TRAINING FLOW FRANCE

In the process of training, following steps can be identified:

1. Analysis of training needs
2. Actual training
3. Evaluation

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1) ANALYSIS OF TRAINING NEEDS

- Training Plan: At the beginning of every year, HR will send out a request to all managers to collect the training needs for the following year. This training plan will be presented to the CE.
  This will a guideline that helps management and HR understand the development needs of employees.
- Individual needs: Throughout the year, you are encouraged to discuss training needs with your manager and identify development actions when needed.

2) ACTUAL TRAINING

- **Group training** (e.g.: Assertiveness, Stress management,…)
  - Based on the training plan or based on the contacts between your HR Business Partner and the employees and the management team in France, HR might provide training for groups.
  - HR will identify the provider & program and will organize the sessions. You will receive an email communication when group training becomes available with the request to register for the session.

- **Individual training**
  If you have an individual training need, whether it be technical skills, soft skills, languages, seminars,… please follow the flow below.
  1. **Identify training provider**
     - Source: please contact various sources (websites, brochures,…) to find the training provider that suits your development need.
     - Preferred partners: a list of preferred partners is available on HR Sharepoint France.
     - Folders: Folders and programs by training providers are available at the former office of Martine Safon.

  2. **Request training**
     - DIF: Fill out the "*DIF Request Form*" completely, get the necessary approvals (Manager + Sophie Baquie for hours of DIF) & send to HR for approval.
       You will receive confirmation within 1 month.
     - All other training: Fill out the "*Training Request Form*" completely, get the necessary approvals (manager + director!) & send to HR for approval.

! This needs to be done for every training you follow, internal or external, regardless of the cost of the training !

It allows
- registration of your training in the yearly overview
- requests of funding

3. Register for training

- *As soon as you have HR approval, you may register for the training*
- Training provider: contact the training provider and subscribe to the training.
- Training contract: once you receive the contract, have it signed by Sophie. Send one copy back to the training provider and keep one copy for the follow-up. This copy will need to be sent to HR.
- PR: All payments need to be made directly by the company by invoice. You need to make a PR number for every training (you may request the help of your local admin) and provide that number to the provider to mention on the invoice. The invoice will be paid by the company. The cost is always paid by your department/ cost center.

4. Follow the training

5. Follow-up

- It's **very important** to send the follow-up material to HR after the training in order for us to be able to request funding:
  1. Signed contract ("Convention")
  2. Program/ content of the training
  3. Attendance sheet
  4. Evaluation form
  5. Copy of the invoice
- If your training is cancelled or changed, make sure you inform us at this point. The Request form that is used is phase 1 will be used to make the training overview.
- No follow-up material = no funding for the training!

3) EVALUATION OF TRAINING

- ✓ Normally you should be asked to evaluate every training by the trainer/ training provider
- ✓ If not, please evaluate the training with the training evaluation form
- ✓ Please debrief with your manager on the learning points of your training!
- ✓ Once a year, development effectiveness is measured using the "Yearly training effectiveness" form