

Training Policy and Roadmap

Principles and guidelines for implementing Training and Skill Development in EDM



Approved by EDM's Board



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1 INTRODUCTION

Electricidade de Moçambique E.P. or shortly EDM, is the public utility in Mozambique mandated on generation, transmission, distribution and commercialization of electricity, in the whole Mozambican territory and in trading with the regional market of Southern African Power Pool (SAPP). EDM has been operating as a nationwide vertically integrated company since 1977, and has not only developed the National Electricity Network (REN) up to 6,000 km of HV lines and 18,000 km of MV lines, but it has also increased the number of households with electricity supplied from the network, from barely 170,000 to more than 1.5 million. Still Residential Access stands at 28% and the goal to achieve Universal Access by 2030 will require the interconnection of further 6.5 million households to the grid.

The recently published EDM's Strategy 2018-2027, identifies three Strategic Objectives for 2030, namely Achieving Universal Access, Transforming Mozambique in a Regional Power Hub, and Achieving Gender Equality. This vision for growth sits on the knowledge that, to achieve it, the company will need to modernize and to develop its infrastructure and processes, by focusing on performance and quality of results, and by fully reforming its work force and organizational setting.

It is not enough to design projects and to mobilize funding for its implementation, which EDM has successfully done. Also critical to the modernization and expansion of EDM's portfolio, is the development of the skill's base in the company. EDM's workforce is mostly old (30% will retire until 2019) and with insufficient skills to operate, maintain and manage modern technology-based systems.

Learning platforms and resources, vocational training, leadership and professional development, are key to ensuring a changing and challenging environment, and that EDM is equipped to meet the new challenges for professionalization and reform. The acquisition of skills and knowledge, and personalised career-path development of staff, are critical, as part of the foundation of a responsive, accountable and innovative utility. In the modern competitive business environment, EDM's employees need to maintain and improve their knowledge and acquire new skills to do their jobs better in order to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success. EDM's Training and skill development Policy highlights the commitment of the company to continue its transformation by strengthening the development of its skills and expertise, ensuring that its clients are served by a skilled, well-trained and professional workforce.

The complex of People and Corporate Services will establish an Academy, to provide training services to the whole company, and to be at the forefront of knowledge dissemination and technology transfer, informed by international quality standards and by best practices in the utility sector. The Academy is where the EDM's corporate identity will take shape and be taught and disseminated.

This Policy applies to all EDM staff and defines the framework, strategic orientation and roadmap for Training and skill development in EDM.

2 GUIDING PRINCIPLES FOR THE ACADEMY

The Academy will operate as a Training Service's provider to the rest of the company, through well designed and competitive Service Agreements and an Annual Training Plan, developed and regularly revised in response to the requirements put forward by the Operational and Corporate functions.

Guiding Principles
<p>The Academy will:</p> <ul style="list-style-type: none"> • Operate as a Training Service's provider to the rest of the company • Develop life-cycle training programs • Establish talent development processes • Harness and develop the scientific and technological capabilities of the workforce • Promote ethics and professionalism in the work culture

In coordination with Human Resources, the Academy will develop life-cycle Training Programs for the entirety of possible professional careers paths in the Company, and will establish a talent development process by which individual capabilities will be nurtured and developed.

The Academy will support the transformation of EDM into a modern, efficient and productive company, and will harness and develop the scientific and technological capabilities of the workforce, needed for creative and innovative quality performance.

The Academy will be an example of how Modern EDM will operate under Values such as professionalism, ethics, transparency, full disclosure, fairness, business sustainability, team building, best management practices, high quality standards and scientific methodologies.

3 PURPOSE FOR THE TRAINING POLICY

The purpose of the Training and skill development Policy is to:

- Define a common approach for the company's training and skill development efforts
- Establish the principles and guidelines for training and skill development of individual staff, and its alignment with EDM's 10-year Strategy and Roadmap

This Policy sets out to provide EDM's managers and employees with the necessary principles and guidelines on training and skill development. The Policy is also designed to ensure the company's business performance and development. Its implementation will also help to build a learning culture within the company and to stimulate, guide and promote the development of EDM as a self-learning, innovative organization.

