



Date of issue:  
08/07/2022

**Training and Staff Competence**

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## 1. PURPOSE

The purpose of this procedure is to detail the level of competence and training required of all personnel and sub-contractors to enable them to carry out their activities.

It also aims at explaining the way training administration is organised, as well as presenting tools that can be utilized to ensure an appropriate level of training is met within the Company.

## 2. SAFETY

Before any task is started, safety checks need to be done.

### 2.1. PRODUCTS

N/A

### 2.2. IMMEDIATE RISKS

N/A

### 2.3. SDS (SAFETY DATA SHEET)

N/A

### 2.4. PPE (PERSONAL PROTECTIVE EQUIPMENT)

N/A

## 3. PROCESS OVERVIEW

N/A

## 4. DEFINITION (FUNCTIONAL DESCRIPTION)

### 4.1. DESCRIPTION OF SYSTEM

The **Manager/Team Leader** is the Direct Line Manager to whom the employee reports to.

The **Trainer/Instructor** is the person who carries out the training of an Indaver Employee.

**LMS**- Learning Management System

**Learning Plan** = Training Matrix

**Learning item** – entity that refers to the training created in LMS

**Online E Learning modules** - learning processes some of which include questionnaires and a pass mark.

## 4.2. OPERATIONAL MANUAL

General background on operation of specific details is in section 5.

## 5. RESPONSIBILITIES

It is the responsibility of each **manager and team leader** to ensure that their staff/team receive all necessary training and to ensure that this procedure is adhered to.

It is the responsibility of each **manager and team leader** to ensure that any risks associated with any job are fully explained to, and understood by, all employees (including also temporary employees) and any contractors.

It is also the responsibility of the **manager/team leader** to ensure that every training content his/her team members receive is fully understood and agreed.

The **manager and/or trainer** must ensure that the training takes into consideration anything that could prevent a full understanding from the employee, for example a low level of English. This may be done by a quick question and answer session after each training, or an observation of the employee using the training content.

It is the responsibility of the **Employee** to complete all Required trainings into the LMS system. It is the responsibility of the Indaver employee who is organising the training by an external trainer to ensure the Training is added to the LMS system. Please see references section for a guide to the LMS software.

It is the responsibility of the **trainer/instructor** to send the **Training Coordinator** the list of employees who attended the instructor led course so that the Training Coordinator can note the attendance in the LMS Training Software.

**Note:** Variances to the above apply in the case of Contractors/agency/temporary staff please see section 6.1.9 below for more details.

## 6. OPERATING / WORK INSTRUCTIONS

### 6.1. OPERATING INSTRUCTIONS

#### 6.1.1 . Staff Competencies

Competencies are assessed and measured through:

- Feedback through 1-2-1's
- Mentoring/coaching
- Managing of KPI's
- Ongoing training and refresher training as required.

#### 6.1.2 . New Employee Induction Training:

All new employees receive the following induction training upon commencement of employment, which include:

- Company Induction
- QESH Induction
- IT Induction
- LMS Induction

- Time and Attendance system Induction,

### 6.1.3 . Job Specific Training

It is the employee's **manager/team leader's** responsibility to:

1. Make sure that the training matrix of each employee is correct and make sure that is continuously improved and updated as needed.
2. Liaise with the different departments to organise training in these areas e.g. Technical, QESH, commercial etc.
3. Manage the completion of all training within the time frame set up in the system.
4. Conduct **monthly reviews of the employees progress on their training plan during the year.** The effectiveness of any training must be reviewed with the employee. If the employee feels further training is required in an area then this should be immediately organised. The manager should ensure the training is fully understood by asking few questions, or observing the employee using the content of the training.

#### NOTE:

- The training assigned to the employee automatically in LMS outlines the minimum training requirements. Any additional training in areas not specified should be arranged if the manager/team leader sees a benefit to it. However, the priority *must* be put on completing the training identified in the LMS system as Required.
- It is the Managers responsibility to ensure that Learning Plan in the LMS software reflects and incorporates any new systems/procedures/activities.
- Managers/Team leaders must close any gaps noted in the employee's Learning Plan by adding or removing courses by utilizing the LMS Change request form available on sharepoint uder the [Human Resources \(public\) - Home \(sharepoint.com\)](#), [LMS Change Request - LMS Change Request - All Items \(sharepoint.com\)](#).
- The actual level of training required for an employee in each area should be determined by the manager/team leader. This should take into consideration the position of the employee, the risks associated with the role, his/her level of responsibility within the company as well as the possibilities for any future growth.

