Procedure

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Training and Staff Competence

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1. PURPOSE

The purpose of this procedure is to detail the level of competence and training required of all personnel and sub-contractors to enable them to carry out their activities.
It also aims at explaining the way training administration is organised, as well as presenting tools that can be utilised to ensure an appropriate level of training is met within the Company.

2. SAFETY

2.1. PRODUCTS

N/A

2.2. IMMEDIATE RISKS

N/A

2.3. MSDS

N/A

3. DEFINITION (FUNCTIONAL DESCRIPTION)

3.1. DESCRIPTION OF SYSTEM

The **Manager/Team Leader** is the Direct Line Manager to whom the employee reports to.
The **Trainer** is the person who carries out the training of an Indaver Employee.

3.2. OPERATIONAL MANUAL

General background on operation no specific details that is for section 5.

4. RESPONSIBILITIES

It is the responsibility of each **manager and team leader** to ensure that their staff/team receive all necessary training and to ensure that this procedure is adhered to.
It is the responsibility of each **manager and team leader** to ensure that any risks associated with any job are fully explained to, and understood by, all employees (including also temporary employees) and any contractors.
It is also the responsibility of the manager/team leader to ensure that every training content his/her team members receive is fully understood and agreed.
The manager and/or trainer must ensure that the training takes into consideration anything that could prevent a full understanding from the employee, for example a low level of English. This may be done by a quick question and answer session after each training, or an observation of the employee using the training content.

It is the responsibility of the person providing training to ensure training is entered into the ITS Training Software.

It is the responsibility of the **employee** to confirm attendance in the ITS Training Software to a piece of training that s/he has fully understood and agreed.

It is the responsibility of the **Trainer** to record all training records into the ITS system. It is the responsibility of the Indaver employee organising training by an external trainer to ensure Training is added to the ITS system. Please see references section for a guide to the ITS software.

5. PROCEDURE

5.1. OPERATING INSTRUCTIONS

5.1.1 . New Employee Induction Training:

All new employees receive the following induction training upon commencement of employment:

Induction Area	Scope
Company Induction	About Indaver NV About Indaver Ireland Limited Activities Organisational Structure Mission Statement Company Culture Performance Management Systems Goods Ideas Recognition Draw Websites IT Systems Employee Handbook Working at Indaver
QESH Induction	**QESH Management System** QESH Management Structure QESH Policy Company objectives (goals) **Quality Issues** Document Management Audits Compliance Customer Complaints **Environmental Awareness** Environmental Complaints Environmental Aspects Environmental Officers In House Recycling Energy & Resource Usage **Health & Safety Awareness** Safety Health and Welfare at Work Act 2005 Employers/Employees Duties Safety Statement (Layout and contents) Accident Reporting Safety Representatives Site Safety Rules Fire Safety Fire Extinguishers First Aid
Document Management System Induction	**Accessing System** **Available Libraries**

	• Procedures • Policies • Manuals • Checklists • Risk Assessments • Etc
IT/Systems Induction	Username/ID Desktop Outlook - Shared Calendars Favourites Phone & Voicemail
Time Recording system	Logging Hours and Leave
Health & Safety Training	**Manual Handling**

5.1.2 . Job Specific Training

All staff should receive the necessary training to enable them to function effectively in their positions. In order to ensure all necessary training is identified, Managers should log into the ITS software and click on Job Training Report and select the job title of their new employee which outlines the **Primary** and **Secondary** (Explanation below) training requirements for new employees based on the function they are performing within the company.

Primary: This training is vital to the role and the person cannot safely and / or competently carry out their role without this training. This should be completed within the first 6 months of an employee starting.
Secondary: This training is not job critical but is needed in the longer term. This should be completed within the first 12 months of an employee starting.
Site Dependent: This takes into account that different TWM sites have different requirements. If site dependent is beside a piece of training it is dependent upon which site the employee is on as to whether this training is relevant to their role or not.

