**FQM LIMITED**

**Training and Competency**

1. **PURPOSE**

The purpose of this procedure is to provide a standard model of requirements for the training of all employees working for [COMPANY NAME], and a system whereby the competency of all employees can be assessed and proven.

1. **SCOPE**

This procedure applies to the training of all [COMPANY NAME] employees at all [COMPANY NAME] operated sites and the people responsible for sourcing, providing, recording and refreshing of that training.

1. **RESPONSIBILITIES**

* **HSE Manager/H&S Advisors** are responsible for:
  + Ensuring that this procedure is maintained and communicated to all relevant [COMPANY NAME] personnel.
  + Identifying the training needs required for the company to meet with current H&S legislation and requirements.
  + Organising internal training and sourcing external training as required.
  + Ensuring all [COMPANY NAME] employees receive the minimum training before taking up an appointed role.
  + Carrying out a site induction with all new employees prior to them taking up their appointed role.
  + Evaluating the effectiveness of external training providers.
  + Maintaining a recorded system of training (e.g. site-specific training matrix) for all employees.
  + Organising refresher training when required.
  + Carrying out an annual review of training requirements.
  + Carrying out visual monitoring of employee’s competency on daily workshop/yard walk rounds.
  + Implement checks on the competency of employees by means of written assessments and record the findings.
* **Managing Director** is responsible for:
  + Carrying out annual employee competency appraisals of all office staff to assess their skills, knowledge, experience, quality of work and attitude.
* **Operations Managers** are responsible for:
  + Carrying out annual employee competency appraisals of all workshop staff to assess their skills, knowledge, experience, quality of work and attitude.
  + Carrying out six monthly appraisals on all apprentices under their supervision.
  + Undertaking the selection of employees who are eligible for further site-specific training, e.g. Forklift, MEWP etc.
  + Ensuring that supervisory staff under their control are familiar with their duties described in this procedure.
* **Site Foremen/Chargehands** are responsible for:
  + Ensuring all employees are working to and meeting with the required standard of the training that they have received.
  + Carrying out visual monitoring of employees as part of their daily duties and feeding back information to the HSE Manager/H&S Advisor on any employee they feel is not meeting the required standard.
  + Assisting the Operations manager with any information required during the annual competency appraisal process.
  + Carrying out six monthly assessments on all apprentices under their supervision.
  + Complying with and attending any training courses they are required to undertake as part of their employment.
  + Carrying out any written assessments that are required to be completed as part of the DMS competency procedure.
* **All employees** are required to:
  + Participate in the annual competency appraisal process.
  + Comply with and attend any training courses they are required to undertake as part of their employment.
  + Carry out any written assessments that are required to be completed as part of the [COMPANY NAME] competency procedure.
* **HR Manager** is responsible for:
  + Ensuring all [COMPANY NAME] employees receive the minimum training before taking up an appointed role.
  + Ensuring accurate records of certificates are held for all employees.
  + Reviewing, recording and feeding back, to all employees, the results of the annual [COMPANY NAME] competency appraisals.

1. **PROCEDURE**
   1. **New employees – Workshop**

All new [COMPANY NAME] workshop employees will receive a site-specific induction prior to taking up their appointed role, this will be carried out by the HSE Manager/H&S Advisor. All new workshop employees will receive a Health & Safety at Work booklet and will then complete a site familiarisation tour with the HSE Manager/H&S Advisor.

All new workshop employees will undertake the Health & Safety for Industry course to an IOSH (Institution of Occupational Safety and Health) level. This will be an online course and will be carried out in the QHSE office. This course will be completed by the employee within the first twelve months of their employment commencing with the company.

The Health and Safety for Industry course will cover the following topics: -

* Manual Handling
* Risk Assessment
* COSHH
* PUWER
* HAVS
* Safety Observation Systems
* Confined Space
* LOLER
* Working at Heights Awareness

A percentage score of 80% or higher is required to successfully pass each module.

Following the completion of the above modules, the employee will be required to complete a final project and assessment where they will have to achieve a percentage score of 50% or higher to complete the full course.

Once they have completed the IOSH course the HSE Manager will review and record their results, and then use these to then assess what further, if any, health & safety training is required for that employee.

* 1. **Year One Employees – Workshop**

Workshop employees in their first year of employment with the company will be subject to a six monthly written review from their line manager/supervisor to assess their competency and future training requirements. These reviews will assess each employee on nine competency factors: -

* Volume of Work
* Job Knowledge
* Initiative
* Safety Awareness
* Dependability
* Teamwork
* Attendance & Punctuality
* Work Planning
* Communication

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

Abrasive wheels

During the first year of employment, all workshop employees will undertake an external ½ day abrasive wheels course which will cover: -

* Correct changing of abrasive wheels and discs
* Maintenance of abrasive wheels and discs
* Safety aspects
* Operational requirements
* Correct use of grinders

Priority for attending this course will be decided on the hand arm vibration risk level of the employee’s trade.

