

What is Respect for People?

Constructing Excellence Partners seek to achieve radical improvements in performance within the construction industry. Change and improvement will only happen through people, in particular the efforts of the workforce. Providing respect and the right conditions to support their endeavours are essential.

Ultimately, Respect for People is a two-way thing; showing respect to our workforce, while simultaneously winning respect from them and from the general public. The results will benefit everyone.

Why have a Training Plan Toolkit?

Training is an important aspect of Respect for People and contributes significantly to performance and retention. Recruitment experience has consistently shown that applicants have high expectations of career development when selecting a job or an employer.

Initially this toolkit was presented as Career Development & Lifelong Learning. A two-year trial process established that the Career Development & Lifelong Learning aspects were best dealt with under the *Investors in People* (iP) standard and that there were many approaches for construction to achieve this standard. **We recommend the "Blueprint for Building Performance" as an approach developed specifically for use in construction (details are contained in the Help Sheet).**

Training needs exist in all projects and companies, but it may not be suitable or possible to move toward full iP recognition, for a variety of reasons. Although this toolkit is intended to support an Investors in People strategy, it is flexible enough to be used by companies or project teams in support of their own objectives.

The entire suite of Respect for People Toolkits supports the achievement of the iP standard. Details can be found in "*Reaching the Standard*" where Investors in People is cross-mapped against these toolkits.

This toolkit is adapted from the CITB – Construction Skills grant scheme model. If you are eligible for CITB-CS grant, it is STRONGLY RECOMMENDED that you use their more detailed version (see the Help Sheet for details).

The toolkit supports the achievement of national and international standards, should you choose. Please see "*Reaching the Standard*" included in your pack.

The toolkit has 12 parts:

- Instructions for use.
- Company/Project Questionnaire.
- Four Training Needs Questionnaires (for four types of work).
- Four Skills Summaries (for four types of work).
- Training Plan.
- Help Sheet to assist you in improving weaknesses identified in the checklists.

This toolkit is one of six toolkits designed to be used together:

- Equality and Diversity in the Workplace.
- Working Environment.
- Health and Safety.
- Training Plan.
- Work in Occupied Premises.
- Workforce Satisfaction.

This toolkit provides a good starting point. The questionnaire is an initial audit but subsequently something else should take its place. Good human resources practice requires you to keep and update appropriate records, including consideration of longer-term personal and business development needs.

Why should I be interested in Training? – The business case

Studies of the current student population reported by the Chartered Institute of Personnel and Development conclude that 65% of students put career prospects ahead of entry level pay when choosing a career. A well developed strategy is a considerable advantage in attracting good people. In a project situation training that supports the needs of the project assists efficiency and quality. In a developed approach to personal development, each project can be used to enhance skills and ability.

Principal benefits include:

- Ability to respond to increasing pace of change, thus maintaining/extending competitive advantage.
- Higher levels of motivation and consequent affects on staff retention – saving on considerable replacement costs.
- Reduced risks and improvements in certainty of delivery.
- Improved health, safety, environmental and business performance.
- Enhanced image.
- More efficient, flexible workforce.

How to use the Training Plan Toolkit

This toolkit is intended for use in a company or project. Although it was developed to be used in the early stages as a company or project is developing, it does not matter at what stage the toolkit is used.

There is no right or wrong way to use the checklists. You should amend the processes to reflect your circumstances.

The questionnaires and summaries may be photocopied for re-use.

Step 1: Company/Project Questionnaire.

This questionnaire gives you a better understanding of the circumstances of your company/project and is the foundation for a developed training needs analysis.

If you are using this toolkit in a project setting you should include as many of the project partners/team as possible. This will give a comprehensive understanding of what training may be necessary and where and to whom this is best directed. It may help to go through the process early in the project and again as the design and plan are frozen. It is likely that a project will only go through this process once unless there are major variations to the original plan/design or if new materials or techniques are implemented.

Step 2: Training Needs Questionnaires.

This questionnaire should be given to everyone that starts with the project/company (for example during induction of recruits) and *at least annually* thereafter. That way you build up and maintain a comprehensive understanding of the entire workforce. Copy and distribute it to everyone. There are versions for administrators, plant operators, operatives and crafts, and technical/supervisor/managers. The trial has suggested that the best way to ensure a high return rate is for managers to collect the completed questionnaires in an envelope sealed by those completing it, together with any certificates that require copying. The certificates must then be returned to the individual.

Step 3: Skills Summaries.

The results of the questionnaires should be transferred to the Skills Summaries to provide an overview of the level of skills present in the current workforce. There are versions to match each of the Training Needs Questionnaires. Enter an 'X' or the level of the qualification as required for each person and use as many sheets as necessary.

You may find it useful to record any additional or ancillary training/skills as these may be valuable in assessing for future deployment, promotion or development.

Step 4: Training Plan.

Starting from the Company/Project Questionnaire (Step 1) consider those training needs that are not adequately covered by the Skills Summaries (Step 3). Then identify the individuals with these training needs. The Training Plan should identify ALL necessary training – accredited or otherwise – that directly affects the performance of the project or company.

You should identify and include training support for new materials or processes as well as health and safety training. The other Respect for People toolkits can help you to identify additional training needs that may not be readily apparent.

Complete the Training Plan and then use it to guide the design and delivery of the training programme. Plan any task-specific training to be delivered shortly before it is necessary. This improves retention of the new knowledge or skill and acts as a practical focus.

The Help Sheet can point you in the right direction if you need further assistance.