Training is a continuous process that continues for the duration of employment with the company, it does not stop once all the curricula in the employees learning plan in LMS have been completed.

### 6.1.4 . Personal Development Training:

An individual's personal development needs should be discussed by each employee and their manager on an ongoing basis. A formal review is conducted during the annual performance review session (as per the Employee Performance Management procedure) and training needs for the following year should be reviewed in tandem with the future ambitions and personal interests of the employee. Progress towards completion of agreed training is reviewed at the quarterly goal setting sessions and further training for the coming period should be identified.

If an employee moves from one position to another within the company it is their line managers responsibility to ensure additional training needs are identified and that the person receives training in all areas relevant to their new position. The LMS automatically assigns the new curricula and learning items for the employee taking into consideration the new position, but this needs to be double checked by the manager/team leader to make sure that any training is not missed. The employee's new learning

plan should be used in this situation, to know which training has to be conducted for the new position based on the relevant role in LMS.

#### **6.1.5 . Approval of External Training:**

External training needs to be approved by the requestor's manager using the Power app available within the Learning module of LMS. The purpose of this is to ensure that the quality of training is acceptable, that value for money is obtained and that budget control is exercised.

#### **6.1.6 . Evaluation of Effectiveness of Training & Review of Training Requirements:**

Conduct quarterly reviews of the employee's progress on their training plan during the quarterly Performance Review goal setting meeting- The effectiveness of any training must be reviewed with the employee. If the employee feels further training is required in an area then this should be immediately organised. The manager should ensure the training is fully understood by asking a few questions, or observing the employee using the content of the training.

The level of competence of employees and the effectiveness of training is determined partly through internal audits and through ongoing assessment by team leaders. Opportunities for improvement (OFI's) and corrective actions are raised from these audits as necessary. As part of this ongoing assessment, managers review training at least on a quarterly basis using the goal setting form.

Regular management reviews of corrective actions and OFI's raised are conducted and any trends which highlight a gap in staff training or competence are identified. These results are actioned and the appropriate training and resources are made available.

Training requirements are also discussed as an agenda item at relevant meetings.

#### **6.1.7 . Training Confirmations**

##### **6.1.7.1 . *Training carried out internally:***

The **Trainer** will assess the competence of the Trainee and when satisfied must inform the Training Coordinator of the employees who attended the session by email. Then the training coordinator will mark the training as completed in the employee's history in LMS system.

It is the responsibility of the trainer to ensure that training is recorded in the LMS.

##### **6.1.7.2 . *Training carried out externally:***

It is the responsibility of every person organising external training to ensure that the external training is recorded in the LMS. Except in the case of Contractors see section 6.1.9 below.

#### **6.1.8 . Training Records Management:**

The LMS system highlights which training must be refreshed and when. If training is recorded accurately in the LMS system, the system then periodically sends out notification to employees and their managers via email informing them that their Training Cert is about to expire. The system also sends email notifications for any overdue item reminding people that they need to complete the outstanding/overdue items.

#### **6.1.9 . Contractor/Agency and Temporary Staff Training:**

Methods of recording training for contractor/temporary agency staff varies dependent on the business unit. The Contractors are out of scope and not recorded in the LMS.

**TWM/MTWM**

Contractors' sign off training sheets are saved in MOSS. They are not recorded in LMS.

Please see link to location:

<http://indanet.indaver.int/departments/TWMirl/Lists/Interim%20Personnal/AllItems.aspx>

**Meath Plant**

External contractors keep paper copies of required training that we prescribe in the contract. Any temporary staff coming under an external contractor, read/walk through the relevant risk assessments for the area/task. These are signed by the temporary member of staff and a paper copy kept.

**Office based contractors and all other contractors**

The training carried out by our contractors (those who work for us on an ongoing basis) should not be recorded on the LMS. The learning plan of the Contractors is not recorded in LMS.

**7. MONITORING AND EVALUATION**

|    |                      |                                                     |
|----|----------------------|-----------------------------------------------------|
| 1. | Monitoring tool:     | Report from LMS                                     |
| 2. | Monitoring frequency | Monthly                                             |
| 3. | Evaluation method    | Outstanding training records/ KPIs/ 1 to 1 meetings |

**8. REFERENCES/ANNEX**

**8.1. REFERENCES**

Approval & Monitoring of General Contractors

M0591

**8.2. ANNEX**

[LMS Instructions Guide](#)