



Training and Development

Policy Document

1. Purpose

This policy confirms FJ Jones Ltd and the wider Sure Group's commitment to developing its staff and outlines the arrangements for identifying, resourcing and allocating training and development opportunities.

2. Commitment

We are fundamentally, a people business. Our people are the lifeblood of our company and their skills, attitude and motivation provide a competitive advantage.

Training and development is not a cost – it is a proven business investment and one which we have clear disciplines on the identification, implementation and evaluation of learning activities.

It is therefore critical that we lead and resource this activity properly and give it sufficient exposure to senior management and the Board.

Effective training and development:

- Ensure we maintain the highest levels of customer services and quality
- Directly supports the achievement of our strategic aims and business plan objectives
- Enables all staff to develop their skills and knowledge to as part of their career progression with the Company and to reach their full potential
- In a competitive market place for recruitment, it promotes us as an employer of first choice and our ability to attract and retain an excellent workforce.

3. Investing in Our Future

Training and development is a clear investment for the future. We have and will continue to support training and development via:

External Advice

- Use of a specialist HR Consultancy to ensure our approach to training and development continues to be best practice and a benchmark for the industry.

Professional Training Staff

- Dedicated Training Manager.

Investing in New talent

- A long-term approach
- Commitment to a robust and healthy apprentice programme irrespective of the tough market conditions we may face
- A joint approach with our clients.

Career Progression

- Formal career and succession planning.

Resources

- Provision of adequate budgets to deliver our development programme
- Savings to be achieved in other less pressurised areas when required.

4. A Multi-Functional Approach to Training & Development

We ensure there is a rounded approach to the assessment of learning needs and their implementation.

First and foremost, our training and development needs are assessed in the context (and often in collaboration with) Client staff and actual customers who receive our services.

Our technique for assessing need includes:

Personal Development Reviews

- Discipline annual reviews with each colleague
- Personal Development Plans for each individual.

Quality Assurance Reviews

- Independent QA inspection
- Total objectivity
- Direct feedback to an Exec Director.

Customer Satisfaction

- Direct customer feedback
- Involvement of customers in training events.

Mentors

- Mentors assigned to colleagues
- Provide guidance and support on learning needs
- Very effective with our expanded apprentice programme.

Peer Review

- Confidential peer reviews to provide a further insight into development needs.

5. Multi-Skilling

A strategic aim of the Training & Development Policy is to maximise the flexibility of our resources and ensure that most jobs can be completed in one visit thus minimising any inconvenience to the end customer and supporting a high level of customer service. A key example of this is the programme to ensure all gas fitters are electrically qualified.

6. Responsibilities

Our Chief Executive has taken personal responsibility to lead this area supported by the management team and professional training and development staff.

Key responsibilities are as follows:

a. The Board

- Responsible for ensuring that this policy is fully implemented
- Training and development is a standing item on the Monthly Board agenda
- Sufficient resources are allocated to ensure all training requirements to fulfil our duties are actioned
- Training and development is given the highest priority and equal to that of statutory obligations.

b. Contract / Department Managers

- Responsible for ensuring all staff have annual objectives and personal development reviews
- All necessary PDR documentation and training requirements are completed in the necessary timeline
- Training and development needs are reviewed regularly and any training / development agreed on PDPs is implemented
- Responsible for reviewing the effectiveness of development activities and how the colleague will implement the new skills they have learnt.

c. Staff

- Responsible for ensuring they help to identify training and development needs and follow through their personal development as per the PDP
- To provide feedback on development activities and their effectiveness to inform how we may continually improve.

d. Training & Development Team

- Responsible for providing a professional support function to managers and staff to advise on development needs and the most effective solutions
- To analyse Personal Development Plan to assist in prioritisation of individuals and organisational training needs
- To lead in the coordination and programming of training and development activities
- To benchmark our performance against other organisations to help inform future approaches to staff development.

7. Ownership

Our policy centres around personal ownership and choice. We believe our colleagues should be at the heart of reviewing their personal development needs, to allow them to reach many of these conclusions themselves, to take responsibility to improve themselves and to allow choice on which of the learning interventions are **most appropriate for the individual**.

This person centred approach will result in higher completion rates and the adoption of new skill and knowledge.

8. Identifying Training & Development Needs

Staff development needs are identified via:

- Personal Development Plans
- Quality Assurance inspections and accompanied visits
- Customer satisfaction reviews
- Feedback from their mentor
- Peer review.

All colleagues will have an annual performance appraisal and development review including jointly agreeing personal development needs.

Personal development reviews focus on:

- The skills, knowledge and behaviours needed to meet their job role
- The requirements to meet the specific needs of the client and contract
- Statutory policies / requirements
- Their individual aspirations for career progression.

A training record for each employee will be kept and maintained (see above).



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Performance Management System: Personal Development Plan



Name: _____
Year: _____

Personal Development Need	Solution	Progress Made
1.		
2.		
3.		
4.		
5.		

Signed (Employee): _____ Date: _____ Signed (Manager): _____
Print Name: _____ Print Name: _____

A key part of the training is to ensure that employees fully understand customer specific requirements and clients will be involved in the design and delivery of training initiatives and programmes.

9. Training & Development – Techniques

As part of a much more comprehensive approach to development, we will continue to adopt a variety of techniques which suit the learning style of the individual.

These techniques will include:

- Staff mentoring
- Formal training courses
- In-house training courses
- Open learning
- Tool Box Talks – specific to client needs and often involving client staff/customers
- College / University attendance
- Case study programmes
- Shadowing
- Secondments to other companies
- Visits to various organisations – manufacturers, service companies etc
- Briefings by local groups, customers etc
- Job swaps (particularly useful for engineers to work on the helpdesk)
- Briefing notes.

Training needs will be a standing agenda item for discussion at regular senior management meetings. Provision of external training will typically include:

- Un-vented hot-water system
- LPG gas systems
- Electrical systems
- Confined spaces training
- Customer Care
- Health & Safety.

10. Management

A bespoke Training and Development database exists to provide total transparency of learning activities across the business.

Furthermore, this system has built in flags to prompt management on:

- PDP reviews needed
- Notice of forthcoming expiry of qualification so early action can be taken
- Feedback from training activities
- Skill matrix and courses yet to be taken.

11. Evaluation – Ensuring Best Practice

Using an external HR Consultancy provides an objective evaluation of the effectiveness of development activities.

A formal process exists to measure the return on investment made in our activities via:

- Formal course evaluations
- Review of pre and post performance
- Comparison with external data.