

TRAINING & DEVELOPMENT POLICY

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Created by	C McGrath	Review Date	Feb 2020
Department	HR		

Scope and Purpose:

To provide and publicise a framework to facilitate decision making, in a fair and consistent manner, with regard to Training, Development and Learning opportunities for all employees.

The scope of this policy applies to employees, workers, contractors, sub-contractors, consultants, temporary (fixed term and agency) staff and all other individuals employed on a contract of service or contract for services by the Company, including all personnel affiliated with third parties.

Key Responsibilities:

The HR Manager is responsible for ensuring the best training is identified and sourced.



TRAINING & DEVELOPMENT POLICY

This Policy defines the rules, procedures and processes to be followed by WZ Packaging Limited and its employees in the application and management of Training and Development.

PURPOSE

To provide and publicise a framework to facilitate decision making, in a fair and consistent manner, regarding Training, Development and Learning opportunities for all employees.

To support coherent, targeted Training, Development and Learning opportunities that support the achievement of previously identified targets and organisational objectives.

To facilitate cost effective training interventions and where possible permitting quantifiable returns on training investment.

The Purpose of Training, Development and Learning is to encourage, enable and ensure that individuals are fully equipped to fulfill their duties, meet and exceed organisational goals, objectives and expectations. Individuals are empowered to develop themselves to their full potential consistent with the needs of the organisation.

WZ Packaging Ltd recognises the role of the Line Manager and the Individuals in striving to achieve this and the requirement to continuously assess monitor and review performance.

Any breach of this policy and/or misuse of Company IT facilities is a disciplinary offence and could lead to Disciplinary Action being taken against the user, including summary dismissal and criminal/legal proceedings.

SCOPE

The scope of this policy applies to employees, workers, contractors, sub-contractors, consultants, temporary (fixed term and agency) staff and all other individuals employed on a contract of service or contract for services by the Company, including all personnel affiliated with third parties.

“Training” refers to learning activities in which there is a clear transfer of knowledge and skills from the trainer to the trainee (e.g. a course), but “development” covers the complete spectrum of activities that help people learn in and beyond their current role.

1. Training System

- 1.1 Documents exist for identifying, planning, conducting, recording and evaluating training. These are required to satisfy the standards of both internal and external quality and equality assurances.
- 1.2 Training must be aligned with the Company's objectives and forward Business Plans, in order to ensure an adequate skill and knowledge base is maintained and to maximise employee utilisation.

- 1.3 Where possible training should be delivered 'on the job', or on-site using the Company's own facilities.
- 1.4 Standards based training programmes, such as NVQ's, will be applied wherever available. Nationally recognised qualifications are viewed as a benchmark for any internal training and validation activities.
- 1.5 The process of validation is the responsibility of the Line Manager, through their obligations under EHS policy, procedure and legislation.
- 1.6 The Training function is centred in the HR Department, which has oversight for Training, and ensures that cost effective training activities are carried out with clear objectives in place.
- 1.7 All training and development activities are subject to cost/benefit analysis and a return on investment must be identified.

2. Training and Development Processes

- 2.1 It is the Company's aim to involve the Employee and Line Manager in the Training and Development process as much as possible.
- 2.2 The HR Department is responsible for providing advice and guidance to Managers and Employees throughout the process. The identification of training providers and arrangement of training courses is the responsibility of the HR Department, ensuring that organisational objectives and budgetary constraints are at the forefront of consideration. Training and Development activities must also be closely linked to performance.

3. Identification of Training and Development Needs

- 3.1 Line Managers and Employees are responsible, in partnership for identifying training and development needs.
- 3.2 Line Managers and Employees must closely liaise with the HR Department regarding their training needs. The HR Department also has an oversight of performance management.

4. Delivery of Training

- 4.1 Wherever possible, training and development activities will take place on the job.
- 4.2 Training activities will be conducted and delivered by appointed workplace Assessors and Instructors, or approved external providers.
- 4.3 Candidates undertaking NVQ's will be assessed by appointed Assessors who hold relevant Assessor Qualifications. The Company will endeavor to support NVQ Programmes of Assessment.
- 4.4 'Off the job' training and development activities will be arranged by the HR Department, who will work closely with Line Managers. Where required, approval may be sought from the Managing Director.

5. Validation and Evaluation – Training Feedback Forms

- 5.1 Validation refers to the appropriateness of external and internal training programmes – training and development activities must be relevant to the job role.
- 5.2 Line Managers are responsible for ensuring courses are relevant and valid to the job role. For externally provided courses, the HR Department will consult Line Management to ensure validity.
- 5.3 Employees are required to evaluate training and development courses/programmes that they participate in within one week of the course completion date; a training feedback form must be completed.

6. Training Records

- 6.1 A record of all training and development activities will be made and maintained. These records will be kept securely, and in accordance with Data Protection guidelines.
- 6.2 Records of training and development activities will be held centrally by the HR Department. Copies may also be kept in production areas or individual departments, or may be stored electronically.
- 6.3 All training and development records may be subject to inspection and may be utilised in investigatory procedures.

7. Training Priorities

7.1 New Employees

- 7.1.1 All new starters will receive induction training on their first day of work. This will cover immediate health and safety requirements such as the issue of personal protective equipment (PPE). It will also include an introduction to HR Policies and Procedures and other important issues such as quality, energy, hygiene and environmental awareness.
- 7.1.2 Any training needs will be identified and progress monitored by regular reviews with the employees Line Manager and the HR Department.
- 7.1.3 Wherever possible, new starters will follow established work place standards training such as NVQs, although at times only accreditation of units may be possible, depending on the job specification.

