



QUALITY DOCUMENTS

Q.P. NUMBER 3B

TRAINING OF INTERNAL STAFF
(INCLUDING
INVESTORS IN PEOPLE)



This document forms an integral part of the Company Quality system, and adherence to the requirements specified within are mandatory upon all Company personnel and upon any subcontractor required to work in accordance with it.

This is a controlled document and must not be altered in any way without authorisation from the Company Quality Manager.

Issued by:

Title: QUALITY MANAGER

Date: 01/01/16

Authorised / Approved by:

Title: EXECUTIVE MANAGER

Date: 01/01/16



DOCUMENT AMENDMENTS AND UPDATES

Date Amended	Section Amended	Amendment made	Name of person inserting change
01.01.16		Numerous changes have been made to this document	S. Young

All changes are hi-lighted

Copies of this document are sent to PCN/BINDT and AINDT

CONTENTS

1	Scope
2	Responsibilities
3	Objectives
4	Business Plan
5	Training Plan/Programme Requirements
6	Personnel Training and Development Requirements
7	Training of NDT Tutors
8	Personnel Skills
9	Discipline
10	Dissemination of Relevant Information
Appendix 1	Mission Statement



1.0 SCOPE

- 1.1 To detail all controls that are implemented within the Company for the awareness, training and competency of all Lavender International employees.

2.0 RESPONSIBILITIES

- 2.1 The Co-Managing Director Business Services (in association with the Executive Manager and Quality Manager) is responsible for all training and personnel development needs for all employees within the Company and for maintaining its relevant approval and accreditation.
- 2.2 The Co-Managing Director Business Services (again in association with the Executive Manager and Quality Manager) is also responsible for implementation of all the necessary actions identified within this document.

3.0 OBJECTIVES

- 3.1 To make a formal commitment to meeting the aims and objectives of all our company approvals and accreditations - in both words and in action.
- 3.2 To make a formal commitment in respect of the awareness, training, competence and future development of all employees of Lavender International.
- 3.3 To ensure that all employees are adequately trained and competent to carry out their normal functions – as detailed within their individual Job Descriptions.
- 3.4 To develop employees' capabilities to their full potential.
- 3.5 To appraise and consult with employees on developments within the business.

4.0 BUSINESS PLAN

- 4.1 The company publish a 3-year Business Plan which will be developed by the Directors and SMG and which will be made available to all members of staff. The Business Plan will be reviewed, updated and discussed at least annually with key members of staff.
- 4.2 All members of staff will either be given a copy of an annually updated Business Plan, or will otherwise have access to such a Plan electronically.
- 4.3 The Plan will include:-
- a. Mission Statement
 - b. Aims and objectives of the Company and its staff



- c. A financial overview to achieve the goals of the Business Plan
- 4.4 All staff are entitled to receive appropriate training in any aspect of their employment and are encouraged to discuss future requirements and development at their annual appraisal where training objectives will be set.
- 4.5 The Company Management team operate an open door policy and staff are encouraged to discuss issues with any of the Management Team including Directors, the SMG or their line manager, at any time.
- 4.6 The Company operates an Equal Opportunity Programme (see Employee Handbook section 26).
- 4.7 It should be noted that flexibility should be written into the Business Plan to cater for unforeseen circumstances or any changes to Approval/Accreditation Scheme requirements by our appropriate Lead or Certification bodies.

5.0 TRAINING PLAN/PROGRAMME REQUIREMENTS

- 5.1 The training requirements of staff will largely be based on the business objectives of the Company - taking due account of the skills analysis of the employees and any future developmental needs to bring about continual improvements to our processes and products/services etc.
- 5.2 Training objectives will be set at the annual staff appraisals but additional training requirements which may arise throughout the year will also be considered and met as deemed appropriate.
- 5.3 The targets set (and/or achieved) for the preceding year will be considered as part of the Business Planning for the following year.
- 5.4 Where deficiencies have occurred in not meeting previously set targets the new and subsequent Business Plans shall indicate the reason for this shortfall and shall attempt to provision the means to ensure they are met going forward.

