



TRAINING POLICY

POL004

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1. Purpose

McGee's is committed to developing a strong learning culture, in which everyone is able to achieve their full potential, and which will increase job satisfaction and support career development. As such, the company is committed to providing excellent training and development opportunities for its staff, which meet the operational and strategic objectives of the organisation, as well as individuals' own learning aspirations and needs.

We are committed to ensuring that all members of staff are provided with the training they need to perform their jobs safely at all times. As such, the Company will maintain and keep under review a list of training that is mandatory for some or all staff members and ensure that appropriate training including refresher where applicable is available at the required intervals.

This policy sets out the measures that McGee has in place to support its objectives in relation to staff training and development and the responsibilities that staff at all levels have to ensure that the company develops a strong culture of learning and continuous development and it identifies how we will deliver both mandatory and non-mandatory training.

2. Scope

The procedure is implemented, maintained and amended by the Human Resources Department, however, will interface with all departments that require training in particular operational and special training.

All other departments including sites must request all their training requirements from the Head of Human Resources / Training Manager or the SHE Director who together co-ordinate training programmes.

Training is carried out both in-house and externally using specialist organisations such as the Construction Industry Training Board, ARCA, The Construction Health and Safety Group & NFDC, all of which we are members of. Whilst this list is in no way exhaustive, we only employ recognised and approved training providers.

3. Glossary and Definitions

Staff Training and Development	Used to include all activities which aim to assist staff to maintain, update and enhance their knowledge, skills, and capabilities. This includes formal, informal and on-the-job training, as well as a range of other learning and development activities including electronic learning; self-managed learning; mentoring and coaching; and the use of shadowing and secondment opportunities.
IBP	Integrated Business Processes
HR	Human Resources
SHE	Safety, Health, Environment
Statutory Training	Is that training which an employer is required to deliver and is determined by legislation, to ensure the safety of the workforce and those that come in contact with the workplace and include the Health and Safety at Work Act 1974, Employment Regulations 1999, and the Equalities Act 2010.
Mandatory training	Is that training which an employer requires its staff to receive to ensure that its workforce is competent to deliver the services of the organisation; this will include 'generic skills' that the service determines are required by all employees and specific training for particular groups of staff.

4. Duties and Responsibilities

4.1. Managing Director

The Managing Director will;

- ensure that sufficient resources are committed to staff training and development such, that the aims and objectives of this policy can be achieved.

4.2. Head of Human Resources

- The Head of Human Resources has overall responsibility on behalf of the Board of Directors for the implementation of this policy and will;
- advise the Board and the Management Team of any risks of failing to deliver appropriate training to Company employee`s
- reject training provisions on the grounds of it being unsuitable for either the Company or the individual and may also suggest better more effective training.

4.3. Training Manager

The Training Manager will;

- manage the annual training needs analysis (TNA) process and take lead on the planning, development, monitoring and evaluation of staff training and development activities in conjunction with key staff.
- regularly review the training requirements of all staff and take into consideration the needs and requirements of the Company, for both operational requirements and professional competency.
- as and when requested by either a member of staff or department head, evaluate the need of any particular training, check availability, cost and suitability.
- prepare a monthly written report for the Board and Senior Management advising on the previous month's activities
- produce the annual training prospectus to reflect training needs analysis.
- complete annual CITB levy return.
- monitor and report attendances and staff compliance regarding mandatory training events, issuing sanctions for non-attendance where necessary and on the approval of the Head of HR.
- refer decisions about priorities and resource allocation to Department Heads and Contract Managers where necessary.
- procure and monitor performance of training providers
- Invigilate in-house CSCS tests
- Procurement of the correct training facility will be at the discretion of the Training manager and procured in accordance with the Procurement Procedures MP07.

4.4. Training Administrator

The Training Administrator will;

- carry out regular reviews of any training requirements
- carry regular review of Training Records on the MobilEngine Training Database and update same on receipt of new or renewed competency cards
- facilitate special training requirements
- carry out evaluation of training needs
- maintain the training database with up to date qualifications and training records for all individuals.
- provide training candidates with reading materials in advance of courses or tests.
- invigilate in-house CSCS tests

4.5. Line Managers

Line Managers will;

- ensure that staff attend pre-booked training events
- follow up with individuals who fail to attend pre-booked training and escalate as necessary.

4.6. Employees

Employees will;

- take responsibility for their own training and development, including attending relevant induction and mandatory training events.
- complete plant logbooks for professional development where applicable
- make necessary arrangements to attend training events.

