



# **ROVI GROUP TRAINING AND DEVELOPMENT POLICY**

**July 2024**



# INTRODUCTION

## OBJETIVE

The objective of this Policy is to describe and establish the steps to be followed by the Human Resources Management, together with the Management of the other Areas and Departments, in the process of identifying needs and planning training actions, as well as to describe and establish the necessary actions for the correct implementation, development, organization and delivery of training courses. In addition, the different levels and methods of evaluation and control of training and the aspects to be evaluated before, during and after the training process are defined..

## SCOPE OF APPLICATION

The procedures described in this document apply to the following ROVI Group groups:

- In general, to the Human Resources Department, as well as to the rest of the Departments and General Management of ROVI Group
- To the Human Resources Management, with regard to the global training established in the annual Training Plan.
- To the Directors and Managements, for the monographic training sessions (conferences, seminars, talks, etc.) requested from time to time throughout the year.
- To the Human Resources Management and those responsible for the rest of the Business Divisions and Departments, in relation to the evaluation processes of the training actions.

## REFERENCES

- **Annual Training Plan:** This is the document that summarizes, on an annual basis, the training needs detected at an organizational and personal level. It reflects the training actions to be developed to cover the needs linked to the ROVI Group's strategy, the operational needs and the needs of specific people and/or positions. It also reflects the groups/people affected by each training activity, the people in charge of carrying them out (internal/external suppliers), cost and hours invested both by the person responsible for carrying out the action and by the participants.



## PROCEDURE

The following table shows the general procedure included in this document:

1. IDENTIFICATION OF TRAINING NEEDS	2. TRAINING PLANNING FROM HR MANAGEMENT	3. ELABORATION OF THE ANNUAL TRAINING PLAN
<p><b>Responsible parties:</b> Managers/Department Management together with HR</p> <ul style="list-style-type: none"> <li>• Each department collects and communicates the main training needs of the personnel that make up the team and communicates this to HR.</li> <li>• From HR, the Company's transversal needs are agglutinated through the following sources:</li> </ul> <p>A. Training Request Form.            B. Requests from the Management of each Department/Area.            C. Individual Development Plan.</p>	<p><b>Responsible parties:</b> HR together with Direction Departments</p> <p>Once all possible training needs have been identified, we will proceed to:</p> <ul style="list-style-type: none"> <li>✓Establish priorities based on budget and business needs.</li> <li>✓Determine content and duration.</li> <li>✓Establish the methodology</li> <li>✓Decide on the most appropriate training sources.</li> </ul>	<p><b>Responsible parties:</b> HR together with Direction Departments</p> <p>The Annual Training Plan should contain:</p> <ul style="list-style-type: none"> <li>✓Objectives and strategic actions.</li> <li>✓Type of training.</li> <li>✓Collective.</li> <li>✓Duration and modality.</li> <li>✓Estimated number of participants.</li> <li>✓Editions and teaching hours.</li> <li>✓Planned calendar.</li> <li>✓Cost.</li> </ul>



4. MEETING FOR TRAINING ACTIONS	5. MANAGEMENT OF EXTERNAL TRAINING	6. TRAINING EVALUATION
<p>Participants will receive a written invitation at least two weeks prior to the start of the course. If the participant is unable to attend, he/she must notify HR at least one week in advance so that Human Resources can make the corresponding arrangements.</p>	<p><b>Organized from Human Resources and integrated in the Annual Training Plan or Individual Development Plan.</b>            ✓HR will be in charge of the management, registration and payment of the course.</p> <p><b>Organized,</b> responding to individual and specific needs, from the Departments:            ✓The participant requests approval from his/her direct responsible, Dept. Management and Human Resources Management.</p>	<p>3 levels of evaluation are established:            ✓Management analysis: metrics.            ✓Participant's opinion.            ✓Evaluation of learning and knowledge acquisition.</p>

**IDENTIFICATION OF TRAINING NEEDS**

In the fourth quarter of the year, the strategic objectives for the following year's Training Plan will be established. HR will determine jointly with the Department and Area Managers the major actions for personnel development in the following year, and HR will collect all the training needs that affect transversally all the other areas of the organization.

Likewise, each Department will be able to access a Training Catalog through a form, elaborated by the HR Department, which is intended to be a guide to facilitate the request of possible solutions to training needs.

HR will bring together all the company's training needs that involve cross-cutting needs that affect groups or groups of employees from different departments, but with similar areas of development. The sources for this information are the following:

- **Training request form:** it gathers the information of the specific training action that the direct manager proposes for an employee or his/her team, through the detection of needs, proposing that action that is considered that could help in the development of his/her collaborator/s and is specified in a timely manner in the model that the HR department makes available to the managers.
- **Training Plan Survey:** the HR department prepares and sends a survey to department/area managers in order to detect and analyze the main training



needs identified in general in their teams. The answers to this survey will lead to the preparation of the Annual Training Plan for the current year and will allow to group together the training courses that can be offered in a transversal way.