It is the employee's **manager/team leader's** responsibility to:

1. Print out a Job Training Report for each new employee in his/her team from the ITS Software..
2. Liaise with the different departments to **organise training** in these areas e.g. Technical, QESH, commercial etc...
3. **Manage** the completion of all training within a reasonable time frame (The target should be to have it completed within 1 year and if it is not completed, the manager needs to contact HR to explain why there is training still outstanding).
4. Conduct **quarterly reviews of the employees progress on their training plan during the quarterly Performance Review goal setting meeting**- The effectiveness of any training must be reviewed with the employee. If the employee feels further training is required in an area then this should be immediately organised. The manager should ensure the training is fully understood by asking a few questions, or observing the employee using the content of the training.

NOTE:
- The training indicated on the Job Training Report in ITS outlines the minimum training requirements. Any additional training in areas not specified should be arranged if the

manager/team leader sees a benefit to it. However, the priority *must* be put on completing the training identified in the ITS Job Training Report that is marked with Primary.

- In some areas the Job Training Report in ITS suggests a department which would be capable of providing training in that area. In other areas it just mentions Line Manager. The manager/team leader should evaluate who the best person/department to conduct training is.

- The actual level of training required for an employee in each area should be determined by the manager/team leader. This should take into consideration the position of the employee, the risks associated with the role, as well as his/her level of responsibility within the company.

  For example: Packaged Waste Section
  - For: Accounts team: The Job Training Report in the ITS software does not indicate that this is a training requirement for accounts personnel however the *Manager* might decide that some awareness in this area would be of use to an accounts administrator to give them a better understanding of the company's operations. This training could be conducted by the line manager reviewing the relevant procedure with the employee.
  - For Site Services Ops: The Job Training Report in the ITS software indicates training is required in this area. Full, detailed training on procedures including practical training required. This training must be conducted by a fully competent trainer with experience in this field.
  - For QESH team-members:The Job Training Report in the ITS software indicates training is required in this area. A general understanding of procedures is needed for auditing purposes etc. This training could be conducted by the line manager reviewing the relevant procedure with the employee.
  - Elearnings are also available for certain training, please contact HR.IrelandUK@indaver.ie for access to these courses.

When s/he has completed all their training (i.e.: when all training identified in The Job Training Report in the ITS software have been conducted and reviewed), The Manager/Team leader must ask the HR Department for validation, and approval.
Completion of the their training as per the Job Training Report in ITS only signifies that the employee has completed their initial job specific training, but training is a continuous process that continues for the duration of employment with the company, it does not stop once the The Job Training Report in the ITS software has been completed.

It is the Managers responsibility to ensure that The Job Training Report in the ITS software reflect and incorporate any new systems/procedures/activities. Managers/Team leaders must highlight any gaps noted in the Job Training Report in the ITS software to the HR department so that they can update the ITS software as required. The Health and Safety Manager or the relevant person carrying out a Risk Assessment must highlight to the HR Department any new training identified through Hazard Identification and Risk Assessments, carried out and that must be added to the ITS Training software.

NOTE
Quantitative fit testing will have to be performed on all employees who will be using 3M full face masks as PPE part of their normal work activities. We also need to ensure that if a person passes the fit test while clean shaven that they will be expected to be clean shaven at all times when wearing that mask at work.

5.1.3 . Personal Development Training:

An individual's personal development needs should be discussed by each employee and their manager on an ongoing basis. A formal review is conducted during the annual performance review session (as per the Employee Performance Management procedure) and training needs for the following year should be reviewed in tandem with the future ambitions and personal interests of the employee. Progress towards completion of agreed training is reviewed at the quarterly goal setting sessions and further training for the coming period should be identified.

If an employee moves from one position to another within the company it is their line managers responsibility to ensure additional training needs are identified and that the person receives training in all areas relevant to their new position. The Job Training Reports in the ITS Training Software should

be used in this situation, to know which training has to be conducted for the new position based on the relevant role in the Job Training Report in the ITS Training software.