* High Risk – Steel workers/Platers
* Medium Risk – Welders
* Medium/Low Risk –Joiners/Painters/Labourers
* Low Risk – Engineers
* Very Low Risk – Other employees

Confined space entry and rescue

During the first year of employment, all workshop employees will undertake an external confined space entry and rescue course which will cover: -

* Legislation
* Hazards
* Policy
* Procedures
* Permits to work
* Gas testing
* Practical use of breathing equipment,
  + Full duration BA sets
  + Airline sets
  + Flight escape sets
* Practical use of basic rescue equipment,
  + Harnesses
  + Stretchers
  + Slings
  + Karabiners
  + Hauling devices
  + Winches
  + Tripods
  + Davit arms
  1. **Year Two Employees – Workshop**

Workshop employees in their second year of employment with the company will be subject to an annual written review from their line manager/supervisor to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

Overhead crane/Slinger banksman

During their second year of employment, all workshop employees will undertake an external overhead crane/slinger banksman course which will cover: -

* Organisation of lifting operations and planning the lift
* Lifting equipment selection
* Pre-use inspection of all equipment to be used
* Checking equipment ID, SWL, Colour code
* Preparation and safe usage
* Lifting/lowering/travelling techniques
* After use checks
* Slinging techniques
* Lifting accessories commonly used,
  + Shackles
  + Webbing slings
  + Round slings
  + Wire rope slings
  + Chain slings
  + Plate clamps

Fire warden/extinguisher

During their second year of employment, all workshop employees will undertake an external fire warden/extinguisher course which will cover: -

* The Role of the Fire Warden
* Fire Legislation
* How fire spreads
* Fire Risk Assessment
* Fire Hazards
* Fire Prevention and control measures
* Classes of fire and fire equipment
* Emergency lighting and means of escape
* Action in the event of fire
* The role of the Fire Marshall
* Practical exercises “Fire Warden inspections” and “Extinguishing a live fire”
  1. **Year Three Employees – Workshop**

Workshop employees in their third year of employment with the company will be subject to an annual written review from their line manager/supervisor to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

Forklift truck

After completing a two-year period with the company all employees will be eligible for an external forklift truck course which will cover: -

* Legislation
* Operators safety code
* Forklift truck stability
* Factors causing forward / sideways tipping
* Pre-start and operational checks
* Driving and manoeuvring in restricted areas.
* Stacking / de-stacking at low level, eye level and high level
* Correct shutdown and parking procedures.

This training will be provided to employees at the discretion of the Operations Manager in order to maintain a minimum 50% cover across all trades.

Mobile Elevated Work Platforms

After completing a two-year period with the company all employees will be eligible for an external mobile elevated work platform course which will cover: -

* Legislation
* Basic type of MEWP and terminology
* Standing Area
* Wind Speeds
* Electrical Hazards
* Access and Egress to the carrier
* Safe starting, manoeuvring and stopping
* Awareness of the working area
* Accurate use of the hydraulic controls
* Judgement of speed, space and height from the carrier
* Isolation of work area
* Park and secure MEWP
* Operating safely to Banksman signals

This training will be provided to employees at the discretion of the Operations Manager in order to maintain a minimum 50% cover across all trades.

* 1. **Employees with Over Three Years’ Service – Workshop**

Workshop employees having completed three full years of employment with the company will be subject to an annual written review from their line manager/supervisor to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

Having completed over three years’ service with the company, workshop employees will be eligible for specialised training for positions such as,

* First Aid
* Wencon Repair
* Gas Free Inspection
* Mobile Crane Operator
* HGV Driver Classification

This additional training will be provided to employees at the discretion of the Operations Manager in order to maintain the required cover needed at each dry dock facility.

* 1. **New employees - Office**

All new [COMPANY NAME] office employees will receive a site-specific induction prior to taking up their appointed role, this will be carried out by the HSE Manager/H&S Advisor. All new office employees will receive a Health & Safety at Work booklet and will then complete a site familiarisation tour with the HSE Manager/HS Advisor.

All new office employees will undertake the Office Safety course to an IOSH (Institution of Occupational Safety and Health) level. This will be an online course and will be carried out in the QHSE office, this will be completed by the employee within the first twelve months of their employment commencing with the company.

