

TRAINING AND DEVELOPMENT POLICY

Training and development is fundamental in ensuring that we deploy the right people with the right skills doing the right jobs. Secondary to this is continuous learning and development which ensures that we keep abreast of modern working practices and operational requirements.

This policy statement recognises that a competent, motivated and well-trained workforce is essential to continued company success. This policy document is designed to reinforce the commitment to employees' development and outline the framework for its continuance.

It is Campbell & Kennedy Ltd's policy to train and develop all employees by providing appropriate access to relevant opportunities, both internal and external, with requisite support and guidance in line with company objectives, beliefs and culture.

Training and development is intended to equip employees with the skills, knowledge and understanding to enable them to function in the working environment with competence and confidence.

Within this context, the fundamental task of all levels of management is to unite and mobilise the individual and collective resources of employees in the service of the company.

Accordingly, every manager and supervisor holds a responsibility for active team support, as well as a responsibility for active self development.

This approach is in line with the company's drive for cost awareness, quality and the attendant systems and procedures.

All steps will be taken to ensure equal access to opportunities for training and promotion. Campbell & Kennedy will endeavour to provide appropriate training to enable staff to perform their jobs efficiently and pursue career development opportunities. Training will be given to all staff that requires it regardless of gender, age, responsibility for dependants, creed, race, religion or ethnic origins, sexuality or disability.

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OBJECTIVES

Our policy is to provide and maintain all employees with skills, knowledge and understanding that will:

- place the company in a formidable market position with sustainable competitive advantage.
- ensure that all employees operate effectively at all times, are increasingly action- focused, and are fully aware of what is expected of them.
- foster a culture where "right" actions are carried out first time, and all employees remain cost and quality conscious.
- provide all employees with agreed and recognised standards of performance expected of them, the basis of regular review and on the job effectiveness.
- motivate and equip all employees to make their optimum contribution to the achievement of shared goals and tasks, particularly throughout periods of change and transition
- ensure employees conduct their work in a safe and healthy manner.
- bring all new employees up to the required working performance in a minimum of time, whilst ensuring effective team integration.
- adopt, and promote, sound training and development practices that support professional co-operation and teamwork at all levels.
- rise, meet and exploit the opportunities presented within our field of business.
- develop, in the widest sense, the latent potential of all employees.

This Training Policy Statement will be monitored and formally reviewed annually by the directors.

RESPONSIBILITIES

Responsibility for the initial identification of training and development needs rests with company management and the individual employees concerned. The overall and final responsibility for training and development in the company is that of the Managing Director – Gerry Kennedy. The identification of training and development needs may take place formally and informally

It is recognised that the process of needs identification must begin with the individual concerned. Self-development starts and ends with each individual. In fact the key to effective training interventions has to rest with the individual, for only he or she can provide the required level of commitment and motivation to gain maximum benefit from the opportunities on offer.

The company believes that the preferred learning styles of individuals should be responded to, but at the same time, to help overcome personal learning barriers, each individual employee needs to:

- view new opportunities with an open mind.
- appreciate training and development activities as a chance to enhance skills, personal growth and wider learning.
- be willing to take active steps in terms of self-development.

The directors of Campbell & Kennedy pledge support to training and development actions which are appropriate to the achievement of stated key business objectives.

GENERAL INFORMATION

Recording of Training and Development

Centrally held records of training and development activity undertaken are maintained by our Business Resource Manager. Line managers and supervisors are responsible for the logging and processing of pertinent information. Information is stored for the purpose of individual records, historical reference, and in order to assess and evaluate the results of training conducted, as a basis for future human resource planning.

Planning for Training and Development

This planning will occur at management level and will be consistent with the process of wider business planning and co-ordinated by the project managers. At all times there will be available a Company Training Plan that details training and development activity scheduled to take place. This is a flexible document, capable of responding to change and unforeseen circumstances.

Communication of Intentions

Individual employees clearly need to know what is expected of them and how they will be equipped to rise to the challenge of an ever changing workplace and trading environment. Within Campbell & Kennedy Limited the communication of training and development intentions will take place both formally and informally.

Meetings and dialogue with a recognisable purpose are to be encouraged.

These may be at management level, or as part of each department. Less formal methods of communication include the utilisation of in-house notice boards, memoranda, and direct access to management. Briefings may be undertaken on important issues affecting the company, e.g., new market opportunities, customer care, or Quality.

Delivery Agents

The company will support the training of employees internally and also by external agents who can make a significant contribution to revealed needs. Where external agents are to be used, decisions will hinge upon:

- the revealed need for such a response.
- cost-effectiveness.
- past performance of training providers, previous results and positive evaluations.
- the essential requirement to look outside company facilities and expertise.
- requirements of a legislative nature.

Decisions here will be approved at management level and backed up with appropriate documentation.

Evaluation of Training and Development

It is the policy of Campbell & Kennedy to strive to evaluate all training and development activity, in order to maximise benefits, and justify the investment in people. Measurement and evaluation must be designed into all activities from the outset, based upon pre-determined and quantifiable objectives. It is recognised that evaluation may occur at varying levels throughout the organisation, but ultimately all training and development completed must show an improvement in some area of the company. In short, benefits must outweigh costs.

Individual appraisal, resulting in change in performance, is part of this overall process, hence the central importance of regular review and individual guidance. All training should have an impact upon job performance, but training remains only one of the many contributing factors to improved commercial results.

Authorisation Signed:



Gerry Kennedy
Managing Director
Date: 1st December 2013