5.1.4 . Approval of External Training:

The Purchasing manager and HR manager (in addition to the budget holder) must sign off on any external training. The purpose of this is to ensure that the quality of training is acceptable, that value for money is obtained and that budget control is exercised.

An external training Requisition form must be completed by the responsible manager and forwarded to the relevant budget holder following the process below;

1. A need in training is identified
2. The team leader/manager determines it requires an external trainer. He contacts the HR Department, who can give information about prices, available dates, companies etc….
3. It is then the responsibility of the **Team Leader/Manager** to fill out the external training request form, with all required details.
4. The team leader passes the Form to the relevant **Budget Holder**, who will decide whether to approve the training request or not. (Note: the budget holder may complete the form him/herself if more convenient)
5. The budget holder then passes the request to the **Purchasing Manager** who after discussion with the budget holder/HR manager will decide whether to approve the training request or not. If approved the purchasing manager signs the form and passes to the HR manager for final approval.
6. The approved form is then passed to the purchase administrator

- Every Training request must pass by the hands of the relevant budget holder and the HR manager & purchasing manager before a PO can be raised by the purchase administrator.
- The request form reflects this by having three boxes for each required signature.
- Purchase administrator is required to keep a copy of each completed form for auditing purposes, as it is not permitted to raise a PO in SAP without the form being fully completed and signed.
- Upon completion of the external training certificates of attendance must be forwarded to the HR department for filing.

5.1.5 . Evaluation of Effectiveness of Training & Review of Training Requirements:

Conduct quarterly reviews of the employees progress on their training plan during the quarterly Performance Review goal setting meeting- The effectiveness of any training must be reviewed with the employee. If the employee feels further training is required in an area then this should be immediately organised. The manager should ensure the training is fully understood by asking a few questions, or observing the employee using the content of the training.

The level of competence of employees and the effectiveness of training is determined partly through internal audits and through ongoing assessment by team leaders. Opportunities for improvement (OFI's) and corrective actions are raised from these audits as necessary. As part of this ongoing assessment, managers review training at least on a quarterly basis using the goal setting form.

Regular management reviews of corrective actions and OFI's raised are conducted and any trends which highlight a gap in staff training or competence are identified. These results are actioned and the appropriate training and resources are made available.

Training requirements are also discussed as an agenda item at relevant meetings. All training requirements and completed training is recorded on the ITS Training software (see references section user guide) by the **Trainer**.

5.1.6 . Training Confirmations:

5.1.6.1 . Training carried out internally:

The **Trainer** must then enter the instance of the Training into the ITS system this will then send an email to the recipients of that training and their manager informing them that they need to log into the ITS Training Software with their unique code received in an email to confirm their attendance at the training. Please see references section for a guide to the ITS software.

It is the responsibility of the trainer to ensure that training is recorded in the ITS Training Software.

5.1.6.2 . Training carried out externally:

It is the responsibility of every person organising external training to ensure that the external training is recorded in the ITS training software. Please see references section for a guide to the ITS software.

Where training is undertaken on a customer site, such as a TWM site, it is the trainees responsibility to ensure they have it recorded in the ITS Training Software.

5.1.7 . Training Records Management:

It is the responsibility of the person giving the training to make sure it is recorded in the ITS training software. Please see references section for a guide to the ITS software.

The ITS software also highlights which training must be refreshed and when, if training is recorded accurately in the ITS system it periodically sends out notification to employees and their managers via email informing them that their Training Cert is about to expire.