4 SCOPE FOR TRAINING AND SKILL DEVELOPMENT

This Policy is developed to regulate the three principal areas of abilities, required in the modernization of the company, namely:



Management and Leadership skills will be provided to the company's top management and board, to ensure that best practices and conformity with ethical values are implemented in the institutional reforms. Professional and Specialist skills will be provided to staff engaged in professional and specialised roles, and for intermediate managers and team supervisors, in the pursuit of high quality standards in the business planning and operations. Finally, Vocational skills will be provided to the majority of the workforce, ensuring their ability to perform to the best possible quality standards and in safety. In the Vocational skills are included those required to normalise EDM's corporate image and practices (ethics, HSEQ¹, etc). Underlying the training programs, is the stimulation, absorption and management of knowledge generated in the practice of work by EDM' staff, and its reproduction and dissemination through learning materials and platforms, and in the promotion of technical and scientific enquiry and writing.

The Training and skill development Policy distinguishes between:

- **Mandatory training:** concerns training modules of mandatory nature for EDM' staff as they

relate to essential missions and the guaranteeing of health and safety at work. Induction is part of the company mandatory training, as it's a way to facilitate the integration of new staff into the working environment. Also, Ethics and HSEQ (Health, Safety, Environment & Quality) are part of the mandatory training. Other mandatory modules ensure that new employees have the necessary skills and knowledge to perform their role effectively, and to familiarise them with the detail of the work that they will be performing.

- **Non-mandatory training:** concerns training modules that are optional on the career development of staff. What may be mandatory for a certain function, for example "Graphic design" or "Devices for Energy Saving", may be non-mandatory for another. Non-mandatory training ranks second after mandatory training.
- **On-the-job training:** concerns opportunities for formal and informal internships for EDM staff, as well as the practice of mentorship and hands-on learning, and the regulation of the "buddy" system.
- **Academic training:** EDM's priority is directed to vocational and professional training and assumes that academic training is not supported by the company. However, the company encourages all the staff to pursue relevant academic training. Exceptionally, some form of support can be provided to staff.

To achieve the modernization of the company and success in carrying out its mission, while maintaining the trust of customers, suppliers and partners, as well as obtain quality certification, the Academy will provide alignment of training curricula with internationally recognised best practices, and will ensure that staff is duly certified to perform under special, unsafe or hazardous conditions.

5 TARGET BENEFICIARIES OF TRAINING AND SKILL DEVELOPMENT

This Policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary or short-term contracts, might attend trainings at their manager's discretion. This Policy doesn't cover supplementary employees like contractors or consultants. Implementation of this Policy will pay due regard to EDM's commitment to ensure equality of opportunity, as set out in relevant company policies.

¹ Health, Safety, Environment and Quality

6 STRATEGIC OBJECTIVES FOR TRAINING AND SKILL DEVELOPMENT

The success of EDM's transformation plan relies on EDM's employees who have always contributed to the company's success and the achievement of its essential mission, of development of the country. The renewal of skills is key in the company's strategy and must allow EDM to face new challenges and achieve the new goals, in a changing and challenging environment.

Training & Skill Development in EDM
<p>EDM will develop by seven strategic pillars:</p> <ul style="list-style-type: none"> • Reinforcing & Adapting Technical Expertise • Career Development for Mobility & Employability • Health & Safety Culture • Ethics & Responsibility Culture • Digitalization & Innovation • Gender Equality & Diversity Culture • Monitoring & Controls

The Training and skill development Policy is based on 7 strategic pillars, identified as critical in supporting EDM's transformation and to enhance the company's performance, while promoting the employees' development and professional excellence.

6.1 REINFORCE AND ADAPT TECHNICAL EXPERTISE TO SUPPORT THE TRANSFORMATION

EDM is an industrial utility with a core business essentially based on technical abilities and skills. EDM aims to have highly skilled, professional and certified employees, to support the company ambition to become a regional reference and an energy hub, as well as achieving universal access by 2030. Training and skill development will prepare workers to face new business challenges and boost business performance, as well as promote professional competence, technical innovation and a strong knowledge base in the workforce.