- **Individual Development Plan:** the talent development and retention program includes a three-year action plan with training for the person who participates in it. These trainings are planned jointly between the person participating in the plan, his/her manager and HR. The trainings or courses can be individual, transversal or even rotations in other departments. These plans have a specific budget for this purpose.

HR puts training at the service of the Company's global objectives, coordinating the planning and integration of all training actions, which apply transversally to people from different Departments/Areas, and which will be reflected in the Plan

### **PLANNING OF THE TRAINING BY HUMAN RESOURCES**

In order to convert the strategic objectives of the organization into pedagogical and operational objectives, which have a direct impact on the performance of employees and the achievement of business objectives, Human Resources, once all training needs have been analyzed, will present the key aspects of training:

- Define the contents and duration appropriate to the established objectives.
- Will set a minimum number of teaching hours required.
- Establish the training methodology and the means considered most suitable to achieve the proposed objectives. Among them are:
  - On-the-job training.
  - Self-training (video, computer-assisted instruction, press, recommended reading, etc.).
  - Face-to-face courses, conferences, seminars and virtual training.
  - Simulations/ Workshops.
  - Monitored internships.
  - Combined training actions.
  - Coaching.

The methodology to be followed will be determined according to the knowledge, skills and attitudes of the participants. It is essential to take into account that:

- No method is suitable for all objectives and circumstances.
- Value and effectiveness depend on how it is applied and the adequacy of the instruments.
- It is very productive to use different methodologies appropriately combined.

Determine and select the most appropriate training sources:

- Internal courses, developed locally or internationally, delivered/managed by HR, by occasional in-house trainers, or by external consultants.



- Internal courses, developed (content, structure and methodology) by external consultants, and delivered by the consultant himself or by internal trainers.
- External courses/conferences/seminars that, due to their monographic and technical content, are outsourced, subscribing the participation prior to the date of the event.

### **PREPARATION OF THE ANNUAL TRAINING PLAN**

Once the training needs have been analyzed, and the training actions deemed appropriate to cover them have been planned and budgeted, all the information will be compiled in the Annual Training Plan.

The Plan will include the main qualitative objectives for the year, and will be structured by basic areas of knowledge.

In case of coincidence, the training actions of any area will be grouped together, in order to optimize resources and promote teamwork.

The Annual Plan basically consists of the following sections for each of the areas of knowledge:

- Objectives and actions.
- Type of course/ name and program in which it is included.
- Target group.
- Duration and modality (external, internal, self-training, on-line training).
- Estimated number of participants.
- Number of editions and teaching hours.
- Estimated timetable.
- Cost.

### **CALL FOR TRAINING ACTIONS**

The call for participation in training activities shall be made in writing. They shall be sent to the participants at least three weeks before the date of delivery for classroom training, and two weeks before (depending on availability) for distance and online training.

The attendee/participant will be informed of the following:

- Title of the course and name of the instructor/provider.
- Objectives, contents and methodology applied.
- Location and dates of the course.
- Duration and schedules.

In case of not being able to attend on the date and place convened, the participant must notify HR at least five days in advance for classroom training and three days for online training before the start date of the course

### **MANAGEMENT OF COURSES ORGANIZED BY EXTERNAL PROVIDERS**



HR makes the necessary arrangements with external consultants and teaching entities to cover the training areas identified and planned in the Annual Training Plan.

In order to carry out a training action of these characteristics:

- HR holds an initial contact meeting with the consultants who can potentially develop internal training actions. The specific needs are presented to the consultant and data is obtained regarding the consulting entity (fees, experience of the trainers, results, scope, quality of the courses, etc.).
- The supplier sends a written proposal for collaboration which must contain:
  - Description of the training area.
  - Global objectives of the training actions.
  - Methodological approach.
  - Documentation and didactic material.
  - Program design and delivery.
  - Duration and number of hours required.
  - Evaluation and follow-up.
  - Budget.

HR, after analyzing the proposals, proposes the one it considers most suitable on a "quality-cost-benefit" basis.

Once the proposal is accepted, the specific pedagogical and operational objectives are defined with the consultant or external training entity and a provisional calendar is established, maintaining close coordination of all actions. In this phase, the person responsible for the area or requesting the training can also be involved.