6.0 PERSONNEL TRAINING & DEVELOPMENT REQUIREMENTS

- 6.1 Company Induction and Ongoing Personnel Appraisal
 - 6.1.1 All new employees will undergo induction training into the Company at the first available opportunity following their recruitment. This is completed to ensure staff are aware of all company systems and processes relevant to their role and are able to follow them in a safe and secure manner etc. An Induction Pack (QD 189) and an induction plan/programme relevant to their job role is made available and



provided to all new employees as part of this Company Induction Training.

6.1.2 The induction process is fully described in WI 15.

6.1.3 NDT tutors will undergo training in accordance with WI16 (see section 7 below).

6.1.4 On a yearly basis each member of staff is required to complete a Staff Appraisal form (QD 55) and attend a Staff Appraisal meeting with his/her line manager, a member of the SMG and/or the Executive Manager, all of whom have received appropriate training. See also section 6.1.6 below.

6.1.5 This will be used to determine their current performance levels against their agreed Job Descriptions (which outline the principal responsibilities and limits of authority) - in addition to identifying any future training and/or development requirements and any personal goals for the following year (QD 13).

6.1.6 These annual appraisals will be a two-way dialogue between employee and management.

6.1.7 Directors' roles are outlined in section 5.5.2 of the Quality Manual and it is not considered necessary for them to have a Job Description or Annual Appraisal.

6.2 Individual Training Plans (and their relationship with the Company's overall Annual Training Plans/Programme)

6.2.1 During the annual Staff Appraisal meetings individual training needs for the coming year are discussed and agreed between management and each employee.

6.2.2 These individual Training Plans will then collectively form part of the Company's overall Staff Training Development Programme - as identified in section 5 of this procedure – which will be budgeted for.

6.2.3 Training needs will be co-ordinated by the Business Development Manager. The Executive Manager will forward on any training needs arising from staff appraisals to the Business Development Manager and Senior Management will forward on training needs arising through business development.

6.2.4 Individual Training and Development Plans will always form part of the Staff Appraisal records.



- 6.2.5 Friday workshops – attendance record.
- 6.2.6 When short in-house courses are undertaken records of these courses shall be included in employee's individual personnel file records.

6.3 Attendance at Courses (Internal or External)

- 6.3.1 All employees will be informed when they are expected to attend courses – which could be internal or external courses.
- 6.3.2 The Business Development Manager will facilitate the booking of courses with the appropriate member of staff who will be responsible for making all necessary arrangements for employees attending the relevantly agreed courses and for notifying each employee of these requirements. The Business Development Manager will be responsible for the recording of all courses attended by company employees.
- 6.3.3 On completion of the course the attending employee is asked to complete a Course/Seminar Report (QD 130) regarding course content, applicability, quality of presenter etc. The aim of this is to evaluate each arranged course to ensure it meets its objectives.
- 6.3.4 Completed reports will be held on the individual's personnel file – but will be reviewed by the Business Development Manager to ensure that only the best available courses that meet the company's training objectives are used for the future.

6.4 NDT Certification

- 6.4.1 All Technical staff will hold relevant certification at the same or higher level to the level of training which they are authorised to provide.
- 6.4.2 Each member of the Technical staff will be responsible for the maintenance of their certification and will be encouraged to maintain and extend their certification, as and when appropriate.
- 6.4.3 An informal recall system administered by the Quality Manager is in operation for the recall and renewal of appropriate certification for all Technical Staff – especially those elements that are deemed as mandatory for each employee's specific job role.
- 6.4.4 Each member of the Technical staff has a file in which details of their NDT certification and other applicable qualifications are held. These are kept in the Quality Department. An electronic database is also maintained by the Quality Manager showing the certification status of PCN Levels 2 and 3 and ASNT Level 3. Level 3 Services' aerospace certification is maintained by the Level 3 Services secretary.



6.4.5 Maintenance of applicable NDT certification will fall under 3 categories:

- a. For **SNT** Recertification - renewal will be by internal examination of specific theory paper and a practical test. Records will be maintained for review and certification will be generated by the employer.
- b. For **PCN** Recertification - examinations will be conducted at another Test Centre in line with PCN requirements.
- c. For **PCN** Renewal/Recertification without examination - the requirements of CP16 and CP17 will be followed and the relevant forms submitted to PCN.

Newly issued certificates are held in the individual's file and superseded copies are archived by the Quality Manager.

