufficient decision power on business areas, and a human resources representative from each local organization to apply the school work into each company's business reality and strategy. They make decisions regarding Schools' priorities, sharing local training initiatives, and approving the work of local support teams and experts.

3.2 Talent synergy Board:

Consisting of Human Resource / Talent Managers from Argos Group and its affiliates. It provides strategic leading for the Model and introduces training indicator goals tailored to each company. It looks out to keep, update, and revitalize the Training Model, guiding the prioritization of schools' work, as well as the development of transversal programs and courses. Makes strategic decisions regarding training process by proposals brought out to the Training Committee Leaders.

3.3 Training Committee leaders:

In charge of updating the Training Model, reviewing trends and releases for Success Factors, identifying synergies, defining the model's

positioning practices. It comprises staff members appointed by each Human Resource / Talent manager from Argos Group, its affiliates, and CSC as Training Leaders, as well as transversal school and business leaders.

Training leaders are members of the staff with knowledge and experience on subject matters from the representing Schools. Is in charge to summon meeting counselors, defining and moderating discussion topics, and coordinating work among teams for the design, construction, and launching of training solutions. Is, furthermore, architect of School's contents, being in charge of designing and/or approving the creation of courses within the Learning Management System (LMS). Regarding Business Training Schools there must be a requirement for a business diving process.

For transversal schools, the person in charge of this role will carry out diving courses for Argos Corporate Group companies, courses for business culture, and those relevant to work development linked to the training school of their leading.

Other responsibilities of the School Leader:

To promptly validate which of the courses requested by training supervisors are approved to be created in SSFF.

To quarterly lead the Academic Council meetings, following established methodology, serving as an expert to Training Model in program designing.

3.4 Support Team:

It is a group of staff members who directly rely on advisors, being the direct contact point of Training Leaders to establish relationships with the experts. They are usually specialists in most of schools' knowledge areas. They lead the experts' work and report the Council about their improvement. They may substitute the advisor as spokesperson but have no right to vote.

3.5 Experts:

It defines specialists in one or more school knowledge areas, with training experience whose task demands leverage training.

They review and approve training programs' topics and contents introduced by other region or company.

They issue training programs for the school and take active part of expert communities created around the School.

4. Identification of training needs

4.1 On transversal schools:

Training needs of every company are reviewed at the Training Leaders' Committee, and possible synergies are also identified. The CSC, commanded by transversal school leaders, is in charge of leading the needed spaces to make such transversal design on applying topics, or for companies to adhere to preexisting contents.

Every last quarter of the ongoing year, all training leaders submit to CSC training needs encountered in their company for the following year.

Additionally, the companies may identify new training needs during the year, which will be further informed to CSC by Data Sheet. CSC will check if there are similar courses created that may be used, other on-going initiatives within other affiliates they may adhere to, or will otherwise create the new course. These training needs will be inputs for the following year's training synergy planning.

This process also applies for Odinsa's business school and Argos Group, which will be supplied from the CSC.

4.2 In Business Schools:

Each company is responsible to perform their training need planning for business schools. At the Training Leaders' Committee courses are reviewed, which although being technical may be of transversal interest. In such cases, the course school leader is responsible to lead the needed spaces to create a transversal design on applicable topics, or for companies to adhere to pre-existing contents.

Those in charge of each company's training are the only ones enabled to send Data Sheets to CSC for training courses design.

Key identified talent for critical position substitution, will carry out an identification of training needs process, training prioritization, and implementation, coordinated by Argos Group with the support of talent areas from each company, and the validation of Human Resources' vice-presidents and the business chairman.

4.3 Basic data about training need:

Every course must have a filled out data sheet, in order to be created in Success Factors.

**See Data Sheet attached*

5. Learning, Evaluation, and Submission Method Objectives

The Data Sheet must specify training objectives, as well as its impacts in terms of:

- Staff member's knowledge
- Staff member's performance
- Business outcome

Every course must have a defined evaluation criteria linked to the very course's efficiency measurement, which can be among others:

- On-line Course test: The test is embedded in the course, and it is developed by the provider within the SCORM package. It scores a quantitative grade.
- On-line Success Factor test: It may be in the form of a survey or check list created within SuccessFactors by the training programmer or the LMS administrator. It scores a quantitative grade.
- Virtual navigation only: The user approves the course only by navigation alone. There is no test involved.
- In-Person test: Written test submitted in person, which only scores a Success Factors' grade. It scores quantitative grade.
- In-person test, Online Success factors: It may be a survey or check list created within SuccessFactors by the training programmer or the LMS administrator. It scores a quantitative grade.
- In-person Only: The user approves the course only by attending. There is no test involved. It scores no quantitative grade, only course approval.
- Tests' scores ranges go from 0 to 100 and course approval is a minimum of 80% right answers.

