STAFF DEVELOPMENT AND TRAINING POLICY

Introduction

Staff development and training is an important way in which Jones Bros Ruthin (Civil Engineering) Co Ltd can achieve its organisational aims and objectives. The principal purpose of all staff development and training is to make the company more effective at all levels by enabling its staff to work in the best ways possible.

Aims & Objectives

To promote good practice as well as to meet Health & Safety legislative requirements within the workplace. Where appropriate, for staff to acquire the skills and techniques necessary to undertake their role in the workplace safely.

To ensure that all Jones Bros Ruthin (Civil Engineering) Co Ltd employees are properly trained in the skills they need to carry out their present jobs at a standard acceptable to the company and its clients.

Jones Bros Ruthin (Civil Engineering) Co Ltd is committed to making the most effective use of talents, skills, and abilities in the workforce and to helping all employees maximise the contribution they can make.

The Training department, through appropriate staff consultation and development review processes, will identify, plan, and provide staff training and development programmes as part of the company's strategy for the achievement of its organisational aims and objectives. Specific aims and objectives will be identified for each training programme.

Basic Principles

People are the most important resource to Jones Bros Ruthin (Civil Engineering) Co Ltd. Through them, it achieves its aims and objectives, including a high quality of service to its clients. Improvement in the efficiency and effectiveness of employees will have consequential benefits for the functioning of the company as a whole. The level and quality of provision of training and staff development is a reflection of the value placed on staff, and also affects staff morale.

Training and staff development therefore has a high priority. The company will ensure adequate financial and other provision to ensure all members of staff, collectively and individually, receive high quality training and development to assist them to achieve their full potential.

Framework

Training and staff development are broad concepts. They cover training events, on the job instructions, one to one coaching, development through exposure to new and different tasks and responsibilities, working in different environments and teams, an operative training scheme and a civil engineering higher apprenticeship programme. These are some of the important ways we "grow" talent in the company (whether delivered in-house by the company or through external agencies). The company has the benefit of an internal Construction Skills (CITB) approved training centre that employs 5 CPCS instructors/testers, 2 NVQ assessors, manual handling instructors and access to in-house health and safety and environmental trainers. The training programme is varied and adaptable to all site/contract requirements. The programme will cover:

In House Health and Safety training to include but not exhaustive:

- CPCS
- NVQ level 2 in SPMO
- Manual handling
- Abrasive wheels
- Risk Assessment
- Health & Safety Awareness
- SMSTS

- SSSTS
- Incident reporting and investigation
- NVQ level 3,4,5 in Construction Site Management
- 4 x 4 off road driving
- Workshop safety
- Low Loader safety
- Site supervision courses
- Company inductions
- Site specific inductions and toolbox talks (carried out on site)

Other training but not exhaustive:

- Jones Bros Management System
- Commercial procedures
- SEATS
- Awareness of environmental and sustainability issues
- GDPR training
- Cyber training
- Manual handling

External training but not exhaustive:

- NEBOSH General Certificate
- NEBOSH Diploma
- Health and Safety for Directors
- NVQ level 2 in Groundwork
- Underground Services Detection
- Scaffolding Inspection
- Roads and Streetworks
- First aid
- Appointed persons
- Chainsaw Course
- Plastic welding
- CCNSG Power-station passport
- Confined Spaces
- Engineering HNC/D and degrees

Health & Safety Management Training

This is an on-going matter within the Company. All site managers/foremen have background training stemming from their apprenticeships and work experience. This has included significant health and safety training. We also arrange formal health and safety training by means of the following:

- Site Managers Safety Training Scheme
- Site Supervisors Safety Training Scheme.

We believe that the above training, coupled with past experience in a variety of construction types, has developed the skills and qualities which allow a site manager to run the construction site to the standards required by our safety policy and current legislation.

All persons employed on the site will be required to undergo site induction training covering health and safety procedures. Details will be recorded and kept on site. Regular Toolbox Talks are given to our employees on site by our site managers.