The Office Safety course will cover the following topics: -

* Manual Handling
* Risk Assessment
* COSHH
* Slips, Trips and Falls
* Fire at Work
* RIDDOR/First Aid
* Policy and Procedures
* DSE–VDU
* RSI–ULD
* Electrical Safety
* Security
* Environmental
* Asbestos
* Hygiene
* Safety Reps
* What is Stress

A percentage score of 80% or higher is required to successfully pass each module.

Following the completion of the above modules, the employee will be required to complete a final project and assessment where they will have to achieve a percentage score of 50% or higher to complete the full course.

Once they have completed the IOSH course the HSE Manager will review and record their results, and then use these to then assess what further, if any, health & safety training is required for that employee.

* 1. **Year One Employees – Office**

Office employees in their first year of employment with [COMPANY NAME] will be subject to six monthly written reviews from their line manager/supervisor to assess their competency and future training requirements. These reviews will assess each employee on 9 competency factors: -

* Volume of Work
* Job Knowledge
* Initiative
* Safety Awareness
* Dependability
* Teamwork
* Attendance & Punctuality
* Work Planning
* Communication

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

DSE Assessment

During the first year of employment, all office employees will undertake an internal Display Screen Equipment (DSE) Assessment which will cover: -

* Workstation/Work surface
* Display Screen
* Keyboard
* Work chair
* Lighting, Reflections & Glare
* Environment, Temperature & Noise
* Posture
* Training & Information
* Other Areas

This assessment will be carried out by the individual employees and the information will be reviewed and recorded by the HSE Manager who will then assess what further, if any, training is required for that employee.

These DSE assessments will be reviewed following a substantial change in equipment or workstation or after a five-year period. All completed DSE assessments will be kept on file for at least six years after the employee has left the company.

* 1. **Year Two Employees – Office**

Office employees in their second year of employment with the company will be subject to an annual written review from the Managing Director to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

In their second year of employment with the company office staff will be eligible for specialised training for positions such as: -

* Welding CSWIP
* APM Project Managing Certificate
* Foundation Level Human Resources
* 9001 Foundation
* 9001 Internal Auditor
* HNC Accounts

This additional training will be provided to employees in relation to their staff position and the level of training and certification required for that position. This training will be provided at the discretion of the Managing Director.

* 1. **Year Three Employees – Office**

Office employees in their third year of employment with the company will be subject to an annual written review from the Managing Director to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

In their third year of employment with the company office staff will be eligible for specialised training for positions such as: -

* NEBOSH General Certificate
* 9001 Lead Auditor
* Project Managing Associate Certificate

This additional training will be provided to employees in relation to their staff position and the level of training and certification required for that position. This training will be provided at the discretion of the Managing Director.

* 1. **Employees with Over Three Years’ Service – Office**

Office employees having completed three full years of employment with the company will be subject to an annual written review from the Managing Director to assess their competency and future training requirements.

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess what further, if any, training is required for that employee.

Having completed over three years of employment with the company office staff will be eligible for specialised training for positions such as: -

* Port Facility Security Officer
* First Aid

This additional training will be dependent on the needs of the company and will be decided at the discretion of the Managing Director.

* 1. **Apprentices**

All DMS apprentices will complete a four-year apprenticeship programme with the company. This will involve both on the job training and part time college attendance as part of the Modern Apprenticeship scheme.

All apprentices will be subject to six monthly written reviews from their line manager/supervisor to assess their progress during the entire four-year term of their apprenticeship. These reviews will assess each apprentice on six competency factors: -

* Knowledge
* Quality of work
* Attendance/Punctuality
* Initiative
* Communication/Listening Skills
* Dependability

These reports will be returned to the HSE Manager who will review the comments and then use these to then assess the progress of each apprentice and provide them with feedback on their performance and future expectations.

Year 1

The Apprentice will attend college on a part time basis during the first year in order to complete their Performing Engineering Operations (PEO). The apprentice will be expected to attend their place of work, on the days when not required to attend college, where they will work alongside tradesmen in their chosen profession to gain experience of the type of work undertaken at each dry dock facility.

On successful completion of their PEO the apprentice will move on to their second year with the company.

Year 2

The Apprentice will attend college on a part time basis during the second year in order to complete their National Certificate (NC). The apprentice will be expected to attend their place of work, on the days when not required to attend college, where they will work alongside tradesmen in their chosen profession to gain experience of the type of work undertaken at each dry dock facility.

On successful completion of their NC the apprentice will move on to their third year with the company.

Year 3

The apprentice will attend their place of work on a full-time basis in their third year where they will work alongside tradesmen in their chosen profession to gain experience of the type of work undertaken at each dry dock facility.

A third-year apprentice is expected to show that they now have a good understanding of the work undertaken at the dry dock facility and can work alongside tradesmen in an assistance role more than an observational role.

The apprentice will be expected to keep a Level 3 Certificate logbook of their work during this time and their progress will be monitored on a monthly basis by an assessor for the college.