- participate in the appraisal / personal development review process with their line manager on an annual basis and take up opportunities that are provided in support of their learning and development needs.
- meet the training and/or professional development requirements of their professional body, where relevant.
- seek appropriate authorisation to attend training events from their line manager.

5. Procedures

5.1. Evaluation and Selection of Training

There are generally three types of training required:

- Training Development
- Operational
- Special Requirements

Training Development is identified for non-operational staff annually through the performance review system (or at such lesser frequency as required). During the performance review further training and development evaluations are carried out to establish training needs.

Performance reviews are carried out by the Line Managers who together with the member of staff discuss and identify (if required) additional training requirements. On receipt of the review recommendations, the Human Resources Manager abstracts out the training requirements and assess it in terms of the individuals requirements.

Operational Staff Training relates to the standard Management, Supervision and the instruction of operatives to recognised industry standards as well as the competency and certification of operators of particular plant, equipment, tools and certain activities to meet statutory and legal requirements.

Depending on the Companies requirement, the Human Resources Department will arrange for certain individuals (those that have been selected by their Line Managers) to receive the required training. It is the responsibility of Human Resources to ensure that the training is carried out in a timely fashion and that the correct training is undertaken.

Where a particular project may require certain skills, qualifications and/or accreditations, it is the responsibility of the Contracts Manager to identify such requirements to the Head of Human Resources.

The Human Resources Department will either seek to employ the necessary skilled personnel or train existing staff to meet the required standard.

Special requirements may also apply to the betterment of staff, where they wish to better themselves or complete training requirements which may later have a benefit to the company.

New employee qualifications and skills will be assessed against the McGee Training Matrix, to ensure that their skill set is sufficient to fulfil their job role.

Where it is identified that additional skills are required, a request will be made to the Training Manager to ascertain appropriate training, where applicable. All requests for training will be managed on an individual's requirement and job role.

5.2. CSCS Test - *Mandatory Training*

All persons working on a McGee site must as a minimum hold a valid CSCS card or equivalent, this includes subcontractors.

The Construction Skills Certification Scheme (CSCS) is the leading skills certification scheme within the UK construction industry. CSCS cards provide proof that individuals working on construction sites have the required training and qualifications for the type of work they carry out. The CSCS scheme maintain a database of individuals working in the construction industry who have achieved or are committed to achieving a recognised construction related qualification.

To ensure that we maintain a fully trained and competent workforce, we have set up an approved and regulated Pearson View Test Centre at our McGee Head Office. This facility is equipped with multiple workstations for both directly employed staff and our subcontractors.

5.3. Regular Professional Training Requirements

Training records expiration will be flagged via the in-house Mobilengine Training Database, this will be monitored by the Training Department, who will in turn make suitable arrangements for any upcoming training requirements.

Where appropriate, the Human Resources Manager in conjunction with department heads will decide on the company's needs and approve who may or may not need refresher training or continued renewal of existing certificates.

Upon successful completion of training, the Training Manager/Administrator will upload relevant training certificates to our Mobilengine Training Database. The original certificate, if available will be sent directly to the employee. Should an individual fail, or it is decided that they will not retake the required training, then the records will be amended accordingly, and the Site Manager / relevant persons informed.

5.4. Selection of Training Providers

The training requirements for the business are vast and the selection of the training providers is somewhat determined by the standard construction organisations and Construction Industry Training Board (CITB).

Careful consideration must be given to the training provider to ensure that their credentials meet the minimum requirements.

The current approved training providers include but is not limited to;

- ARCA
- British Red Cross
- CHSG
- Construction Skills People
- CITP
- Citrus Safety Training
- Cleraune Plant Training
- Charles Wilson Engineers Limited
- CIKU Training services
- K Training
- Mark One Hire
- Mates and Minds
- NDTG Training
- Nuco Training
- OCB Site Services

- Safety Mundo Ltd
- St John's Ambulance

6. Site Specific Training

6.1. Minimum Training Requirements

All McGee site-based employees and sub-contractors as a minimum must hold a valid CSCS/CPCS/CCDO card. The HR Department will only enrol individuals onto our KRONOS Biometric Fingerprint Recognition System if a valid card is held. Once enrolled a site induction will be carried out by the site team.

