
Learning & Development Policy

1. Introduction

GRAHAM Facilities Management is committed to the development of its employees by helping them to achieve their full potential, enabling the business to effectively fulfill contractual and legislative obligations.

The Company recognises that its people are its most important resource and want to ensure that all training is properly planned, delivered and evaluated.

Learning and Development activities are regularly reviewed to ensure methods are improved to provide maximum benefit.

GRAHAM are committed to being an inclusive workplace where all employees, customers and stakeholders can fully participate and contribute. We strive to ensure accessibility across all facets of our operations, including physical spaces, digital platforms, communication channels and services.

Our People policies are regularly audited against rigorous accessibility standards to ensure compliance and to support every employee.

Anyone who requires additional support or has any questions regarding accessibility can contact the HR team at HR-GFM@graham.co.uk

2. Policy Statement

This policy is intended to provide a basic framework for the various training activities GRAHAM Facilities Management employs to ensure staff have the right skills and competencies to meet both organisational and personal objectives.

The overall aim of Learning and Development within GRAHAM Facilities Management is to reflect and support the Company's goals and values; to attract and retain talent, drive engagement and motivation of employees and to increase efficiencies to maximise performance and profitability.

Failure to meet requirements expected of you will be regarded as a breach of discipline.

3. Scope

This policy applies to all employees across the organisation and deals with all training activities.

4. Purpose of Training

Within GRAHAM Facilities Management, Learning and Development of our employees has specific work related purposes which include:

- From day one all employees will be aware of the goals and values of the organisation and how these impact on their role through the Induction process
- A significant focus on Health and Safety training will ensure that our staff are aware of and understand how to work safely to eradicate or mitigate potential risks to themselves and others.

- Employees require knowledge, skills and behaviours (KSB) to competently carry out their job roles. Line managers and the Learning and Development department will assist with addressing identified gaps in KSB to align individuals with the performance level required for their role
- Development opportunities are offered to employees to enhance their individual and team performance positively impacting on the high performance of the organisation.
- Continuous improvement through quality standards, initiatives and changing industry requirements and legislation will inform the provision of training, learning and development requirements in the business.
- Talent management to support succession planning is important for the ongoing and future workforce planning for the business.
- There is a proactive approach to encouraging employees to identify further learning for professional and personal development, which will be considered and supported on a case by case basis, depending on the needs of the business.
- Learning within GRAHAM Facilities Management is recognised as a continuous process for all employees regardless of role and ability.

5. New employees

A copy of previous qualifications/records, along with a completed 'Training Record Sheet' is collected at time of recruitment and must be provided to the Learning and Development department prior to commencement of employment.

It is imperative that all new employees receive a Company Induction through the delivery of the company and operational (for their contract/site) information. (Refer to presentations available on SharePoint).

For new employees other competency and development-based reviews will be a vital part of ensuring they are competent in the role prior to receiving enhanced or additional training; some initial formal training may be essential.

6. Training need Identification

GRAHAM Facilities Management believes that the provision of high quality, relevant, clearly targeted training will result in many benefits for the both the Company as a whole and for individual employees.

The Learning and Development department has developed, in partnership with relevant Managers, comprehensive matrices which outline Health and Safety, Operational, Trade and Site/Contract requirements. The Training Matrices will form the basis of all developmental activity and will be reviewed on a regular basis.

The Organisational Training Plan (OTP) will be compiled on a yearly basis using information from the Training Matrices, PMR Reviews, Company Supported Training applications and any other additional operational requirements. The OTP will be reviewed by the Senior Management Team and the training spend approved by the Board of Directors. Additional training requirements will be approved on an adhoc basis by the Operations Directors.

7. Graham Academy

GRAHAM Facilities Management has recognised that an investment in existing and future employees can help the company achieve a competitive advantage. The Company is therefore committed to on-going training investment as a key strategic driver enabling the company to meet its business objectives. A primary focus for the company is to 'Grow our Own' employees, in various roles and departments within the business.

People growth will be achieved through various programmes and development streams delivered by the GRAHAM Academy. Through the Academy the organisation will attract and recruit new employees and develop the competency of current employees. This development will be supported through the particular programme aims along with set training plans for specific job roles; to provide the knowledge, skills and behaviours to create high performing employees, teams and the organisation overall.

