

The purpose of training is to equip people with the necessary skills, knowledge and attitudes to meet the organisation's 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 the organisation while fulfilling their need for personal development and job satisfaction.

Carter Construction (Derby) Ltd recognise that such development is a continuing process for every employee at every level of the organisation. Training is seen as a necessary investment in order to provide the excellent services that Carter Construction demands.

Training is not a privilege to be granted or withheld from employees, but should be undertaken after a critical appraisal Carter Construction's 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.

Carter Construction will always make budgetary decisions about training in the context of overall finances but Carter Construction has made a commitment to investing in its people and will ensure wherever possible sufficient funding is made according to the needs identified.

## Responsibility for Training

### Managers' Role

- ✓ Induct new employees.
- ✓ Identify training needs jointly with employees in relation to individual objectives.

- ✓ Formulate training plans.
- ✓ Carry out on-the-job instruction and coaching.
- ✓ Make all employees aware of training and development opportunities open to them, select employees for training and brief them.
- ✓ Ensure that those who are trained share their learning with others wherever possible and appropriate.
- ✓ Evaluate the effectiveness of training events in relation to service and individual objectives with those involved.
- ✓ Provide guidance on training policy processes and procedures.
- ✓ Develop a corporate training plan annually.
- ✓ Design and organise specific training activities.
- ✓ Publicise training activities.
- ✓ Facilitate the effective evaluation of training activity in liaison with appropriate managers at individual, service and organisational levels.

### Individual Employee's Role

- ✓ Identify personal training needs in relation to their personal objectives.
- ✓ Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
- ✓ Evaluate the effectiveness of training with the Managing Director during annual reviews.
- ✓ Share learning with colleagues wherever possible and appropriate.

## Areas of Training

### *Induction*

Each new employee will be provided with information and instruction about how Carter Construction operates and how his or her job fits in to the organisation. 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.

### *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.

### *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 devolved budget is provided to fund this form of training. The Managing Director is responsible for prioritising and authorising such training in line with service and individual objectives.

### *Qualifications*

Carter Construction will provide training and further education in pursuit of qualifications for employees where a clear link can be made to meet service objectives. It is Carter Construction's policy to link training and further education to external national standards wherever appropriate.

### *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.

### *Health and Safety*

Management, subcontractors 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 Carter Construction and in consultation with the Health and Safety Officer

**...Collectively we can make a difference**

Signed:



Mr. R. I. Carter – Managing Director  
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