

## Training & Development Policy

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.

Acorn Waste Management recognises 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 Acorn Waste Management demands.

Training is not a privilege to be granted or withheld from employees but should be undertaken after a critical appraisal of the Acorn Waste Management's needs in relation to its objectives, while taking account of the realistic aspirations of those employees.

### The Training Process

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.

### Management Team's Role

The Management Team has a key role to play in training by:-

1. Demonstrating a commitment to train and develop employees in relation to the organisation's objectives.
2. Ensuring that training and development plans are focused on organisation's needs at corporate and service levels and provide adequate resources.
3. Ensuring training and development actions are evaluated in relation to service and organisational objectives and the benefits clearly identified.

Managers' and Supervisors' main areas of responsibility are to:-

1. Induct new employees.
2. Identify training needs jointly with employees in relation to individual objectives.
3. Formulate training plans in liaison with the Training Officer.
4. Carry out on-the-job instruction and coaching.
5. Make all employees aware of training and development opportunities open to them, select employees for training and brief them.
6. Ensure that those who are trained share their learning with others wherever possible and appropriate.
7. Evaluate the effectiveness of training events in relation to service and individual objectives with those involved.

The individual employee's role is to: -

1. Identify personal training needs in relation to their personal objectives and unit service plans.
2. Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
3. Evaluate the effectiveness of training with their line manager.
4. Share learning with colleagues wherever possible and appropriate.

Training and development can be broken down into categories to aid understanding and organisation. The categories of training used by Acorn Waste Management are: -

1. Induction

Each new employee should be provided with information and instruction about how Acorn Waste Management operates and how his or her job fits in to the work of the section and department by line management. 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.

2. Management Development

Management Development is essential to the success of Acorn Waste Management in increasing the effectiveness of first level, middle and senior management. The corporate strategy is to provide training at all levels of management based on individual needs.

3. 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.

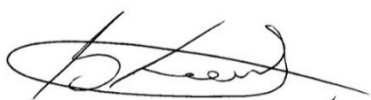
4. Qualifications

Acorn Waste Management will provide training and further education in pursuit of qualifications for employees where a clear link can be made to meet service objectives.

5. Health and Safety

Acorn Waste Management 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 the Acorn Waste Management and in consultation with Acorn Waste Management's SHEQ & HR Officer Natasha Williams.

Signed



Bridget Ferrington  
Managing Director  
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