6.2 SUPPORT CAREER DEVELOPMENT FOR EMPLOYEES' MOBILITY AND EMPLOYABILITY

EDM believes that training will increase the employees' geographical and functional mobility and their competitiveness in the labour market. In a changing environment, EDM believes that flexibility, adaptability, communication and language skills, and agility of thought and problem solving, are fundamental elements to accompany the transformation of the company and of the workforce. Quality Standards certification will be pursued, where appropriate.

6.3 DEVELOP A HEALTH AND SAFETY CULTURE

EDM is committed to insuring the health and safety of its employees and customers. Universal access by 2030

will widen the electrical network and the number of electricity delivery points, in public spaces and in homes, thus making it imperative the improvement of health and safety culture of EDM employees and consumers. The company commitment is to become a regional reference in health and safety and to achieve ISO 45,000 certification. As a responsible employer EDM, has to improve the risk awareness, to put in place prevention measures and to prevent work accidents, areas for which training will have a strong role to play.

6.4 DEVELOP AN ETHICS, INTEGRITY AND RESPONSIBILITY CULTURE

Integrity, transparency and equal opportunities are key values of EDM and contribute to the better work environment and the promotion of gender equality. Integrity and ethics are universal values that contribute to reinforce EDM's corporate image in the region and strengthen the relationships with its customers and partners. EDM is strongly committed to train and inform all employees on ethics, integrity, responsibility and fairness.

6.5 SUPPORT THE TRANSFORMATION INTO A DIGITAL COMPANY AND BOOST INNOVATION PRACTISES

The energy sector is evolving fast and adopting digital platforms for leaner and transparent processes. The scope of new technologies in businesses, such as smart grids, data systems and the Internet of Things is vast, and EDM employees have to be at the forefront of new technologies and practises, to support the company's transformation into a smart utility and to satisfy the consumers' increased appetite for digital solutions.

6.6 PROMOTE A GENDER EQUALITY CULTURE

EDM has a strong belief in inclusion and diversity, which is stated as such in the company core values. EDM is committed to promoting gender equality at every level of the company, as part of its strategic plan. Gender equality is a source of motivation for the staff and innovation for the company, as well as a performance booster. Gender equality is a key principle for EDM, in that it contributes to reinforce a culture of fairness and equality, and will nurture a privileged standing among EDM's partners and customers.

6.7 EVALUATE AND MONITOR THE EFFICIENCY OF THE TRAINING AND SKILL DEVELOPMENT POLICY

Training has to be managed as an investment and thus has to be assessed in terms of efficiency and returns on investment, measured by its effectiveness in improving business productivity and corporate performance.

7 STAKEHOLDERS' ROLES

The implementation of the Training and Skill Development Policy will engage several stakeholders, from within and outside the company, namely:



7.1 ACADEMY

The Academy has a key role in EDM's Training and Skill Development Policy implementation and follow up. This includes, but is not limited to:

- Coordinate with all Directorates the identification of training needs and priorities, based on the company corporate strategy and objectives.
- Run 3-yearly gap analyses, in coordination with the Human Resources Directorate, to identify areas of Training that should be made available.
- Develop, update and implement annual training plans, in alignment with the company needs.
- Regularly evaluate the quality and effectiveness of training programs and plans.
- Select trainers and course supervisors, in coordination with the Human Resources Directorate and insure their self-development.
- Develop Training modules in-house or contract them from quality-training providers, in response to the annual training plan.
- Develop, enlarge and promote the use of the online learning platform and resources, particularly in areas related with corporate identity and ethics.

- Regulate and monitor the quality of mentorship and buddy system on-the-job training, and certificate where appropriate.
- Develop, publish and disseminate course materials, to relevant trainees and staff members.
- Insure the registration of trainees and the follow up of training sessions, for quality control.
- Elaborate regular reports on training Policy implementation and impacts.

The Academy will provide course certificates and authorizations to work under certain conditions and with specific equipment, where appropriate. The Academy will also monitor and force compliance on regular updates and attendance of mandatory training modules.

7.2 HR FUNCTION

The Human Resources (HR) Function is in charge of employees' management in particular for recruitment, compensation and benefits, workforce planning and talent development. In the field of training, the HR Directorate will closely work in coordination with the Academy in order to monitor and evaluate the training delivered to the employees, in relation with their career development.