Our programmes will include the recruitment of:

- Apprentices
- Trainees
- Graduates
- Placements and Internships
- Work experience students
- Current employees

All opportunities will be managed through the GRAHAM Facilities Management recruitment and selection policy.

Learning and Development of employees will be delivered through:

- Management Programmes
- Occupational specific vocational training
- On the job learning, mentoring and coaching
- Multi, up and cross skilling
- Qualification provision and support

The identification and management of talent within the business is recognised as vital and various talent management and succession planning initiatives will be conducted to support workforce planning and development to meet future business requirements. The availability of programme content and delivery mode of all training and development through the Academy will be regularly reviewed and updated to ensure that aims are being achieved to support our employees and business objectives.

8. Company Structured Training / Personal Development

The Company proactively identifies development activities to support business needs; this may also be driven by the employee through a training request/business case submitted through the employees Line Manager to the Learning and Development Department. The business reserves the right not to approve a training request/business case for development opportunities. Where these have been approved there are varying options for support available:

- Financial for training course costs
- Study leave and/or time off for exams
- Provision of training materials/books

- Unpaid leave for training or study
- Agreement for using work related evidence (e.g. Apprenticeships) and apprentice reviews.

Employees wishing to undertake training or study should complete a short business case setting out the business and personal benefits of the training/study. All requests should be submitted to the Learning and Development department, who will forward to the Operations Directors for approval.

If support is approved, the employee will be required to complete a 'Company Supported Training' agreement (with the exception of apprenticeships) which will be held in their training file.

Learning and development interventions and programmes will be evaluated. Employees will be required to complete evaluation forms as required and/or give verbal feedback to their line manager or Department regarding the content and the quality of the training received.

All employees must provide the Learning and Development department with a copy of certificate of attendance or achievement upon completion of the training, if sent directly to them.

9. Recording

The Learning and Development department will hold records for all learning activities undertaken by employees and will update the departmental Training Matrices, as required.

Qualifications and training achieved prior to starting with the Company will be recorded as necessary on the relevant Training Matrices.

10. Equal Opportunities

- The company seeks to meet its Equal Opportunities obligations by providing fair access to employment and training opportunities for all employees.
- All employees will receive all necessary training to meet statutory legal requirements in relation to health and safety, equal opportunities, data protection etc.
- Current disciplinary sanctions against an employee may eliminate opportunities for development training.

11. Travel Expenses

Travel costs associated with training courses organised by the Company should be claimed using the Company expenses procedure.

12. Roles & Responsibilities

Employee:

- To constantly seek opportunities for self-improvement. Most needs will be addressed by on-the-job learning and/or formal training courses, as appropriate.
- Attend and fully participate in any activity, which has been agreed as relevant to their learning and development.

- Actively put into practice the new skills and knowledge gained through learning interventions and participate in any related evaluative measures.
- To ensure adherence to delivery methods for training, e.g. face-to-face, online or distance learning, as required by the Company.

Manager:

- To ensure that staff are competent and have the appropriate training knowledge and skills prior to undertaking any work
- To define the skills, competencies, knowledge requirements for Job Roles under their remit and to ensure that this is communicated to the Learning and Development department and reflected in the relevant Training Matrix.
- To ensure that their staff attends identified training.
- To manage learning opportunities through on-the-job skills, transfer, coaching and mentoring and identification of appropriate learning activities that would benefit the individual and/or the business.
- To carry out a regular performance and development review of all staff including the competency assessment of new employees or employees in new roles.
- To ensure all training procedures are followed effectively to ensure accuracy of information and maximization of available grants and funding.

Learning and Development Department:

- To monitor the Learning and Development policy and procedures and regularly review their effectiveness.
- To keep abreast of developments within the training industry and to advise Directors and Managers on the implementation of training within the organisation.
- To seek ways of improving the learning and development function throughout the company.
- Produce the Organisational Training Plan (OTP) ensuring that training activities are in line with the needs of the business with the assistance of relevant Line Managers and Directors.
- Obtain information from HR concerning learning and developmental activities collected as part of the PMR process.