7.0 TRAINING OF NDT TUTORS

7.1 Approval of NDT Tutors for the process of training shall be by a combination of:

- Work experience & background history
- Training performance
- General examination approvals

7.2 NDT Tutors shall be strong team players who possess excellent interpersonal and communication skills and a flexible and positive attitude to change.

7.3 All NDT tutors shall be certified into a certification scheme recognised by PCN to at least Level 2 in the method (and categories/techniques) that they are assigned to teach. Only NDT Tutors certified to Level 3 are able to deliver Level 3 training.

7.4 Newly appointed and authorised training staff (NDT Tutors) will undergo the NDT Tutor Internal Training Programme in accordance with Work Instruction 16. Lavender International employ one member of staff (Gary Elliott) who has been formally trained in instructional techniques and who oversees and approves the NDT Tutor Internal Training programme confirming that this training has been disseminated satisfactorily through WI 16.

7.5 Going forward from January 2016 the competence of all NDT Tutors will be evaluated by on-going assessment once over a one-year period as outlined in the Tutor Observation Schedule. This will be carried out by an appropriately qualified NDT Tutor who will complete a Lesson Observation Form (QD 10) confirming their findings and any recommendations for their improvement. The competencies evaluated will include: clarity of objectives; planning and



organisation; methods/approach; delivery; relationship with students; questioning techniques; content; student participation; use of facilities; and use of audio visual/IT aids.

- 7.6 The report will be discussed with the relevant NDT Tutor that has been subject to assessment and any issues identified during this evaluation will be satisfactorily addressed. This will then be kept in the NDT Tutor's personnel file records.
- 7.7 Records of experience, qualification, certification and training for all authorised NDT Tutors are updated and maintained throughout their term of employment with this company.
- 7.8 Changes in the status or quantities of NDT tutors (e.g. those who leave the company or newly appointed NDT tutors) are notified to PCN as and when they occur so that they can update our Schedule of Approvals. Additionally the staff Management Structure with any applicable changes is submitted to PCN/BINDT every 3 months with the updated QMS documents.
- 7.9 Tutors who are employed at our overseas training centres will spend several weeks in one of our Training Schools to undergo the internal tutor training programme prior to being submitted for approval on the BINDT schedule.

8.0 PERSONNEL SKILLS

- 8.1 All staff will be interviewed prior to recruitment and then by management at the first available opportunity following their recruitment - to determine all personnel skills, experience, qualifications and certification etc. are properly determined such that these may be documented within their Personnel File records.
- 8.2 Copies of the appropriate certification will be filed in the Quality office and the details entered onto the certification database.
- 8.3 When individual staff gain additional skills and/or certification the necessary records and file will be updated by the Quality Manager.
- 8.4 These individual staff records will be maintained for the whole of the period they are employed by the company.

9.0 DISCIPLINE

- 9.1 Discipline within the Company is the responsibility of the Directors of the Company and shall follow the procedures identified within the Employee Handbook (section 21).



10.0 DISSEMINATION OF RELEVANT INFORMATION

10.1 The Company's quality documentation details throughout the controls and communication systems that the Company employs to ensure that staff are appraised of all the necessary information.

10.2 This documentation also identify the responsibilities for these processes and the records that need to be produced to demonstrate that staff have been made aware of the information.

10.3 To ensure that all employees are kept abreast of all applicable information the Company's Management:

- Provide copies of Business Plans,
- Provide access to all Company Quality Management System Documentation,
- Identify changes to system documentation and processes in line with Company Quality Procedure QP9 requirements,
- Provide Access to Internal Audit findings and External Assessments where they are required to take appropriate corrective/preventive actions,
- Provide Access to all Management Review Minutes; and:
- Hold periodic staff meetings to inform employees of developments within the Company.
- Hold regular departmental meetings.

10.4 Minutes of the **periodic** staff meetings will be made and shall be retained indefinitely. They will be sent to all staff by email by the PA to the CO-MD Business Services and shall be available on the network for all employees to view and take any relevant actions assigned to them.

10.5 Additional Friday Workshops are run by and held for staff on an ad-hoc basis. These are intended to inform staff on a whole range of subjects relevant to the business.