The Training Department will work on having a portfolio of classroom or online training courses already designed, which will be offered to different groups or to the global group, according to the contents and objectives of the training, so that whoever wishes to participate can voluntarily enroll in these courses. (This objective will be worked on for the year 2024-2025. With a deadline of December 2025)

### **MANAGEMENT OF EXTERNAL RESOURCES NOT INCLUDED IN THE TRAINING PLAN**

When due to the specific needs of each department or area, the participation of any of its members in specific training or open monographic sessions such as, for example, conferences, seminars, etc. (organized by entities external to the ROVI Group, for which it is necessary to register in advance in order to participate) is required, said area must request it, following these steps:

- The participant himself/herself or his/her manager will select the course and provider.
- Once chosen, approval must be requested by signing the Training Request form provided by the HR department.



- Once approved by HR Management, the enrollment process will proceed.

These types of requests may arise throughout the year depending on the specific needs at any given time and will be subject to the budget.

## **EVALUATION AND CONTROL OF TRAINING**

Evaluation is a process of improvement of the training task that allows us to obtain and provide useful information to improve it and increase its results.

The final objective of the evaluation is, therefore, to verify and improve the effectiveness of the training program, and its impact on the organization, thus ensuring the profitability of the investment.

We establish 3 levels of evaluation:

### **1. Management evaluation:**

HR will evaluate the following areas and prepare an annual report whose content will assess:

- Objectives achieved.
- Temporal compliance with the Training Plan.
- Budget compliance.

Deviations will be analyzed annually, and corrective actions will be established.

### **2. Evaluation of the course by the participant:**

This level measures participant satisfaction by means of a final course questionnaire, which will assess:

- Duration and contents.
- Thematic development.
- Didactic material.
- Physical and environmental surroundings.
- Technical preparation, pedagogical qualities and rhythm of expression of the instructor.
- Degree of suitability of the course to the job position.
- Transferability of learning to the job.
- Organization (convocations, time, etc.).

### **3. Evaluation of learning and knowledge acquisition:**

This third level measures the skills and knowledge of the participants, acquired during the training process and as a result of having attended/participated in a training program or action.

For this purpose, Human Resources will follow up, once the participation in the training actions is finished, by sending satisfaction and evaluation questionnaires to collect information related to the learning acquired, the general assessment of the training and the evaluation of the instructor.



## **FUNDAE**

FUNDAE is the State Foundation for Employment Training which, through the management of public funds, helps companies train their employees while facilitating their free access to training opportunities. ROVI Group has an annual credit to train its employees. This financial aid is made effective through rebates on social security contributions.

To facilitate the management of the subsidy through FUNDAE, the Human Resources department has the collaboration of a management company specialized in subsidized training for companies that offers advice for the validation of the training actions, makes the registration in FUNDAE of the training actions through the application of FUNDAE subsidized company, prepares the necessary documentation for the signature of the participants and the company and verifies and closes the training group in the application.

To guarantee the correct management of the training and the communication to FUNDAE, it is important to respect the notice period of twenty days in advance so that the Human Resources department has enough time to carry out the whole process required to participate in a training action.



## **ENTRY INTO FORCE**

This policy has been approved by the Human Resources Director, dated July 16, 2024 and will come into effect as soon as it is communicated to the staff.



# APPENDIX

## APPENDIX I. Course Satisfaction Survey

### Course Satisfaction Survey

\* Obligatorio

#### General Course Information

1. Course Name \*

  

2. Date \*

  

3. Trainer / Training Company \*

  

**Siguiente**

\* Obligatorio

#### Your opinion is important

The purpose of this questionnaire is to find out the degree of satisfaction of those attending the course. It is completely confidential. The data we collect will be used to improve the quality of the training.

4. Overall rating \*

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
The objectives of the course were achieved	<input type="radio"/>				
I consider the content of the course is up to date and appropriate to the program.	<input type="radio"/>				
I have broadened my knowledge and/or acquired techniques or methods useful for my work.	<input type="radio"/>				

5. Logistics. Course organisation: \*

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
The relationship between the duration and content of the course has been adequate.	<input type="radio"/>				
The organisation of the course has been effective (meeting invites, rooms, materials, etc).	<input type="radio"/>				
The training room was adequate and the facilities were satisfactory.	<input type="radio"/>				



6. Trainer: \*

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
The topics were well-presented, well-paced and clear, making them easy to assimilate.	<input type="radio"/>				
The instructor has a high level of knowledge of the subject matter.	<input type="radio"/>				
The instructor facilitated participation, answered questions and clarified doubts that arose.	<input type="radio"/>				

7. Teaching aids and materials: \*

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
The didactic resources and methods were adequate and effective (exercises, slides, etc.).	<input type="radio"/>				
The printed course material (manuals, documentation, etc.) was both sufficient and appropriate.	<input type="radio"/>				
Practical exercises to connect theory with reality were adequate.	<input type="radio"/>				

8. Overall, on a scale of 1 to 10, how would you rate the course? \*

1	2	3	4	5	6	7	8	9	10
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10. Comments and suggestions

Escriba su respuesta

Atrás

Enviar