

# NEWMAN SCOTT LIMITED

## Continuing Staff Development Policy

### 1. Purpose

The Company recognises that its staff are the key factor in assisting it to meet its strategic objectives and in providing the skills, expertise and knowledge necessary to the fulfilment of its mission. The Company is therefore committed to the support of staff development, which is an important part in the Company's effort to achieve its aims.

Continuing Staff development may be defined as: any activity which improves the effectiveness and efficiency of the individual, of the operation of the various parts of the organisation, and of the Company as a whole. Continuing Staff development occurs across a spectrum of activities from the formal and structured to the informal, both within the Company and outside of it, eg:

- External Courses
- Site inductions
- In House Seminars
- Tool box talks
- Health and safety training
- Ad hoc on the job assistance
- Mentoring
- On-line learning
- Opportunity to take part in new areas of development

### 2. Principles

The Company expects continuing Staff development opportunities to be available to all categories of its staff, including those who are part time and hourly paid, for whom equitable provision must be made in relation to the needs of their work and of the Company.

The Company recognises that its efficient functioning depends upon the appropriate level of support and provision of continuing Staff development activities for the needs of all staff at all levels, both full-time and part-time.

Staff development is an on-going process. In the process a key principle is that of mutuality of benefit, in which both the Company and the individual member of staff are able to plan for development and to gain from its provision. It follows that both the individual member of staff and the Company have responsibilities for addressing varying development needs over time and within changing career patterns.

These needs are identified through formal processes, including the use of induction, appraisal systems, and the integration of staff development planning into Company Strategic Plans.

### 3. Responsibility

Within the context of the Company's determination of structures and priorities, responsibility for the identification, planning and provision of staff development is threefold:

- i) all line managers
- ii) each member of staff (as an individual responsibility)
- iii) centrally resourced activities, advice and support

All line managers are responsible for working with their staff in the identification and implementation of their developmental needs to enhance their performance and effectiveness. They are responsible for ensuring that organisational and strategically identified needs are addressed. In addition, the role of managers includes the monitoring and evaluation of staff development that is undertaken.

Staff development is most effective when the individual member of staff takes responsibility for his/her own development and takes an active part in its planning and evaluation. Benefits that accrue to the individual's performance from development and training activities should be noted by them and taken into account in the annual staff development and appraisal discussion.

Staff will be encouraged to become involved not only in Staff development activities, but also to participate in the design and delivery of such activities.

#### **4. Objectives**

The objectives of this Policy are to:

1. Ensure that a systematic framework for the planning, management and recording and evaluation of staff development activities for all staff is in place.
2. Ensure that every employee discusses and agrees their training and Staff development needs with their line manager/team leader on an ongoing basis, at least once a year, as part of the staff development and appraisal scheme.
3. Enable each employee to have an expectation that they are likely to engage in staff development activities according to their role and needs.
4. Achieve and maintain high standards of quality in its development of staff and to have these standards assessed and acknowledged.

#### **5. Implementation**

The implementation of this Policy will be carried out through the allocation of resources in the Company annual budget, the preparation of plans and the evaluation of activities.

#### **6. Resources**

Expenditure on staff development will be specifically identified as a budget line in the Company annual budgets. The Company will ensure that adequate resources are provided for staff development, and that staff development is effectively planned for and managed.

Accountability for the proper use of this budget will lie with the Head of Human Resources and the Health & Safety Officer

#### **7. Planning**

The Head of Human Resources and the Health & Safety Officer are expected to maintain plans for staff development that will address the following needs:

1. the induction of new staff and their initial training
2. continuing Staff development related to the demands of the job
3. personal skills and career development

Plans will be informed by the Company's priorities and objectives as established in its Strategic Plan and by the personal development needs of staff as identified in annual staff development and appraisal discussions. An emphasis will be placed on ensuring that all staff have the necessary training to carry out their proposed duties in a safe and efficient manner

The Company Board will, annually, discuss and review the continuing Staff development priorities for the Company as a whole, advised by the Head of Human Resources and the Health & Safety Officer.

#### **8. Delivery**

The Head of Human Resources and the Health & Safety Officer will work with the relevant staff to establish a programme of staff development based on the needs identified in the planning process

#### **9. Monitoring and Evaluation**

Information regarding staff development activity and expenditure must be recorded to enable the Company to engage in effective staff development planning and to meet its obligation to respond to requests for information from external bodies.

All staff development activities carried out in the Company will be evaluated for their effectiveness and for the extent to which they have contributed to enhanced performance. Evaluation will take place from two perspectives: the personal and the organisational.

The annual staff appraisal will include consideration of staff development activities pursued by the individual member of staff, their effectiveness and how they have contributed to personal development. It will be particularly important to confirm whether development needs identified in the previous year have been met. Feedback on the range of staff development experienced will be used in the annual planning process.

The Head of Human Resources and the Health & Safety Officer will maintain records and will report annually, to the Board of the Company, on the planning and expenditure relating to staff development. The annual report will contribute to the review of the annual staff development plan.

#### Responsible Persons

J Graham – Human Resources  
H Smiddy – Health & safety Officer

J Graham  
Director

30<sup>th</sup> June 2006