



TRAINING AND DEVELOPMENT POLICY

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1. INTRODUCTION

It is the policy of Gelder Ltd to continuously develop all employees in line with our business objectives. This is an integral part of our business planning and management process. Our Training and Development processes form part of our business planning – specifically in respect of career development and succession planning.

As the Company places so much importance in having a skilled and qualified workforce, it makes a considerable investment both in time and money to assist employees to acquire appropriate skills. It is anticipated that the importance attributed to Training and Development is equally valued by Line Management and employees, so that all concerned make a serious commitment to take full advantage of available Training and Development opportunities.

2. **METHOD**

This is achieved by:-

- 2.1 Regularly reviewing overall Training and Development needs in the light of changes to our business objectives and changes in the market place, as well as specific requirements under Health and Safety legislation to ensure full competency in specified activities.
- 2.2 Regularly reviewing the Training and Development needs of the teams and individuals to enable them to contribute as effectively as possible to the business
- 2.3 Encouraging and supporting the learning process through discussion with individuals.
- 2.4 Ensuring that each individual has relevant information on development opportunities and encouraging them to take ownership and responsibility for their own development with the support of Managers and Directors.
- 2.5 Allocating adequate resources within the Business Plan to meet the Training and Development needs of individuals and the Company.
- 2.6 Setting targets and standards for learning activities and evaluating the results at individual, team and Company level.
- 2.7 Regularly evaluating the contribution made by Training and Development to the achievement of business goals and targets.
- 2.8 Ensuring that no employee is excluded from receiving Training and Development on the grounds of gender, age, race or any other criteria that could be deemed as discriminatory.
- 2.9 Encouraging employees to obtain formal qualifications and professional body memberships, as appropriate.
- 2.10 Our aim is to support all employees in gaining an NVQ level 2 qualification by 2012

3. RESPONSIBILITY

- 3.1 The Managing Director and the Group Training Manager have overall responsibility for ensuring that all employees develop in such a way that enables the business to grow and be successful.
- 3.2 Every Line Manager is responsible for managing and developing people effectively, including on-the-job training, releasing staff for Training and Development activities and considering succession planning within their own sphere of responsibility.
- 3.3 Individuals are responsible for considering their personal contribution to the success of the business to ensure that they remain competent and up-to-date with the requirements of their individual discipline. As set out in each description, each incumbent has a joint responsibility to identify Training and Development needed, in order to ensure their own effectiveness, and moreover, for attending scheduled Training and Development activities once these have been arranged.
- 3.4 The Health and Safety Department is responsible for supporting Managers, their staff and for co-ordinating the process.

4. PROCESS

- 4.1 All new members of staff and those whose roles and responsibilities change will receive the necessary Company induction and training for them to do their jobs effectively and safely, review meetings will be held to monitor progress.
- 4.2 It is especially acknowledged that induction and the identification of areas for Training and Development is equally important for those being promoted and transferred into new roles or given new responsibilities.
- 4.3 If possible employees will have a Job Description setting out their core roles and responsibilities. Job descriptions are reviewed regularly to ensure that they reflect the tasks and responsibilities of the job holder.
- 4.4 Training and Development objectives will be reviewed annually.
- 4.5 Training and Development activity can also be identified and actioned as part of the Performance Development Plan or formal disciplinary process, in order to assist employees to meet required standards of performance.
- 4.6 Managers and their staff will meet, as required, to review and, if necessary, update objectives and progress Training and Development needs.
- 4.7 For identified training to be actioned a training questionnaire will be completed (at the time of induction), at other times a Training Request Form will be submitted to the Group Training Manager for assessment and approval. Once approved and the Managing Director has authorised the release of funding the relevant documentation will be passed to the Training Department for organisation and delivery.
- 4.8 Learning and performance objectives will be agreed for all Training and Development activities.
- 4.9 Learning and performance objectives will be evaluated after Training and Development activities have been suitably completed and feedback is received.

5. PATHS TO LEARNING

Training and Development delivery can be achieved by various routes, which include:-

- 5.1 Formal training at college leading to a recognised qualification.
- 5.2 Specific skills training leading to the acquisition of new competency – for example scaffold erection or producing a PowerPoint presentation.
- 5.3 Being challenged with new tasks by Senior Management with appropriate support and guidance.
- 5.4 Employees seeking to pro-actively gain experience or exposure to new tasks.
- 5.5 Employees keeping up-to-date with changes and best practice by reading trade press, as appropriate.
- 5.6 Management coaching – giving employees the opportunity to attempt activities with appropriate back up.

6. FORMAL PROGRAMMES

In addition to routine identification, reviewing and addressing the skill and competency needs within the business, the Company has a number of formal programmes to encourage entry and career development with Gelder's. These are as follows:-

6.1 Apprenticeships

Gelder's continues its long-term commitment to young people leaving school/college or who have decided to change career path and, with support from the CITB (Construction Industry Training Board), we offer 2,3 and 4 year trade apprenticeships in carpentry/joinery, painting and decorating, bricklaying and plumbing trades.

These programmes include attending college part-time, on-the-job training and very often this leads to a permanent position as a skill tradesperson. For those who demonstrate the skills and ambition there is also the opportunity to continue development with college attendance and work based experience leading towards HNC, HND, and/or Degrees in site management.

6.2 Work experience

Gelder's welcomes the opportunity to give school work experience placements across all disciplines to 15 – 18 year olds, which provides many young people with greater insight into the construction industry and often leads to a career choice of a relevant discipline – be it at apprentice or graduate level.

7. GUIDELINES FOR ASSISTANCE WITH STUDY AND SKILLS DEVELOPMENT

- 7.1 Where the Company makes a considerable financial or long-term investment in the Training and Development of individuals, employees are asked to enter into a time-based commitment to the Company in exchange for financial support for courses, time off for examinations and study leave, financial assistance for books, etc.
- 7.2 Employees need to have Director approval for such arrangements and a separate commitment will be entered into for each academic year of study, as appropriate.
- 7.3 Relevant documentation or advice in this regard is available from the Health and Safety Department.