Black Hat Supervisor Training

This is an ongoing requirement within the Company. All personnel undertaking supervisory duties must complete formal Black Hat Supervisor training to ensure they possess the skills, knowledge, and behaviours required to lead safe and efficient operations.

Mandatory Training Requirement
All current and new Black Hat Supervisors must complete the Black Hat Supervisor training course. This requirement applies to the following positions:

- Engineers
- Sub Agents
- Agents
- Project Managers
- Gangers
- Foremen
- Works Managers

New starters appointed to these roles must attend the next available course as a supplement to the Company induction.

Progression into Supervisory Roles

Completion of the Black Hat Supervisor training is mandatory prior to appointment into the following roles:

- Apprentice → Engineer
- Operative → Ganger
- Ganger → Foreman
- Engineer → Sub-Agent
- Sub-Agent → Agent
- Agent → Project Manager
- Foreman → Works Manager

This supports competence development and ensures all supervisory personnel meet Company standards before assuming increased responsibility.

Refresher Training

Black Hat Supervisor training must be renewed every three years. In addition, mandatory annual upskill modules are required to ensure continued competence and up-to-date awareness of Company procedures, high-risk activities, and industry requirements.

Annual Teams-Delivered Refresher Session

All Black Hat Supervisors must also attend an annual refresher session delivered via Microsoft Teams. These sessions are designed to:

- Maintain supervisor confidence and competence using the Business Management System
- Communicate changes in legislation, Company standards, and key improvement focus areas
- Encourage shared learning, feedback and consistent expectations across all projects

Attendance is recorded and retained by the Training Department in accordance with Company requirements

Civil Engineering Higher Apprenticeship

Each year, Jones Bros Ruthin (Civil Engineering) Co Ltd recruits apprentice civil engineers through our 4-year Degree Apprenticeship Programme. The programme combines paid, practical experience on live civil engineering projects with academic study delivered in annual phases at Coleg Cambria, leading to a BEng (Hons) or BSc (Hons) qualification. Throughout the apprenticeship, trainees complete structured company role training, gain nationally recognised site safety and technical certifications, and continuously develop professional competence. Successful completion of the programme provides the opportunity to progress into a full-time Project Engineer role within the business.

Operative Training Scheme

Each year Jones Bros Ruthin (Civil Engineering) Co Ltd recruits, applicants to start a 15-month Operative Training Scheme. The trainee operatives are given Initial Health, Safety and Environmental training at the Jones Bros training centre in Denbigh North Wales. Dependant on current project requirements the trainees will be provided with a CPCS level of instruction on any of the plant list below depending on where their first work assignment will be:

- Forward tipping dumper,
- Ride on Roller,
- Tractor,
- Telehandler,
- ADT

On successful completion of the initial training, the operative will be issued with a CPCS red card in whatever categories they have been trained and will be provided with additional competency training on the type of role they will be doing on their first site. The trainees after initial training in the Jones Bros training centre will be placed in a real working environment through a work placement to assess continued suitability for employment as a Jones Bros Operative gaining valuable experience on civil engineering sites. This will be an initial 6-month probation period.

In the first winter season the trainees will be invited back to Denbigh to cross train on further plant and equipment that could include excavator training to those outstanding individuals:

- Excavator (including lifting Ops & GPS training)
- Forward tipping dumper,
- Ride on Roller,
- Tractor,
- Telehandler,
- ADT

The trainees then deploy back to project sites to continue their work placement and gaining valuable experience and mentoring. After 15 months if the trainee has a performed well and has a good performance and attendance record, they will be offered the opportunity to complete an NVQ level 2 and upgrade the CPCS red card to a blue card (Competent Operator). If the individual's performance and attendance has been good, then they may be offered the opportunity to move on to a Jones Bros type G plant operative contract.