When working on a Demolition project, it is mandatory that all site personnel hold the following as a minimum, a valid:

- CCDO card
- Asbestos Awareness Certificate
- Demolition Awareness Certificate

Training programmes are provided on both a range of standard courses i.e. First Aid, Confined Space Training, Abrasive Wheels, Erection of Aluminium Towers, Scaffold Inspection, (this list is not exhaustive) and on specific areas such as diamond drilling, Appointed Persons and correct use of environment monitoring equipment. It is also a policy of our company to make available the training resources to any subcontractor working on our behalf and our client's representatives. Where possible, training is arranged on site provided that there are suitable and adequate facilities, failing this the training centre at Head Office will be utilised.

6.2. Information and Training

Information and training will be implemented on each project by the following means:

- Site safety inductions for everyone on site.
- Briefing individuals on matters covered by Risk Assessments, Method Statements and Construction Phase Safety Plan where applicable.
- Provision of general safety information from the client or their representatives by the arrangements described in the pre-construction Health and Safety Plan.
- Provision of Competency/Training Certificate.
- Provision of ongoing training, to include Sub-Contractors.

6.3. Skills Training and Certificates

Plant Operatives as identified below must be in possession of a CPCS Card and/or other Training Certificates which are equal to or better:

- tower crane
- dumper
- rough terrain forklift
- telescopic handler
- excavator 360° or 180°
- hoist, mobile elevating work platforms
- loading shovel
- ride on rollers
- lorry loaders
- crusher/screeners

- skid steer loaders

Certificates of Competency (but not necessarily CPCS) are required for use of;

- disc cutters
- grinders
- cartridge tools
- buried service avoidance instruments

6.4. Induction Training

All operatives whether newly employed or transferred from different sites will receive induction training before they commence work.

Where a security pass system is in operation, they will not be issued until the prospective holder has been inducted. In all instances persons having attended an Induction Course must sign a personal attendance register confirming that they are conversant with the topics covered by our induction training procedure attendance register.

All visitors and delivery drivers must report to the security point or reception area of the project offices, there they will be required to sign the visitors register and await a fully inducted operative who will provide them with a loan of personal protective clothing required in the areas they are visiting and equipment before escorting them around the site.

Frequent visitors to the site will be required to attend a Safety Induction Course tailored to cover emergency arrangements and site rules.

6.5. Toolbox Talks and Daily Activity Briefings

Daily Activity Briefings are carried out as necessary to maintain high levels of safety awareness and to advise employees of changing circumstances as the project progresses. Tool box talks are used as a means of training on subjects including, but not limited to, environmental awareness, quality requirements and method statement briefings. They will be given by person competent on the relevant topics in an environment that will ensure good audience reception. An attendance register shall be maintained and will be available for examination by our client's representatives.

7. Storage of Records

The Training Manager will maintain all the relevant records, including qualifications, renewals or training certificates. All records can be accessed using the Mobilengine Training Database which provides a countdown to the remaining number of days left on competency cards/ training certificates. This gives site teams and our training department sufficient notice in order to arrange renewals.

Each site has access to the training database to enable them to manage their training requirements and ensure that their workforce hold the necessary valid training competencies necessary to deliver the work safely.

8. Graduate Programme

Our Graduate programme combines practical experience and technical learning to give insight and valuable experience of the industry.

The programme is designed to give a graduate with the appropriate academic requirements, a structured Initial Professional Development (IPD) programme that encompasses sufficient breadth of experience and progressive responsibility to give them the basis upon which they can progress towards their chosen professional qualification.

As part of this exciting programme we ensure our engineers get the experience they need by utilising our breadth of own in-house knowledge.

The Graduate Training Programme benefits the graduate as follows:

- A good level of support when starting a career
- Training and development opportunities
- A mentor to talk through any problems
- The opportunity to study for a professional qualification (funded by the Company)
- The chance to rotate through different departments and gain experience of different functions

It is imperative that graduates are exposed to our operations to develop a good understanding of the company. Graduates are put through a programme where they are given technical and management training. This formal programme will be supplemented by extensive “on the job training” and each graduate will be assigned a mentor.

9. Apprenticeships

We aim to offer a combination of paid employment with workplace training and off-the-job learning. Apprenticeships are available to all individuals aged 16 and over and combine paid employment with a training programme leading the apprentice to gain an industry approved qualification.

We use recognised training providers who are responsible for organising, managing, and delivering the training in line with the specific Modern Apprenticeship Framework.

The training programme includes core skills and industry-specific skills. Different delivery methods can be used, including college training and workplace learning. Programmes normally last between 12 and 36 months, depending on the specific qualification.

In addition, the Skills funding agency provides partial or full funding for the training of apprentices aged between 16-24. Funding is made available directly to the Training providers.

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