7.2 Promoted and Transferred Employees

- 7.2.1 In the event of an existing employee being promoted or transferred into another role it is important that consideration is given as to any training and development needs arising. The move itself may be the outcome of a development need identified previously however an individual training plan should be agreed and progress monitored as in the previous paragraph.

7.3 Management Development

7.3.1 The Company recognises the influence that managers have on performance.

It aims to have a consistent, effective approach to management development involving a range of appropriate, integrated activities designed to increase management capability and ensure that the Company has the managerial skills needed for the future.

7.3.2 Potential managers will be identified through succession planning and will be developed according to their needs and the future role / succession considered for them.

7.4 Apprentices

7.4.1 The Company recognises the importance of providing opportunities for young people and will recruit in accordance with business needs Modern Apprentices to follow an agreed framework in a relevant discipline.

7.4.2 All applicants will be tested as to their suitability for their suitability and if appointed will follow a structured training plan monitored regularly.

7.4.3 In the event of the training plan not being completed successfully the Apprentice will exit the programme and possibly be considered for alternative roles within the Company. If no suitable alternative roles can be found the Individuals employment may be brought to a close.

7.5 Trainers and Instructors

7.5.1 Trainers and Instructors must have gained a minimum of two years organisational experience before assuming duties as an appointed Trainer or Instructor.

7.5.2 It is important that they display a personal commitment to continuous development by gaining appropriate qualifications by experiencing a range of different learning approaches and by taking steps to improve their own performance.

7.5.3 All Trainers and Instructors will be given relevant training and support to enable them to carry out their duties professionally.

7.5.4 Trainers and Instructors may also act as Assessors, evaluating employee performance against established criteria, and assessing competence against training standards.

7.5.5 Workplace Assessors may be identified and utilised to assess employee competence against pre-determined performance standards.



7.6 Safety, Health and Environmental Awareness

- 7.6.1 The Company will provide appropriate training for all employees within the areas of safety, health and environmental awareness to ensure they are fully aware of both the Company's and their own responsibility in this regard. Generally, all training of this nature will be undertaken during the induction phase, however certain obligatory courses may be arranged should it prove necessary to do so.
- 7.6.2 Legislative changes, corporate initiatives and any refresher training will be arranged and conducted as appropriate, ensuring WZ Packaging Limited meets its obligations where applicable.
- 7.6.3 It is a condition of employment that employees adhere to WZ Packaging Ltd Health and Safety Policy

8. RESOURCES

8.1 Training Costs

- 8.1.1 Training costs are managed and controlled by the HR Department.
- 8.1.2 All Training Requests must be signed off, and authorised by the HR Department, in order to maintain the control of costs.
- 8.1.3 Costs for training will only be met if Company procedures for the approval of training have been followed and training has been authorised by the HR Department. Reasonable costs incurred for travel, accommodation and subsistence will be met by the department concerned with the prior agreement of the manager.

8.2 Training Costs & Repayment

- 8.2.1 The Company endeavors to meet the cost of training activities where they meet an identified business need. However a return on investment is paramount and as such employees are expected to remain employed for a minimum of two years following completion of any training and development activities
- 8.2.2 Any employee whose employment terminates during the first calendar year following completion of training and development activities will repay 100% of the course fee and any expenses incurred as a direct result of undertaking said activities
- 8.2.3 Any employee whose employment terminates during the second calendar year following completion of training and development activities will repay 50% of the course fee and any expenses incurred as a direct result of undertaking said activities.
- 8.2.4 Employees whose employment terminates after the second anniversary of the course completion date will not be expected to repay costs. Compulsorily Redundant employee's are not subject to any repayment plans.

8.3 Expenses

- 8.3.1 Delegates attending off site courses will be issued with guidelines for claiming expenses and failure to follow these guidelines may result in the non-payment of claims. The HR Department will be responsible for assessing whether expenses incurred are to be paid in full or part.
- 8.3.2 Employees (other than apprentices) attending approved, relevant further education courses that are clearly aligned with business objectives will not be required to make up any lost time. Any further education courses that are not aligned with business needs or are deemed valid or relevant will be undertaken in the employees own time, or any lost time will be made up as agreed with the Line Manager and HR Department.
- 8.3.3 Employees wishing to study topics in their own time for personal development that are unrelated to their work may apply for financial support of up to £100 to help meet the costs. All applications will be subject to the approval of the Managing Director and to the availability of training funding at the time of request. Should the employee fail to attend the course once payment has been awarded the Company will seek reimbursement in full. Employees are limited to two separate claims per financial year.
- 8.3.4 In the case of apprentices all relevant course books and materials will be paid for by the Company. Employees other than apprentices may choose either to purchase their own course books or to apply for assistance from the Company in which case the books may be required to be returned at the end of the course and made available to other employees. Books must be maintained in good condition if the latter is applicable

9. REVIEW AND POLICY UPDATE

The HR Department is responsible for ensuring that the Training and Development Policy is regularly updated and continuously supports the needs of the Company.

This policy shall be reviewed every 12 months from issue or as required by legal, regulatory, corporate or audit purposes, whichever is sooner.