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## Insuletics Limited

### Training & Development

HR Policy 1  
*Appendix* 10  
Issue 1  
Date November 2014

Approved by: Ian Coates

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### **INTRODUCTION:**

Insuletics is committed to excellence in people development in order to maintain and enhance its position as Design and Manufacturers of External Wall Insulation (EWI). We aim to create a culture of learning throughout where individuals take responsibility in partnership with Insuletics for their development. Insuletics recognises the need to develop its people so that they are fully equipped to deliver Insuletics business objectives; both now and however they may change in the future.

### **Objectives:**

To ensure that Insuletics has people with the appropriate knowledge, skills and behaviours to meet its business objectives in both the short and longer term.

### **Aims:**

- To equip people with the technical skills required
- To provide leadership and management development to all managers within Insuletics.
- To identify the development needs of the Insuletics and those of individuals and balance the two.
- To ensure that development needs are identified as part of the business planning process and reviewed regularly.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.
- To ensure equality of access to all development opportunities.
- To provide career development for all.
- To provide effective induction for all new appointees and people moving jobs.
- To ensure the effective delivery of mandatory training e.g. Health and Safety, Equal Opportunities etc
- To ensure the appropriate skills are in place to deliver the business strategy

### **Procedures**

#### **Identifying Needs**

Individual - these should be identified as part of the process. When individuals work objectives have been agreed they should, with their line manager, then consider the development needs to enable them to meet those work objectives. At the same time individuals should consider their longer-term career aspirations and identify the development needs arising from these. These should always be discussed

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with line managers who will need to take account of the needs of the whole team and operational requirements before agreeing.

### Organisational

These may arise as the result of new projects, changes in legislation, the introduction of new policies or procedures etc and should be considered by Directors as part of the Business and Resource Planning process.

**Development** - needs should be reviewed formally at least twice a year during the appraisal process.

### Meeting needs:

**Individual** - The individuals development needs will be discuss in detail. Before undertaking any development opportunity the individual needs to set specific learning objectives. This should take place in a discussion with the line manager to determine precisely what is to be gained in terms of knowledge, skills and behaviour from the event.

**Organisational** - Once a broad need has been identified, a more specific training needs analysis will be carried out by the training and development manager.

### Evaluation

Learning must contribute to both business success and personal development and overarching this is the need to ensure that Insuletics achieves value for money. For these reasons there must a robust process of evaluation in place. All development activity will be evaluated in accordance the Insuletics Evaluation Guide.

### Roles and responsibilities

**Individual** - the prime responsibility for identifying training and development needs and co-ordinating the process of addressing those needs is that of the individual with their line manager.

**Technical Training Consultant** - ensuring that technical development needs are met.

### Ensuring the needs of Insuletics are met

The Training and Development Policy has recently been reformed to consider training and development needs more strategically.

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**Equal Opportunities and Diversity**

Insuletics is committed to ensuring equality of opportunity in the development of its people. This means that we have a range of initiatives to ensure that this is achieved. These include: diversity and equal opportunities awareness; the monitoring of the take up of different development events; and a range of development opportunities to meet the individual's needs and personal circumstances. If any individual feels they have been denied access to development they should in the first instance discuss the matter with their line manager.

**Leadership/Management Development**

The development of all managers within Insuletics is a key strand of the training and development strategy. The Leadership Development Programme is designed to equip all middle and senior managers with the necessary skills and behaviours to lead Insuletics to meet business challenges. All managers are expected to participate in the programme and actively pursue their own development plans with the support of their line manager and the Training and Development Manager.

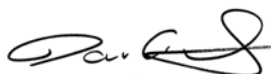
**Induction**

Everyone new to Insuletics and existing people who change jobs within the Insuletics must receive an appropriate induction. For new people this includes attending the three-day programme.

Date: 3 November 2014

Signed:

Ian Coates



**Managing Director**