PROCEDURE FOR TRAINING, COMPETENCE, AND AWARENESS

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Change history

Date	Version	Reviewed by	Description of change
21/07/2023	02	Angela Byrne	Revision of document to include ISO9001:2015 requirements.
05/10/2023	03	Angela Byrne	Inclusion of Competence within section 3.3.
16/08/2024	04	Angela Byrne	Procedure update to include ISO45001 requirements.
21/08/2025	05	Angela; QHSM	Inclusion of suppliers and subcontractors in section 3.3.

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1. Purpose, Scope, and users

The purpose of this procedure is to define need, planning and methods for training and assessment of training results, in order to provide competent employees whose work influences quality and effectiveness of QMS processes and the realisation of Quality objectives.

This procedure is applied to all processes and/or within the QMS (Quality Management System – ISO 9001:2015) and the OHSMS (Occupational Health & Safety Management System – ISO45001:2018).

A user of this document is the General Manager and all process owners of Shorcontrol Safety.

2. Reference documents

- ISO 9001:2015 standard, clause 7.1.2; 7.2; 7.3
- ISO45001:2018 standard, clause 7.2, 7.3
- Quality Manual
- Quality Policy
- Safety Statement/ Manual
- OHS Policy

3. Planning and conducting training

3.1. Defining and Providing Resources

Top management and process owners define all working positions, number of employees needed for every work position, their competence based on appropriate education, training, skills, and experience and those performing activities related to significant Occupational Health & Safety hazards. This information shall be included as part of the company's business plan and reviewed at a minimum of once per year.

The General Manager determines and provides persons necessary for the effective implementation of the QMS & OHSMS, and operation and control of Shorcontrol Safety processes.

3.2. Defining need for training, competence & awareness raising

The purpose of this activity is to define the gap between existing and required competence of employees and persons doing work under Shorcontrol Safety's control and necessary training to overcome this gap. The General Manager and Process owners are responsible for conducting this activity and to define need for training according to:

- Organisational or technical change that influences working processes or types of products that the organisation delivers.
- Effectiveness records of previous or current trainings.
- Assessment of organisation about competence of employees to perform specific work tasks.
- Necessary competence of all people doing work under the organisation's control who affect the performance and effectiveness of the QMS & OHSMS.

- Records about change of skill needed or seasonal fluctuation of work force (temporary employees).
- Internal or external certification, needed for performing specific work tasks.
- Arrangements that provide workers with the ability to remove themselves from work situations that they perceive as dangerous and protecting them from undue consequences for doing so.
- Market survey that identifies and forecasts new customer requirements, and therefore new skills that need to be trained for.
- Requirements of employees who identified a possibility for personal improvement that contributes to the quality & occupational health & safety objectives of the organisation.
- OHS Policy & Objectives as well as legal and regulatory requirements.
- Employee contribution to the OHSMS and benefits of improved performance and competence of employees to perform specific work tasks related to OHS hazards.
- Implication and potential consequence of nonconforming with OHSMS requirements and procedures.
- Significant OHS hazards and risks and opportunities.
- Legal and regulatory requirements.

3.3 Subcontractors and suppliers

The management team defines needed competence and awareness of subcontractors and suppliers who perform activities in our facilities related to Occupational Health & Safety.

Risk Assessments and Method Statements as well as evidence of qualification and competence must be obtained from the subcontractor or supplier prior to commencing any work activities. QHSM will review for compliance and store the data on the MDrive.

4. Competence and awareness training, planning and raising

4.1. Competence

Management conduct Competence Reviews on an annual basis at a minimum. This may coincide with the annual Appraisal timing or at any time decided by the General Manager. Competence ratings are maintained on the Competence Matrix Register, where individual and overall ratings for required skills are determined and rated for the company. This matrix indicates the need for training and skill development in line with company requirements, to maintain and develop skills and expertise.

4.2. Awareness Raising & Training

Raising awareness and training is conducted annually by the Quality, Health & Safety Manager in order to ensure that persons doing work under Shorcontrol Safety's control are aware of the following:

- The Quality & Occupational Health & Safety Policies
- Relevant Quality & Occupational Health & Safety objectives
- Their contribution to QMS effectiveness, including the benefits of improved performance
- Implications of not conforming with QMS requirements

According to defined needs for training, Process owners create a Training Program specific to the needs of their employees, which is approved by the General Manager. According to the Hazard Evaluation Record, the QHS Manager shall identify workplaces with significant OHS risks and plans competence training for employees in such workplaces.

