

# Training and Equal Opportunities Annual Report

March 2012

## 1. Introduction

This report summarises our key activities during 2011 to promote training and equal opportunities across Arqiva.

The sub-headings follow the structure previously established by the Broadcast Equality and Training Regulator (BETR) to ensure consistency of reporting year on year.

## 2. Learning and Development

### 2.1 Learning and Development Planning driven by organisational objectives

Priorities for development needs are identified through our performance review cycle, business and operational reviews conducted by management teams, customer feedback, products and services and the results of our annual employee survey output.

Our performance review process identifies learning needs for individuals and teams required to achieve their performance objectives, whilst management business reviews identify areas in which training support is required to meet existing or future performance standards.

In 2011 we committed to a new apprentice programme which commenced in January 2012 and demonstrates our commitment to on going skills development to meet the future needs of our customers.

In addition, we have invested significant effort in developing clearer development paths to help employees identify how they can grow their capability and career potential. This is a direct response to employee feedback from our annual survey.

We also commenced the implementation of a company wide management development programme aimed at ensuring consistent practice across the business.

### 2.2 Ensuring new staff are equipped to contribute

New starters are issued with a Welcome Pack prior to starting their role, which provides them with a range of important information to help them during their first weeks with us. We also deliver a monthly induction event at our Winchester office which provides understanding about our business and how we operate. This event includes a 'Past, Present and Future' presentation from a member of our Management Board.

We recognise however, that most induction is delivered on job and as a result managers and new starters are automatically issued with an Induction Checklist

to help guide them through the essential processes and practices which need to be covered to support a new starter during their first 3 months.

### **2.3 Maintaining appropriate individual performance review process**

We have a well established Performance Review process. Performance and Development objectives are agreed at the start of the year and we hold a Half Year and End of Year performance review to assess performance achievements. Employees are required to assess their own performance regularly and to record this assessment prior to any performance meeting with their manager. Performance and Development records are retained in our HR System. Following the annual performance review period, we conduct a survey to capture manager and employee feedback and we continually evolve our Performance Review process and system in line with the feedback received.

### **2.4 Meeting training needs through on-job training and development**

On the job training is regularly provided around our business and is in many cases the best way for individuals to learn. Induction of new starters includes a significant amount of on job training with an experienced colleague, whilst in our engineering and operational areas, on job training is a key part of developing skills around our customers systems and networks.

In 2011 we implemented an Active Manager programme to all our managers. This programme is ILM approved and includes work based assignments to help managers transfer learning to the work environment. We also launched a modular programme in Project Management, which again combines class training with work based assignments.

We have also introduced mentoring in some areas of the business, in particular to support our new intake of apprentices.

### **2.5 Meeting training needs through off-job training provision**

During 2011, we provided 3840 off job training places to our employees equating to 5019 training days. In addition, we continued to support employees follow programmes of professional study through direct sponsorship and study leave. Training is provided across a range of categories including engineering and technical, ICT, personal development and management and leadership development.

### **2.6 Communication with staff which supports the creation of a development culture**

All employees have access to core training programmes through our HR System, which enables them to request a place or enrol directly on a course. Information about Learning and Development is also available through our intranet

On line learning is also provided in some subjects with a new course introduced in 2011 to cover the Bribery Act as it came into force. We also commenced development of an online course about our regulatory commitments.

We continued to provide employees with access via our intranet to the Ashridge Virtual Library which provides a wealth of resources to support continuous personal development

## **2.7 Evaluation**

We continue to monitor feedback from all training to help us maintain and improve the learning and development we provide. In addition, we use feedback from our Employee Survey and our Employee Forums to help us understand how training is supporting the business and our online programmes include knowledge assessments to assess learning.

Our Performance Management process also helps us to evaluate the impact learning and development has had in supporting individuals and teams, with managers and employees discussing development needs and reviewing progress of development plans.

### **3. Equal Opportunities**

#### **3.1 Motivate (Policy and Values)**

We have a clear policy on Diversity which is published on our intranet and outlines our commitment to diversity in all areas of recruitment, employment and training. It clearly states how we value an environment based on ability, achievement and inclusiveness, where all employees can develop to their full potential.

In addition, our company values and behavioural competencies encourage employees to treat each other with dignity and respect and these are reviewed as part of our Performance Management process.

We continue to invest in our Leadership Development Programmes during which we stress the need for an environment based on ability, achievement and inclusiveness.

#### **3.2 Act (Practice)**

We ensure that our vacancies are easily accessible by all of our employees through our HR PeopleSoft system and to external applicants through our website. We check that job descriptions do not discriminate or contain any unnecessary criteria and we ensure that our recruitment processes are free from bias and discrimination.

Training and development opportunities are accessible and open to all employees in Arqiva and employees are encouraged to take responsibility for their own development. All those involved in the performance management process are trained to ensure that they understand how to carry out reviews properly and avoid bias or discrimination.

We have a policy and process for requesting flexible working. This is very effective in helping us retain talented employees who need flexibility in their working patterns. Our redundancy process includes reviews to ensure that fair and objective decisions are made which are free from bias or discrimination.

#### **3.3 Evaluate (Monitoring)**

We are continuing to work on the introduction of an on-line recruitment process which will help us to monitor the identity of our job applicants. We use our HR System to monitor the identity groups of the people we currently employ.

We introduced a job families framework during the last year and are now developing a career development framework to complement this and enable us to cross refer job roles and hierarchy in the organisation in the future.

Our annual employee survey has a specific section on Equality, Diversity and Work-Life balance, including a comments section. Each year we carry out a full analysis of the results across the entire company and work with employees to develop an action plan where we have any opportunities for improvement.