

Training and Development Policy

1. Purpose

The Company recognises that its employees are the key factor in assisting it to meet its strategic objectives and in providing the skills, expertise and knowledge necessary to the fulfilment of its mission. The Company is therefore committed to the support of staff development, which is an important part of the Company's effort to achieve its aims.

Continuing Staff development may be defined as: any activity which improves the effectiveness and efficiency of the individual, of the operation of the various parts of the organisation, and of the Company as a whole. Continuing Staff development occurs across a spectrum of activities from the formal and structured to the informal, both within the Company and outside of it, e.g.:

- External Courses
- Site inductions
- Toolbox talks
- Health and safety training
- Ad hoc on the job assistance
- Mentoring
- On-line learning
- Opportunity to take part in new areas of development

2. Principles

The Company expects continuing employee development opportunities to be available to all staff, including those who are part-time, for whom reasonable provision must be made in relation to the needs of their work and of the Company.

The Company recognises that its efficient functioning depends upon the appropriate level of support and provision of continuing staff development activities for the needs of all staff at all levels, both full-time and part-time.

Staff development is an on-going process. In the process a key principle is that of mutual benefit, in which both the Company and the individual member of staff are able to plan for development and to gain from its provision. It follows that both the individual member of staff and the Company have responsibilities for addressing varying development needs over time and within changing career patterns.

3. Responsibility

Within the context of the Company's determination of structures and priorities, responsibility for the identification, planning and provision of staff development is twofold:

- All Managers
- Each member of staff (as an individual responsibility)

All Managers are responsible for working with their staff in the identification and implementation of their developmental needs to enhance their performance and effectiveness.

They are responsible for ensuring that organisational and strategically identified needs are addressed. In addition, the role of managers includes the monitoring and evaluation of staff development that is undertaken.

Staff development is most effective when the individual member of staff takes responsibility for his/her own development and takes an active part in its planning and evaluation.

4. Objectives

The objectives of this Policy are to:

- Ensure that a systematic framework for the planning, management and recording and evaluation of staff development activities for all staff is in place.
- Ensure that every employee discusses and agrees their training and Staff development needs with their department manager on an ongoing basis, at least once a year.
- Enable each employee to have an expectation that they are likely to engage in staff development activities according to their role and needs.
- Achieve and maintain high standards of quality in its development of staff and to have these standards assessed and acknowledged.

5. Implementation

The implementation of this Policy will be carried out through the allocation of resources in the Company annual budget, the preparation of plans and the evaluation of activities.

6. Resources

The Company will ensure that adequate resources are provided for staff development, and that staff development is effectively planned for and managed.

7. Planning

Managers and H.R. are expected to maintain plans for staff development that will address the following needs:

- the induction of new staff and their initial training
- continuing Staff development related to the demands of the job
- personal skills and career development

Plans will be set against the Company's priorities and objectives and by the personal development needs of staff. An emphasis will be placed on ensuring that all staff has the necessary training to carry out their proposed duties in a safe and efficient manner.

8. Delivery

Managers and H.R. will work with the relevant staff to establish a programme of staff development based on the needs identified in the planning process.

9. Monitoring and Evaluation

Information regarding staff development activity and expenditure must be recorded to enable the Company to engage in effective staff development planning and to meet its obligation to respond to requests for information from external bodies.

All staff development activities carried out in the Company will be evaluated for their effectiveness and for the extent to which they have contributed to enhanced performance.

The H.R. Department will maintain all training and development records.



Michael Curtin
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