Identifying Training Needs, Refresher Training

Training needs are identified based on job role and existing competencies and can be found listed in the TR-t-001 Job Role Training Requirements Guide on Pansophy . The training department has in place a database of training records. These records enable the department to recognise who requires training or refresher training. The training co-ordinator will arrange the appropriate training and inform the individual employee via email or phone call.

The company is committed to keeping employees updated with changes in legislation and industry work practices. To help them achieve this refresher training is available in-house and with external training providers.

Continuing Professional Development (CPD)

The company encourages all senior management and professional employees to maintain their Continual Professional Development (CPD) by arranging relevant courses and supporting attendance at relevant meetings/workshops. Self-employed contractors are expected to keep updated on changes to industry practices relevant to their qualifications and experiences. Evidence of any Continual Professional Development CPD courses or seminars attended outside the Company's control should be maintained by the individual.

The company may for key roles and where it is deemed essential for the business approve courses of study such as the Higher National Certificate, Higher National Diplomas, the Master of Business Administration, professional accountancy qualifications, and membership of the CIPD. To support this a **maximum** of 5 paid study days per year may be authorised through senior line management and only if the employee agrees if their employment terminates within an agreed timeframe, they will be liable to repay the cost incurred by the company (signing of a sponsorship agreement).

- The 5 days study leave should only be used for study or to take an exam.
- The study days cannot be used to retake failed exams.
- Employees are expected to demonstrate an appropriate amount of commitment outside of work hours to achieve the qualification, given the investment made by the organisation.

Training Files

Individual records of training and development will be kept securely and centrally in the Training Department. These records are confidential, access being on a need and right to know basis. Individual members of staff will have right of access to their own files.

Equal Opportunities

In accordance with Jones Bros Ruthin (Civil Engineering) Co Ltd Equal Opportunities Policy, all members of staff will be entitled to training and staff development opportunities appropriate to their needs. No member of staff will be discriminated against on the basis of gender, sexual orientation, marital status, creed, colour, race, ethnic origin, religious or political beliefs, age, disability, or part-time employment status.

Company and Site Induction

All new employees will receive a company induction, issued with the company staff handbook and employee health and safety booklet. Company inductions are to be documented on form **HR-f-006** and held in personnel files in the HR department.

Each employee and sub-contractor will receive a site-specific induction, highlighting the specific health, safety, and environmental issues. Signatures will be obtained from the attendees of the induction confirming that they understand and agree to comply with the conditions. This is documented on form.
HS-f-020 or using the company mobile app custom form **HS-a-022** and filed against the construction phase plan in the correct project administration document pool on the company document management system (Pansophy).

The person carrying out the induction must check the validity of all plant and other competence cards and certificates and make a copy for the site records.

Toolbox Talks

Site specific and general toolbox talks will be delivered by site management to all workers on site and signatures obtained from all attendees on the briefing register form **HS-f-007**. This form is to be filed against the construction phase plan in the correct project administration document pool on the company document management system (Pansophy) a copy is to be sent to the HSEQ department.

Competence

The majority of professional employees within the company are qualified to degree /diploma level in their specific fields of occupation and have professional institution membership with the relevant bodies. However, the company recognise that there are members of staff who have progressed their way through the company via work experience.

Jones Bros Ruthin (Civil Engineering) Co Ltd is committed to achieving a 100% qualified workforce. To achieve this, there is in place a rolling training programme to qualify all site personnel to at least the equivalent of NVQ level 2 in their specific fields of work.

The information below sets out the expected National Vocational Qualifications (NVQ) achievements of various occupations within the company:

- Site Management - NVQ in Construction site management, Level 3, 4 & 5 (depending on level of management role)
- Plant Operators - NVQ level 2 in Specialised Plant and Machinery Operations (SPMO)
- Labourers - NVQ level 2 in Groundwork.

Review

This policy will be reviewed annually, and any changes made communicated to all employees.



Hefin Lloyd-Davies
Director
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