

Training and development policy

This policy has been developed in line with the Joe Roocroft & Sons Ltd overall vision and strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis. It is based on the principles that the organisation:

- thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset;
- believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth;
- considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly;
- believes that responsibility for training and development should be shared between the organisation and its workforce;
- will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity;
- wants to empower its staff members to take some ownership of their own development, with support from their managers and the organisation as a whole;
- believes that its line managers have a key role to play in people development;
- works within recognised good practice guidelines and development is relevant and "fit for purpose";
- regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided; and
- plan training and development activities in line with industry standards, and therefore maintains relationships with relevant bodies, such as Sector Skills Councils.

Training and development initiatives

Joe Roocroft & Sons Ltd provides a range of training and development opportunities to staff. These fall into four broad categories:

- **Programmes relating to the enhancement of skills for an employee's current position.** These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that employees require for their job.
- **Programmes leading to a professional or academic qualification.** Joe Roocroft & Sons Ltd encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications.
- **Programmes that have a specific management or supervisory focus.** These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.
- **Health and safety training.** This includes courses in manual handling, risk assessment, fire safety, first aid, COSHH, POWER & LOLER.

Decisions on the suitability and applicability of programmes will be determined through the performance review process, during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

Roles and responsibilities for implementation

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers can contact the training manager to give feedback on internal and external training programmes, including their quality and cost effectiveness. Line managers should ensure that employees implement the skills that they have gained through training.

Planning and implementing new initiatives

Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the organisation's performance review process. In addition, the organisation is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced. Any new training and development programmes offered to staff will be publicised through the organisation's normal communication channels, including the intranet, staff notices and departmental meetings. The organisation will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

Individual requests for training and development

Employees can request training and development at any time but this will usually be done within the performance review process, as outlined above. Employees should channel requests through their line manager or supervisor.

Monitoring and evaluating investment in training and development

Joe Roocroft & Sons Ltd firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, departmental and corporate level. Senior managers have an important role to play in this process. The organisation uses its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly the evaluation findings are regularly shared with the senior executive team.

Coaching and mentoring

Joe Roocroft & Sons Ltd encourages managers and supervisors to provide coaching and mentoring support for staff who are undergoing training and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more inexperienced employees to ensure that learning occurs in a planned way.

Recording of training and development activities

All training attended will be recorded by the training administrator along with costs, including, for example, travel and subsistence expenses and the cost of textbooks. On completion of any internal or external course the employee will complete a course evaluation form, countersigned by the line manager, and return this to the training administrator.

Decisions relating to training and development should be made fairly and consistently, and equality of opportunity should be provided for all staff in this area.

Induction training

All new members of staff and all those changing job role will receive an induction on their job role. The organisation provides full programmes of general induction training and health and safety induction training, which are set out in separate policies.



David Roocroft – Joint Managing Director Date: 04/01/2017

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