

TRAINING POLICY

Purpose of Training

The purpose of training is to equip people with the necessary skills, knowledge and attitudes to meet the Dunphy Combustion Ltd needs in relation to its objectives. By investing in people through their training we ensure we harness their full potential and focus their energies on the needs of Dunphy Combustion Ltd while fulfilling their need for personal development and job satisfaction. The Dunphy Combustion Ltd recognise that such development is a continuing process for every employee at every level of the Dunphy Combustion Ltd. Training is seen as a necessary investment to provide the excellent services the business demands. Training is not a privilege to be granted or withheld from employees, but should be undertaken after a critical appraisal of the business needs in relation to its objectives, while taking account of the realistic aspirations of those employees.

Training Resources

The training process will ensure that the resources required to meet training needs are fully identified, that training is properly focused and that the benefits of the training can be demonstrated. The business will always wish to make budgetary decisions about training in the context of overall Dunphy Combustion Ltd finances but the business has made a public commitment to investing in its people and will ensure wherever possible sufficient funding is made according to the needs identified.

Management Team's Role

The Management Team has a key role to play in training by:-

1. Demonstrating a commitment to train and develop employees in relation to the business objectives.
2. Ensuring that training and development plans are focused on Business needs and provide adequate resources.
3. Ensuring training and development actions are evaluated in relation to service and business objectives and the benefits clearly identified.

Managers' Role

Managers' and Supervisors' main areas of responsibility are to:-

1. Induct new employees.
2. Identify training needs jointly with employees in relation to individual objectives.
3. Formulate training plans in liaison with the Top management.
4. Carry out on-the-job instruction and coaching.
5. Make all employees aware of training and development opportunities open to them, select employees for training and brief them.
6. Ensure that those who are trained share their learning with others wherever possible and appropriate.
7. Evaluate the effectiveness of training events in relation to service and individual objectives with those involved.

Human Resource Role

The HR role is to: -

1. Provide guidance on training policy processes and procedures.
2. Assist Managers to identify and quantify training needs.
3. Develop a business training plan annually and assist with the formulation of departmental training plans.
4. Design and organise specific training activities.
5. Publicise training activities.
6. Advise and train managers to carry out their training responsibilities.
7. Facilitate the effective evaluation of training activity in liaison with appropriate managers at individual, service and organisational levels.

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Individual Employee's Role

The individual employee's role is to: -

1. Identify personal training needs in relation to their personal objectives and business plans.
2. Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
3. Evaluate the effectiveness of training with their line manager or supervisors.
4. Share learning with colleagues wherever possible and appropriate.

Areas of Training

Training and development can be broken down into categories to aid understanding and organisation. The categories of training used by Dunphy Combustion Ltd are: -

1. Induction

Each new employee should be provided with information and instruction about how the Dunphy Combustion Ltd operates and how his or her job fits in to the work of the section and department by line management. The aim of this process is to enable the newcomer to adjust as quickly as possible to the new working environment and to achieve effectiveness in the shortest possible time.

2. Management Development

Management Development is essential to the success of Dunphy Combustion Ltd in increasing the effectiveness of first level, middle and senior management. The business strategy is to provide training at all levels of management based on individual needs.

3. Generic Training

There are a range of generic skills and knowledge which are not specific to one occupational area. Examples of these are telephone techniques, customer service and time management. Training will be provided in this as according to the needs identified during the annual audit of training needs.

4. Professional and Technical Training

Employees providing services in a whole range of vocational areas need to keep up-to-date with changes and developments in their particular field. A budget is provided to each Department to fund this form of training. Top Management are responsible for prioritising and authorising such training in line with service and individual objectives.

5. Qualifications

Dunphy Combustion Ltd will provide training and further education in pursuit of qualifications for employees where a clear link can be made to meet business objectives. It is the Dunphy Combustion Ltd policy to link training and further education to external national standards wherever appropriate.

6. Computer Training

An internal Information Technology Training Officer carries out training in this important area and is reviewed annually in line with the Information Technology Strategy.

7. Health and Safety

The Management and individual employees all have a role in ensuring a healthy and safe working environment. Training is provided as part of an employee's induction and courses are arranged according to the needs of the business and in consultation with the Council's Health and Safety Officer.

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