Process owners plan refresher training for all of their employees at Shorcontrol Safety. Refresher training doesn't need to be conducted for all employees at the same time, but all employees must attend the training at the determined frequency, depending on the training.

While planning the training, the process owners must consider legal requirements as well as limitations that may affect the training process such as deadlines and schedules, financial resources, availability of trainees, motivation and capability of trainees, availability of trainers and limitations regarding other resources.

4.3. Defining objectives and organising training

Process owners define the training objectives and enters them into the Training Program. Defining objectives and organising training are done considering the following:

- Expertise and competence of employees, education, need for additional training and specific knowledge and experience.
- Results of previously conducted trainings.
- Special requirements of awarding organisations and legislative requirements.
- Competence testing of individuals to perform specific work.

For OHS training, the QHS manager defines the training objectives. Definition of objectives and organisation of training are done considering the following at a minimum:

- Expertise and competence of employees, education, need for additional training, and specific knowledge and experience
- Results of previously conducted trainings
- Special requirements of clients
- Competence testing of individuals to perform specific work related to significant OHS hazards.

4.4. Conducting training

Process owners organise and coordinate the conducting of training according to the approved Training Program. Training can include taking courses outside the organisation and in-house training and can be performed by experienced workers within the organisation.

After completion of each training, the process owner creates a Training Record, or for trainings that don't require follow-ups, fills in the Record of Attendance.

4.5. Assessing training effectiveness

This can be conducted by trainers (confirmation or certificate if training was outsourced), or Process owners based on monitoring and interviewing trainees.

Training effectiveness is the ratio between realised and planned activities during training. It can also be determined by the ratio of trainees who have successfully passed the training test to total number of trainees, or the number of employees who demonstrated higher working capability following the training. The process owner enters results of the assessment into the Training Program.

Awareness trainings are not subject to effectiveness evaluation and are recorded in Record of Attendance.

4.6. Annual appraisal

At Shorcontrol Safety all employees are to be appraised and competence reviewed on an annual basis at minimum.

All employees shall be appraised by their direct supervisor or manager. The General Manager has the discretion to appraise any and all employees in lieu of having an employee's direct supervisor conduct the appraisal.

The review shall be performed annually based either on the employee's work anniversary or at a defined period in which all employees within a process are reviewed.

General procedure for conducting review includes the following:

- Appraiser arranges time slot and private location to hold review with employee.
- Appraiser must use the Appraisal Form for structuring the review process.
- The form must be used in a non-subjective manner.
- Appraiser is to rate and measure the employee's performance in a fair and factually based manner, through using the scale provided on the review form.
- Appraiser uses KPI's, previous appraisals, training and education or other relevant materials related to the employee's performance.
- Appraiser provides clear, concise, and constructive feedback to the employee about their performance.
- Appraiser allows employee to clarify any feedback queries and promote open dialogue about performance.
- Appraiser sets realistic and obtainable objectives with the employee to achieve before next appraisal.
- Appraiser and employee discuss these objectives to develop a plan for achievement. This can include training and supports needed, equipment etc.
- Appraiser and employee must discuss their professional goals both with the company and their future career goals and agree on a developmental plan. This can be short, medium, and long term, depending on the goals.
- Once complete, both appraiser and employee must sign and date the Appraisal Form and conclude the review.
- Appraiser shall issue the Appraisal Form the General Manager to review and determine the following:
  - Was the review conducted in a fair, ethical and confidential manner?
  - Was feedback fair, appropriate and constructive?
  - Are set objectives in line with company goals, realistic and attainable?
  - Can requested additional resources be provided?
- If there are any discrepancies or concerns with the appraisal, development plan of provision of resources, this must be communicated to both the appraiser and the employee.
- The General Manager shall input any relevant feedback on the Appraisal Form and the record shall be retained securely within the employee's file.

5. Managing records kept on the basis of this document.

Record name	Code	Storage			Responsibility
		Review time	Retention time	Location	
Training Programme	QMS-FM-008	1 years	Active	M Drive QA Folder	Management
Training Record	QMS-FM-007	1 years	Active	M Drive QA Folder	Management
Attendance Record	QMS-FM-006	1 years	Active	M Drive QA Folder	Management
Qualifications/ Certificates	N/A	1 years	Active	Access Database	Management
Appraisal Form	GEN-FM-004	1 years	Active	M Drive QA Folder	Management
Competence Matrix	GEN-FM-014	1 years	Active	M Drive QA Folder	Management