The following training courses have the below expiry dates programmed into the ITS software for the purpose of notifications:

- Abrasive Wheel Training: 36 months
- ADR/IMDG code training: 24 months
- Advanced CPR & Oxygen Therapy Course: 24 months
- Asbestos Safety Training: 12 months
- Assignment and Use of Personal Protective Equipment: 12 months
- Astellas Risk Assesment review: 12 months
- ATEX Awareness: 36 months
- Breathing Apparatus: 12 months
- CA Exemptions Marine CA Approvals: 24 months
- Chemical Awareness: 36 months
- Complaints, Non Compliance, Incident Investigation & Reporting, Monitoring and Recording of Environmental Information, Monitoring and Measuring of Environmental Emissions: 36 months
- Control of Confined Space Entry: 36 months
- Control of Hot Work: 36 months
- Dangerous Goods Safety Advisor: 70 months
- Decanting: 12 months
- Donning & Doffing of PPE: 12 months
- Driver license cherry picker: 36 months

- Emergency Response: 36 months
- Emergency Response - Chemical Spill: 36 months
- Emergency Response - Fire Fighting: 36 months
- Emergency Response Procedure for the Civic Amenity Sites: 36 months
- Emergency Response Spill Clean Up: 36 months
- ERT – Practical Fire Response: 12 months
- ERT Breathing Apparatus refresher:12 months
- ERT Chemical Spill Training: 12 months
- ERT Confined Space rescue: 12 months
- ERT Fire Training - Use of Hoses: 12 months
- ERT Training - Advanced Fire Fighting:12 months
- ERT/Incident Controller: 24 months
- Fire Extinguisher Training: 36 months
- Fire Extinguisher Training (only provided to persons handling waste and nominated personnel in each office): 36 months
- Fire Inspection and Testing: 12 months
- Fire Safety Awareness: 24 months
- First Aid: 24 months
- Forklift Charging Procedure: 36 months
- Forklift Training: 36 months
- General Emergency Response & Spill Clean Up: 24 months
- General Fire & Evacuation Procedures: 12 months
- General Site Security: 24 months
- Hazard Identification & Risk Assessment: 12 months
- Health & Safety Accident Investigation & Reporting: 12 months
- Health & Safety Checks: 12 months
- HF Cyanide and first aid: 24 months
- IMDG/ADR Awareness Level 1 (Logistics): 24 months
- IMDG/ADR Awareness Level 2 (Operatives): 24 months
- IMDG/ADR Awareness Level 3 (Commercial): 24 months
- Laboratory Spills and Leaks: 36 months
- Lone Working System: 24 months
- Management of Seveso - Monitoring, Auditing and Review of the Major Accident Prevention Policy (MAPP) and the Safety Management System: 36 months
- Manual Handling Training (HSA recommend minimum 3 yearly refresher): 36 months
- Meath Plant safety handbook: 24 months
- NISO Safety Representative Course: 36 months
- Occupational First Aid: 24 months
- Operation of overhead cranes: 36 months
- Oxygen Administration: 24 months
- Pallet Truck Training : 36 months
- Permit to Work Procedure: 36 months
- Procedure upon Receipt of an Emergency Response Call: 36 months
- Requesting Completing and Issuing Instructions to Work: 36 months
- Respirator Fit Test: 24 months
- Rigging Training: 36 months
- Risk Assessment Refresher: 12 months
- Safe Pass: 48 months
- Safety Critical Components and Tasks (DPHWF): 24 months
- Safety Management - Manager & Supervisor Responsibilities: 36 months
- Slinging Training: 36 months
- The HAZOP Safety Study: 24 months
- Traffic Management Plan: 24 months
- Use of Air Lines: 12 months
- Use of Face Masks & Fit Test: 24 months
- Use of Gas Tight Suits: 12 months
- Use of Self Contained Breathing Apparatus: 12 months
- Working at Heights: 36 months

In a situation where safety critical training occurs on a site and legally a cert is required to be held by Indaver (see list below) then it is the employee and the employee's manager's responsibility for ensuring the original training cert will be stored onsite and also ensuring that a scan of this cert will be saved on the S Drive in the employees training file : S:\23_Region Ireland\Training\Employees Training Files

List of Safety Critical Training where Certificate is legally obliged to be held:

- Fire extinguisher training
- Manual handling
- Use of Face Mask and Fit Test
- Forklift
- Safe Pass
- Control of Confined Space Entry

If you need to add to this list please contact HR. Additionally if you spot a new training course that is not available on the training software please contact HR

Every manager/team leader can contact the HR Department to extract any particular training record, or ask any question regarding training.