7.3 FIRST LINE MANAGERS

First line managers in EDM are General, Regional, Division and Central Directors, as well as Delegates and department managers.

First line managers are responsible for assisting staff members in identifying their training needs and for ensuring reviews of the individual needs of staff on a regular basis and in particular during the annual performance review process. First line managers have an important role in encouraging/facilitating their staff involvement in training and development activities, both as participants or as trainers, and in providing guidance/feedback with regard to the skills and knowledge required for their current role.

First line managers have a responsibility to monitor and evaluate the effectiveness of learning for staff members who have undergone training and development in relation with the Academy. They should also ensure that staff members implement the skills that they have gained through training and ensure that feedback and assessment of the training is shared with the Academy.

7.4 EMPLOYEES & BUSINESS UNITS

EDM believes that the employees are the first responsible of their own development. Thus training is most effective when the individual staff member takes

responsibility for identifying any opportunities of self-development or technical skills and knowledge, which will enhance his/her work performance. This includes taking an active role in identifying one's own personal development with the first line manager, undertaking agreed development activities, and evaluating the effectiveness of these in the day to day job. Training needs and opportunities will be identified in conjunction with and by the first line manager.

The business units' role is to adopt a structured approach in order to identify and aggregate the training and development needs and priorities, with the Academy and in accordance with the company objectives, priorities and budgetary constraints.

7.5 TRAINERS AND EXPERTS

Experienced trainers are an asset of the company and have a crucial role in the implementation of EDM's Training and skill development Policy. Their missions include:

- Plan, prepare dynamic teaching, learning and assessment sessions that engage and motivate learners using a range of appropriate methods and resources.
- Delivering the trainings based on proven efficient and pedagogical methods.
- Adapting the pedagogy to the training purposes and the profiles of the trainers
- Adapting and updating the training materials to the new requirements and technologies
- Insuring the health and safety of the trainees during the sessions
- Contributing to the training quality process through regular report to the Academy

Trainers will be selected among those more senior staff, and given the appropriate tools to be effective in the learning platform of their choice.

Experts are made from their large experience and operate as resources for the development of training modules and specialization initiatives for learning and innovation. Experts also provide quality control to the training modules and learning materials.

7.6 TRAINING PROVIDERS

Besides in-house courses, other national and international organizations can be engaged as training providers whenever necessary. These organizations shall comply with internationally recognised standards to ensure a return on the training investment of the company. Their role includes:

- Delivering the training based on proven national and international standards.
- Collaboration with EDM Academy for previous, during and post training evaluations.

The providers should meet the following criteria:

- National and/or International accreditation.
- Facilitator and trainers with relevant and recognised experience in the specific field.
- Proof of legal registration as a business entity.
- Minimum of 5 years' experience as a recognized training provider.
- Learning materials and resources of acceptable quality.
- Embedded sound training evaluation procedures.
- Ability to issue valid national and/or international training certificates.

7.7 DEVELOPMENT PARTNERS

Development partners play a pivotal role in the implementation of the training policy, providing:

- Diversified financial support.
- Capacity building opportunities.
- Facilitation of cooperation with relevant training international institutions.

The creation of a Training Fund, to operationalize the Training Policy, will allow for the pool of all the training funds from projects and development partners, and an integrated approach to planning and delivery of career path skill development programs.

8 ROADMAP TO IMPLEMENTATION OF THE TRAINING & SKILL DEVELOPMENT POLICY

The implementation of the training and skill development policy is sustained in the following intervention pillars:

- I. **Establishment of EDM's training vocational centres**, including laboratories and practice fields, conventional and digital classrooms, student facilities and practical learning resources.
- II. **Implementation of an e-learning platform and resources**, including graphic and video production facilities for in-house production of digital learning modules.

- III. **Establishment of partnerships with training providers**, as an optimization approach to providing training facilities and modern well developed learning resources.
- IV. **Implementation of a training fund in EDM**, to finance training with centralised planning, budgeting, monitoring and controls on the quality, costs and impacts of learning programs and deliveries.
- V. **Implementation of a learning management digital platform and student registrar**, for individualised planning and monitoring of training for staff, linked with the HR Master Index and management platform.
- VI. **Establishment of a knowledge management culture**, which will nurture and potentiate the knowledge generate in the company's operations, for subsequent replication and for seeding innovation and knowledge management processes.
- VII. **Build an Electricity Museum**, to maintain a permanent display of photographs, videos and interactive models of electrical systems, to launch a virtual electricity laboratory, for demonstrations and learning, and to sponsor itinerant shows to cover other provinces in Mozambique.