Year 4

The apprentice will attend their place of work on a full-time basis in their fourth year where they will work alongside tradesmen in their chosen profession to gain experience of the type of work undertaken at each dry dock facility.

A fourth-year apprentice is expected to show that they now have a good understanding of the work undertaken at the dry dock facility and are capable of completing jobs with minimal supervision.

The apprentice will be expected to complete their Level 3 Certificate logbook of their work during this time and their progress will be monitored on a monthly basis by an assessor for the college.

Once [COMPANY NAME] has received notification form the college that the apprentice has successfully complete their Level 3 Certificate logbook and they have complete their four year on the job training, they will then move on to an improver rate.

Improver Rate

The improver rate period will last for a minimum of six months. During this time the apprentice will then be expected to show that they have now achieved the required standard to be sent out on jobs under their own supervision. Once their line manager/supervisors are happy with the competency of the apprentice they will be recognised as a fully qualified tradesman in their chosen role.

[COMPANY NAME] may take the decision to reduce this improver rate period if the apprentice has already shown the qualities of a fully qualified tradesman in the fourth year of their apprenticeship. Alternatively, the Company may take the decision to extend this improver rate period if the apprentice has not shown the qualities required of a fully qualified tradesman. Both decisions will be at the discretion of the Operations Manager following consultation with the apprentice and the HR Manager.

* 1. **Chargehands**

Once a tradesman has shown himself to be able to work to a constantly high standard, with a good work attitude, good knowledge and experience in their chosen role they will be considered for the position of Chargehand within the company.

Employees promoted to this position will be required to attend a one-day IOSH Working Safely course at an outside provider, which will cover: -

* Introducing working safely
* Defining hazard and risk
* Identifying common hazards
* Improving safety performance
* Protecting our environment

Promotion to the position of Chargehand will be dependent on the needs of the company and will be decided at the discretion of the Operations Manager.

* 1. **Foremen**

Once a Chargehand has shown himself to be able to work consistently to an excellent standard, has an ability to organise tradesmen and co-ordinate jobs, has achieved a high level of knowledge and experience in their chosen role they will be considered for the position of Foreman within the company.

Employees promoted to this position will be required to attend a three day NEBOSH Health & Safety at Work course at an outside provider, which will cover: -

* The foundations of health and safety
* The responsibility for health and safety
* Health and safety risk assessment and control
* Hazards and controls associated with work equipment
* Transport safety
* Hazards and controls associated with working with electricity
* Fire safety
* Hazards and controls associated with manual handling and repetitive movement
* Hazards and controls associated with hazardous substances
* Hazards and control associated with the working environment
* Workplace risk assessment activity

Promotion to the position of Foreman will be dependent on the needs of [COMPANY NAME] and will be decided at the discretion of the Operations Manager.

1. **REFRESHER TRAINING**

All training that employees undertake will be subject to refresher training on a regular basis. This refresher training will be organised by the HSE Manager/H&S Advisor with the use of an outside provider. The period of validity for each course are as follows: -

* IOSH Health & Safety for Industry – no refresher required
* Abrasive Wheels – no refresher required
* Confined Space Entry and Rescue – 5 years + regular practice drills
* Overhead Crane/Slinger Banksman – 5 years + annual in-house assessment
* Fire Warden/ Extinguisher – 5 years + monthly fire drills
* Forklift Truck – 4 years + annual in-house assessment
* MEWP – 5 years + annual in-house assessment
* First Aid – 3 years
* Gas Free Inspector – 3 years
* IOSH Office Safety – no refresher required
* DSE Assessment – 5 years
* IOSH Working Safely – no refresher required
* NBOSH Health & Safety at Work – no refresher required.

**6.0 EVALUATION OF TRAINING**

All employees that undertake training provided by an external supplier will have to complete a training course evaluation feedback form. This form will rate on a scale of poor to excellent the following sections: -

* Understanding of course
* Content suited to needs
* Topics covered
* Overall course rating
* Preparation of instructor
* Presenting abilities of instructor
* Ability of instructor to answer questions
* Overall instructor rating
* Classroom set out
* Standard f equipment
* Refreshment facilities
* Standard of training rooms
* Standard of training centre staff
* Overall rating for training provider

Once completed, these evaluation forms will be returned to the HSE Manager who will review the scoring and comments to assess if the training provided has been suitable for the requirements of the company. The evaluation forms will also be used to assess if this training provider should be used for future training or if a new external provider should be sourced.

**7.0 REVIEW**

This procedure will be reviewed regularly, at a minimum on a yearly basis, at the annual management meeting. Additional review maybe required due to changes in legislation, operations, technology, personnel etc.