5.1.8 . Training for Laboratory Staff:

Due to the specialised nature of laboratory work additional information is indicated below:

Specific test methods

For a laboratory staff member to be considered competent to perform an analysis, all associated SOPs must be read and understood. Following practical training, a competency test must be carried out by the trainee, as detailed below.

Competency tests

Where possible, an in-house standard is prepared by the trainer. This is analysed four times by the trainee. If an in-house standard is not feasible, the trainer and trainee conduct the analysis at the same time and the result for the trainer is taken as the true value.
Accuracy is determined as the % Recovery for most tests, except where this is not an appropriate measure of accuracy. An example of an inappropriate test is pH, where the required accuracy is better measured as a fixed range instead of a percentage. % Recovery is calculated from:

$$\% \text{ Recovery} = (\text{Measured Value}/\text{True Value}) * 100\%$$

Precision is determined as the difference between duplicates as a percentage of the mean:

$$\% \text{ Precision} = (100 * (x1 - x2) / \text{mean}(x))$$

The level of accuracy and precision which must be achieved in order to demonstrate competence is dependent on the test. The table below presents the limits.

Analysis	% Recovery	% Precision
CV	80-120%	10%
pH	+/- 0.2 pH unit 7070	1%
Volatile organics	70-130%	20%
Flash point	+/- 2°C	5%
Water	80-120%	10%
Metals	80-120%	10%
Halogens & Sulphur	80-120%	10%

5.1.9 . Contractor Training:

The training carried out by our main Site Services/TWM contractors (those who work for us on an ongoing basis) must be recorded on the ITS Software. The responsibility for printing out a Job Training Report from the ITS Training Software and looking at what training is relevant for the each contractor is still as per the procedure above, the responsibility of the **Manager/Team leader** of said contractor.

The entry of these records into the ITS training software is also as per above the responsibility of the **Trainer** (i.e. the person who carried out the training in Indaver) **if this person is being trained by Indaver** . If the Contractor's training records are being brought to Indaver from a previous employer then the **Manager/Team Leader** should enter in these records into the ITS Training Software. If a manager needs a new contractor added to the ITS software he/she should please contact HR. Should the contractor not have access to ITS he/she should be set up in ITS (as per the above instructions). Then the manager should sign off digitally on behalf of the contractor on ITS. Additonally, the contractor should sign and date a copy of the “Training Completed Report” from ITS to confirm that he/she has completed the training stated. The Manager should keep this as a record of the contractors training.
Once the Contractor's records are entered into the ITS training software the refresher training is automatically monitored through the ITS software for pieces of training that normally require a refresher within a time-frame.

All Site Services contractors as must be approved as per the Approval and Monitoring of General Contractors procedure before they can undertake any work. The Site Services Manager must review the training to ensure it is adequate for the job that will be undertaken.

5.1.10 . Temporary staff

All temporary staff must be competent to carry out the role that they have been contracted to do. It is the responsibility of the employees manager to ensure the temporary employees receives all training necessary to carry out the role. This particularly applies to safety critical tasks. The manager must ensure the temporary employee is made aware of all the risks associated with the tasks and the site they will work on. The training they will require depends on the role that they are fulfilling and the manager should review their Job Training Report in ITS Training Software and review what training is required for that role and decide based on that information what is essential for the employee to carry out that role. If the manager should be in any doubt, they should review the suggested training with the Health and Safety Manager to ensure it is adequate.

6. REFERENCES/ANNEX

6.1. REFERENCES

External Training Requisition Form	F0328-02
Hazard Identification & Risk Assessment	P0172
Approval & Monitoring of General Contractors	P0037
Performance Management Form - Goals	F0102-02

6.2. ANNEX

ITS Training Software Training Manual (Follow First 3 Steps to add training records to the ITS system)

http://newindanet.indaver.int/departments/hrir/ITS%20Software/ITS%20Training%20Software%20User%20Guide.docx