

## TRAINING AND DEVELOPMENT POLICY

RJ Urmson Group consists of the following companies: RJ Urmson Commissioning Engineers Ltd, Urmson LLP, National Hygiene Services Ltd and Urmson Fire Specialists Ltd.

### Purpose and Scope

The RJ Urmson Group are committed to ensuring that all staff have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the organisation, and to develop their talents in any ways that fit with the organisation's development to meet its strategic objectives.

### Aims

The main aim of this policy is to:

- Ensure that employees are supported and enabled to meet the changing demands of the organisation and its service users so that the organisation achieves its strategic objectives.
- Facilitate employee development and/or personal development through assisting them to broaden, deepen and thereby further enhance their existing skill base.
- Provide a working environment where continuous learning and development take place that help staff to gain more enjoyment from their roles, increase motivation and enhance staff retention.

### Equal Opportunities

The organisation is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender (including gender reassignment), age, marital status, disability, racial grounds (race, colour, nationality – including citizenship – ethnic or national origin), sexual orientation, religion or belief, responsibility for dependants, trade union membership or employment status. Part time and fixed term employees will have equal access to learning and development opportunities appropriate to their post.

### Responsibilities

#### 4.1 Employees

- RJ Urmson Commissioning Engineers Ltd believe that employee development is most effective when the individual employee takes responsibility for identifying any opportunities for self-development which will enhance work performance through increased skills and knowledge.
- Learning needs and opportunities will also be identified through the support, supervision and appraisal process, and through internal assessments to meet business needs.
- We expect all employees to also take a proactive approach to furthering organisational wide learning and development.
- All learning undertaken is stated in the staff members training record.

## 4.2 Line Managers

- Line managers are responsible for assisting staff to identify learning needs and for ensuring that they review these with staff on a regular basis during support and supervision meetings. The employees training record should also be discussed at these meetings.
- Line Managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers should seek feedback on any training, including quality and cost effectiveness. Line managers should then ensure that employees implement the skills that they have gained through training and ensure that feedback on training is shared with the organisation.

## 4.3 Director

- The co-ordination of the learning and development process is the responsibility of the Director. He will therefore ensure that evaluation of learning activities is undertaken annually by liaising with the line managers to ensure that any identified needs are addressed accordingly.
- The Director is also responsible for agreeing the learning and development budget on an annual basis. This budget is controlled by the Accounts Director with subsequent allocation monitored with the senior management team.

## Routes to Learning & Development

Options for learning and development may include:

- On the job learning and training including learning from other members of staff via job shadowing, mentoring, in-house skill sharing, staff away days, etc
- Attending internal and/or external training days/workshops.
- Attending conferences, forums or educational exhibitions.
- Self-directed study – such as books, manuals, online information.
- RJ Urmson Commissioning Engineers Ltd are committed to sharing the learning and lessons gained by staff throughout the organisation. This will be accomplished in a number of ways:
- Giving time in team meetings to share core lessons from training.
- Networking with partner and same sector organisations and incorporating their literature, reports and research documents into office resource libraries.

## Key Professional and Skills Based Learning

The organisation aims to prioritise learning that focuses on areas which:

- Enable us to fulfil our strategic objectives
- Pertain to any organisational statutory/contractual obligations
- Ensure IT skills meet business needs
- Enable effective response and management of legislative changes
- Enable management development in relation to those who have managerial/supervisory responsibilities.

## Core Learning

There are specific areas of learning which are essential for all employees and cover a rolling programme of needs which have been identified as part of a continuous programme of learning and development. Core learning will therefore cover the following areas:

### 7.1 Induction

- All new employees are given a timely programme of induction including introduction to all policies for the organisation. This is an essential part of staff learning and development, and integration into the working environment.

### 7.2 ICT (information and Communication Technologies)

- It is important that all employees are given opportunities to enhance their ICT skills base.
- The organisation is committed to ensuring that all employees have competent grounding in the use of ICT in the wider context of their professional roles.
- Employees are positively encouraged to become familiar with the computer systems, email, internet and any computer software packages used by RJ Urmson Commissioning Engineers Ltd.
- Initial information and training will be provided on commencement of the role or when any technology changes occur.

## Recording, Monitoring and Evaluating Learning

The Director is responsible for ensuring that a central record of employee learning is created and maintained, and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money.

Line managers have responsibility for reporting on the effectiveness of any staff development programmes to the Director at the Senior Management Team meeting, once a year.

## Performance Management

Performance management is an ongoing communication process which involves both the line manager and their employee in:

- Identifying and describing essential job functions and relating them to the strategic and operational objectives of the organisation.
- Developing realistic and appropriate performance standards.
- Giving and receiving feedback about performance.
- Participating in constructive performance appraisals.
- Planning, learning and development opportunities to sustain, improve or build on employee work performance.
- Regular meetings/communications between staff and line manager facilitates this process.

## Appraisals

Annual Appraisals are an essential component of RJ Urmson Commissioning Engineers Ltd performance management framework and are supported by regular support and supervision sessions between line managers and their employees throughout the course of the year. The

appraisal scheme allows for every employee to be formally appraised with the line manager through a structured discussion on work performance over the previous year and which, must also incorporate the employees learning and development needs for the following year.

It is an opportunity to build on strengths and address areas which require support, thereby enhancing the potential skill base of the individual employee.

#### 10.1 Supervision and Appraisal process:

RJ Urmson Commissioning Engineers Ltd have a culture of effective informal mentoring on an ongoing basis. This is based around continuous support. The formal aspects to this however are:

- Supervision sessions are held at a min of 6 week intervals between all staff and their line managers on an individual basis.
- A full Annual Appraisal is then carried out by line managers through discussion with each employee on an annual basis.
- A personal development plan for the year is then created.

A handwritten signature in blue ink, appearing to read 'Rob Urmson', is written over a thin blue horizontal line.

Rob Urmson  
Director