For all training activity hired with third parties, particularly designed for Argos Group and its affiliates, it is requested for the provider to submit a course design and material, to issue an attendees' assessment according to the result level established on the data sheet, and submit a final report.

Every course will have a voluntary satisfaction survey in SuccessFactors

Along with the course's owner and the responsible human resource team, the modality that enables the teaching-learning process must be explored, regarded on the analysis of the following criteria, in which the "on-line" option is a good option:

- Population geographically dispersed to be covered.
- Population of more than 50 people to be covered.
- Cut-off time required to perform training.
- Knowledge does not lose effect in a short term.
- Re-training frequency.
- Mixed modality is the combination between "In-person" and "On-line".

6. Cost of training program

The local organization is responsible to report CSC about the Cost Center to be charged with the investment of a particular course. Training related direct and indirect costs are considered.

The budget regarded for the course's design and implementation is specified on its data sheet.

The training program cost consists on all related expenses to carry out the course, including logistics, class rooms, snacks, and study material.

At first, course costs of in-person transversal training will be appointed based on the number of attendees by company. For on-line transversal training courses the cost will be divided by equal parts among the number of attending companies. For technical training courses (business schools), either on-line or in-person, the cost will be covered by the company requesting the course. In case of visual image modification of existing course, the cost will be assumed by the requesting company.

Budget availability for cost allocation of contents virtualization or attendance to in-person transversal training relies on each business' financial reality. These cases will be checked at the synergy or talent board, but in the event of a business being unable to contribute, it will be mandated to partake in the content design within forecasted course

design time for its further use or attendance.

7. Course design

For the course design, CSC will follow the Operation standard document: "Program designs or training courses".

The EDUCA training model will be used for transversal course designs, and for technical course design the manual to use will be of each company's brand.

The final course design is validated by course's applicant to continue its production or implementation.

For course marketing the established communication channels are used for each company and its objectives, date, time, and location must always be stressed out.

Marketing pieces are designed along the with the local organization's communication area and HR strategic partner, regarding the language needs of the local organization.

8. Training Providers

In the facilitators selection, internal facilitator selection is preferred when business conditions and logistics are provided. Each business will determine the use of internal or external facilitators.

The local organization suggests considerable providers and reports back to CSC upon providers' performance used as a contribution for the process' improvement. Nonetheless, SUMMA as comprehensive service center, enhances options with new providers, according to training needs identified and the market offer.

9. Training course's attendance

The establishment of a scheduled offer for transversal school courses of all companies, and Argos Group and affiliates' businesses is a CSC responsibility based on the data sheet information.

The data sheet specifies:

- If the course can be published on the Success case course catalog in which the course will be open for any staff member to be appointed to.
- The person in charge of approving the course's appointing in case of demanding an approval flowchart.
- The course's target audience for the administrators to appoint it in the tool.

All in-person training courses require an approval flowchart.

CSC will report when at least 70% of course's target audience had accepted, to check along with the human resources area requesting its conducting if it is to be implemented or if it must be re-scheduled.

CSC is responsible for training programs and transversal schools' logistics of all companies and Argos Group and affiliates' businesses.

CSC will generate the following reports monthly and as required, to delivered to excellence centers and strategic business partners:

- Learning history.
- Score summary.
- Subject data.
- Users' learning needs.

The person responsible for the course in the local organization will upload its attendance in SuccessFactors.

10. External training activity record

When returning from an external training activity, the attendee must submit the following documents to CSC:

- A copy of Attendance Certificate or a signed record of attendance.
- A list of support documents received at the training event, containing the area and location for the further enquiry of other people interested in the subject (if it applies). If they are not available, the external training attendee will provide certification of attended event, dates, and attended hours.