



# Learning & Development Standard

**Learning and development is an integral part of our corporate culture.**

## Scope

This Standard applies to all employees of HMS and its subsidiaries.

## Purpose

This Standard describes our strong commitment to learning and development, which is an integral part of our corporate culture. Learning and Development starts at the top of the organization, with our CEO and executive leadership team, and extends throughout all levels of the organization.

We strive to attract, develop and retain the best talent by offering a robust catalog of online and classroom learning opportunities to shape leaders ready to meet the challenges of tomorrow. We believe, however, that only 10% of development happens in a classroom, 20% comes from interactions with others, and 70% of development occurs based on experiences.

## Policy

### HMS Development Principles

- At HMS, we believe that:
- Each employee has ultimate ownership of his or her own career
- Employees are responsible for their own development
- Managers are responsible to support and encourage employee development
- HMS is responsible for providing tools, practices and processes that support employee development

### Employee Responsibilities

- Invest time to consider career goals and aspirations
- Assessing strengths and development opportunities
- Targeting future jobs (if appropriate)
- Completing a robust development plan
- Targeting development opportunities with focus on job assignments, projects and other relevant experiences
- Building a strong cross-functional network

### Manager Responsibilities

- Providing feedback about strengths and opportunities
- Encouraging employees to target future roles
- Assessing and discussing employee readiness for future roles
- Supporting employee development by providing challenging assignments/exposure
- Providing employees with time to devote to development
- Collaborating on talent with leaders across the organization

### HMS Responsibilities

- Providing tools and processes to support development
- Designing and implementing training curriculum to support professional development
- Implementing leadership development curriculum, which includes on-the-job mentoring, web-based training courses, and classroom training
- Enabling processes to hold managers accountable for supporting development
- Assessing return on value of talent development processes and programs

### Scope of Training and Development Opportunities

Employees are required to complete specific role-based training pertaining to the specific requirements of their role, in addition to various mandatory training requirements imposed by other HMS policies (Compliance training, Security training, etc.).

HMS offers a variety of additional training opportunities, including skills-based online training, to all employees. These opportunities are offered within our learning portal, which include a variety of optional courses designed to improve individuals' technical capabilities.

HMS offers a variety of targeted, additional professional development programs for employees in certain roles or at certain stages of their career development:

- This includes a formal program for employees identified as "Top Talent" with training content which includes Franklin Covey training access and a workshop program performed in conjunction with local Universities.
- HMS partners with state workforce training agencies to offer training in technology skills (from Agile to Big Data) and soft skills (from Time Management to Change Management).

### Two Paths to Career Growth

HMS supports two paths to career growth. The functional path is characterized by upward movement to roles requiring greater responsibility. This includes focusing on building functional and technical expertise in the role. Growth tends to focus on building deep technical skill. Top functional jobs may require some cross-functional exposure and/or management experience within the functional area.

Alternatively, the Enterprise path is characterized by exposure to multiple different functional areas. Employees on this path focus on building broad business knowledge across functions. Growth may sometimes require taking lateral or lower positions to gain required skillsets in other functions. Growth tends to focus on learning agility and transferable skills. Top enterprise jobs generally require cross-functional and senior level management experience.

### Conclusion and Reporting Concerns

HMS is committed to supporting and facilitating the career growth and development of our employees. This represents a cornerstone of HMS culture driven by our executive leadership team and supported throughout the organization.