

# **Soils Limited**

## **Training and Development Policy and Procedures**

### **Policy**

Soils Limited is committed to excellence in staff development in order to maintain and enhance its position within its market sector. We aim to create a culture of learning throughout where individuals take responsibility in partnership with Soils Limited for their development. Soils Limited recognises the need to develop its staff so that they are fully equipped to deliver the company's business objectives; both now and however they may change in the future. The success of the company depends on all staff whatever their role having the relevant skills, knowledge and competencies.

### **Scope**

This policy applies to all staff.

Staff development embraces all forms of development activity including personal study, e-learning, internal or external courses, workshops, work shadowing and planned experiences. Soils Limited will aim to support individuals through a variety of means within the prevailing budgetary provision and identified business need.

Development activities which have no direct relevance to the individual's role or objectives of the company are not within the remit of this policy.

### **Application and Update**

The policy will be applicable to all staff from 1<sup>st</sup> January 2013. The policy will be subject to annual review by the director with responsibility for training and development.

### **Objective**

To ensure that Soils Limited has people with the appropriate knowledge, skills and behaviours to meet its business objectives in both the short and longer term and to allow our people to achieve their potential and career aspirations within the company.

### **Aims**

- To equip people with the technical skills required
- To provide leadership and management development to all managers within the company.
- To identify the development needs of the company and those of individuals and balance the two.
- To ensure that development needs are identified as part of the business planning process and reviewed regularly.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.
- To ensure equality of access to all development opportunities.
- To provide career development for all.

- To provide personal and tailored consultancy services to help individuals and teams meet their needs.
- To provide effective induction for all new appointees and people moving jobs.
- To ensure the effective delivery of mandatory training e.g. Health and Safety, Equal Opportunities etc
- To ensure the appropriate skills are in place to deliver the e business strategy

## **Procedures**

### **Identifying Needs**

Individual needs should be identified as part of the Job Description, by interview and by quarterly personal reviews. When individuals work objectives have been agreed they should, with their line manager, then consider the development needs to enable them to meet those work objectives. At the same time individuals should consider their longer-term career aspirations and identify the development needs arising from these. These should always be discussed with line managers who will need to take account of the needs of the whole team and operational requirements before agreeing.

### **Meeting needs**

The individuals line manager - once the PAP is received in the T&DU the individuals Development Advisor will contact them to discuss the detail of the need and how that need might best be met and will then liaise with the Training and Development Manager with regard to time and budget considerations.

Before undertaking any training opportunity the individual needs to set specific learning objectives. This should take place in a discussion with the line manager to determine precisely what is to be gained in terms of knowledge, skills and behaviour from the event.

### **Evaluation**

Learning must contribute to both business success and personal development and overarching this is the need to ensure that the company achieves value for money. For these reasons there will be a process of evaluation that will inform the individuals quarterly personal review.

## **Roles and responsibilities**

**Individual** – should reflect at regular intervals upon their performance in their current jobs and future career aspirations and identifying their appropriate development needs. The prime responsibility for identifying training and development needs and co-ordinating the process of addressing those needs is that of the individual with their line manager. Support to achieve this can be obtained from the Training and Development Manager.

**Line manager** - helping to identify needs, identifying options to meet those needs and measuring the impact of development on the business of the team or unit; inducting new members of the team.

**Director with responsibility for Training and Development** - identifying company wide development programmes; owner of induction process.

**Training and Development Manager** - managing Training and Development down to an individual level, ensuring induction goals are met, authorising requests for conference and third-party learner programmes. Managing evaluation programmes.

**Line managers** - working with individuals to correctly identify needs and the most appropriate solutions. Where appropriate organising the development activity with assistance from the Training and Development Manager.

### **Equal Opportunities and Diversity**

Soils Limited is committed to ensuring equality of opportunity in the development of its people. This means that we have a range of initiatives to ensure that this is achieved. These include: diversity and equal opportunities awareness; the monitoring of the take up of different development events; and a range of development opportunities to meet individuals needs and personal circumstances. If any individual feels they have been denied access to development they should in the first instance discuss the matter with their line manager. If they remain dissatisfied then they may discuss the matter further with the director responsible for training and development.

### **Induction**

Everyone new to the company and existing people who change jobs within Soils Limited must receive an appropriate induction. All new people will undergo Health and Safety induction with individual additional training tailored to their Job Description. For new people required to attend site this will include training to pass exams set by the Construction Skills Certification Scheme.

### **Career Development**

All employees of Soils Limited have the right to expect their careers to be developed and line managers have a key role in ensuring that individuals receive the support and practical help required to meet their aspirations. There will always be a balance between meeting day to day business requirements and allowing individuals the scope to develop more widely and line managers are accountable for achieving this balance.

### **Continuing Professional Development**

Engineers are expected to meet the requirements of their professional bodies and should aim to exceed the minimum CPD requirement.

## **The Training Budget**

The company does not set a formal figure and the training budget is flexible to meet the demands of individuals and the company. The process is managed by the Training and Development manager on behalf of Robert Ainsworth, the director with responsibility for training and knowledge fulfilment.

### **Travel and subsistence to attend development events**

The cost of travel and subsistence will be met out of the companies training budget.

Individuals are expected to make use of the most economical means of travelling to training and development activities. Standard rate of mileage will only be authorised if it is the most efficient and effective use of funds resulting in a lower cost to the company than using public transport.

Lunch will only be provided at in house events if there are participants who have traveled or it is important to the smooth running of the event and participants would benefit from networking.

### **Conferences**

The cost of attending conferences will only be met from the training budget if the conference is developmental i.e. it keeps an individual up to date with what is happening in their particular field and improves their skill set. Attendees may either be selected by the company or identify that they and the company will benefit from attendance, in which case they must present a case to their line manager.

### **Residential Courses**

Development events may be run residentially for a number of reasons: the nature of the event means there is benefit to be gained from working in a less formal setting; the content of the event requires a more flexible approach to the organisation and length of sessions; optional evening sessions may be part of the programme etc. The cost of running a residential event is considerably higher than running it on a daily basis; therefore there are always sound business reasons for taking this option.

It is accepted that for some people their domestic commitments may not enable them to attend such events. This is quite understandable and alternative means of delivering the development will therefore be determined in consultation with the individual. However, if people do not have domestic commitments that prevent their attendance they will be expected to participate on a residential basis. This may mean working longer hours than the normal working day. This is to enable people to get the most out of the event and it is expected that you treat the experience in this spirit. If you return from the event and feel that you have worked considerably more hours than you would normally and feel that some time off in lieu would be appropriate then it is for you to discuss this with your line manager. It is however expected that this would be the exception rather than the rule.