The implementation plan (Annex) is focused in operationalising these pillars, and estimates the overall costs of establishing this vision for a knowledge culture in EDM for the next 3 years.

The Academy will lead the implementation of this Policy, and will organize itself in two departments (the

Learning & Development dept., and the Knowledge Management dept.), and a Technical Committee, to advise and support the Academy in matters of curricula and resource contents and formats, as well in matters of pedagogy and others relevant to the success of training.

9 REPORTING AND CONTROL

EDM regularly reviews its level of investment in staff training and development to ensure not only that adequate resources are being provided, but also that the training and development function is delivering a benefit to both the staff member and the company.

Training has to be managed as an investment and thus has to be assessed in terms of efficiency and return on investment in order to effectively contribute to the business lines efficiency.

Measurement of the training efficiency will be measured to be assigning the impact of training in productivity and work quality, and through regular surveys to trainees and managers, in order to assess needs, gaps and levels of satisfaction.



ANNEX: IMPLEMENTATION PLAN

Intervention Pillars	Tasks	Duration	Budget
I. Establishment of EDM's Modern training infrastructures , including laboratories and practice fields, conventional and digital classrooms, student facilities and practical learning resources.	1. Rehabilitation of Maputo and Chimoio Vocational Training Centres 2. Establishment of a Meter Calibration Laboratory, a Protections' Laboratory, and an Oil Testing Laboratory 3. Establishment of Digital Access Rooms for digital and remote learning opportunities 4. Identification of space and project development of new facilities 5. Development and approval of relevant regulations, namely as applied to the training centers, the trainers and the academy staff 6. Establishment of regular training effectiveness assessment, structure and processes	3 years	7.5 MUSD
II. Implementation of an e-learning platform and resources , including graphic and video production facilities for in-house production of digital learning modules.	7. Establishment of a Multi-media studio & video recorder 8. Establishment of LMS platform and integration with HR system 9. IT infrastructure or external hosting 10. Trainers, curricula developers, content developers	2 years	1.2 MUSD
III. Establishment of partnerships with training providers , as an optimization approach to providing training facilities and modern well developed learning resources.	11. Select relevant training providers and establish a data-base of providers to partner with 12. Establish MoU with partner institutions for resource sharing 13. Establishment of proper monitoring, control and assessment of quality and effectiveness of the training offered	yearly	50 kUSD
IV. Implementation of a training fund in EDM , to finance training with centralized planning, budgeting, monitoring and controls on the quality, costs and impacts of learning programs and deliveries.	14. Establish internal rules for internal stakeholder contribution to the fund 15. Encouraged all projects to include budget for training to be added to the fund	yearly	1 MUSD
V. Implementation of a learning management digital platform and student registrar , for individualized planning and monitoring of training for staff, linked with the HR Master Index and management platform.	16. Acquisition and installation of LMS ensuring integration with HR system 17. Training of staff for use, update and maintenance of the LMS system 18. Establish fulltime and part-time teaching staff in adequate proportions with capabilities internationally certified and recognized	1 year	300 kUSD
VI. Establishment of a knowledge management culture , which will nurture and potentiate the knowledge generate in the company's operations, for subsequent replication and for seeding innovation and knowledge management processes.	19. Identification of accumulated knowledge at EDM and its location 20. Establishment of knowledge data-base 21. Establishment of knowledge dissemination system	yearly	100 kUSD
VII. Build an Electricity Museum , to maintain a permanent display of photographs, videos and interactive models of electrical systems, and to sponsor itinerant shows to cover other provinces in Mozambique	22. Install a permanent Electricity Museum in Maputo or Beira 23. Create and launch itinerant photographic expositions 24. Develop and launch an Electricity Virtual Lab, which can serve as a demonstration and as a learning platform for the general public	3 years	2 MUSD