

Quality Procedure

Human Resources & Competence

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1.4 Human Resources

1.4.1 Recruitment & Selection

Your organization is committed to understanding its resource needs and for ensuring appropriate levels of qualified and competent staff in order to provide the effective implementation and control of the QMS, to meet customer needs and to ensure a high level of customer satisfaction.

The **Human Resources Manager** reviews the requirements and identifies human resource needs when objectives are reviewed or as the need arises (e.g. to cover maternity leave, leavers etc.). The **Human Resources Manager** defines the competencies required for each position and draws up a job description as appropriate.

Line Managers and **Supervisors** with the authority to appoint workers ensure that new employees hold the required and current qualifications, certificates and licences for the position to which they are appointed. Employees are responsible for ensuring details of relevant qualifications, certificates or licences appear, are correct and are maintained.

To ensure that the best recruit is selected to meet the job requirements, all permanent and contract employees are selected on the basis of their skills, experience and competence. The recruitment and selection process is outlined below:

1. Identify staffing needs versus headcount and consider options (e.g. permanent, transfer or contract);
2. Define the tasks to be undertaken;
3. Define the responsibilities of the post-holder;
4. Define the skills and experience required;
5. Draw up the contractual terms [Refer to any Standard Employment Terms & Conditions];
6. Advertise the vacancy internally and externally, as appropriate;
7. Ensure that the interview and selection panel is suitably qualified;
8. Draw up short list of candidates;
9. Interview shortlisted candidates;
10. Take up references;
11. Make offer of employment and arrange a start date;
12. Liaise with the Payroll department
13. Arrange employee induction, orientation and introductions.

Initial training requirements are identified through this process using the *Employee Competency Assessment*. A training file is developed for each employee, including management, to assist in identifying and tracking employee training requirements and verifying that the personnel have received the planned training. This file is completed in accordance with current training guidelines.

1.4.2 Training Plan

Top management provide guidance on company strategy and objectives on an annual basis to all managers who consider the implications on their department and plan training needs accordingly, in line with the requirements of the company business plan. **Your organization** summarizes major training initiatives and activities planned for a given budget year.

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Double click [here](#) to insert your organization's name or logo.

The [Line Manager](#) or [Supervisor](#) is to develop, implement and monitor a training plan for the workers in their teams, based on the outcome of the Training Needs Analysis (TNA). Training plans are reviewed regularly to ensure that they are up to date and meet current demands.

Training is scheduled and prioritized according to the needs of the work area unless training is required before commencement of work, or where the work requires a license, certificate of competency or accreditation to perform the work.

1.4.3 Competency Matrix

The following competency matrix illustrates how we determine the training needs for each role. The aim of the matrix is to support the [Human Resources Manager](#) and [Line Managers](#) to ensure that training and skills development is targeted, effective and comprehensive. A suitable training matrix is produced for each workplace or department.

Example Competence Matrix													
Staff with specific roles such as First Aiders or Fire Wardens must attend nominated training for that specific role.	Director	Area Manager	Senior Manager	Line Manager	Supervisor	Quality Manager	Quality Coordinator	Engineer	Maintenance	Electrician	Technician	Sales & Marketing	Admin & Accounts
Company Induction	X	X	X	X	X	X	X	X	X	X	X	X	X
Safety Induction	X	X	X	X	X	X	X	X	X	X	X	X	X
Risk Management	X	X	X			X						X	X
Process Management	X	X	X			X	X					X	X
Problem Solving Techniques	X	X	X	X	X	X	X						
Product or service training	X	X	X	X	X	X	X	X	X	X	X	X	X
Risk Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X
Incident Reporting	X	X	X	X	X	X	X	X	X	X	X	X	X
Quality Management	X	X	X	X	X	X	X						
Internal Auditing		X	X	X	X	X	X						
Permit to Work		X	X	X	X	X	X	X	X	X	X		
1 Day First Aid	X		X	X	X			X	X	X	X		
3 Day First Aid			X		X								
Fire Fighting		X		X	X							X	X
Emergency Response	X	X	X	X	X	X	X	X	X	X	X	X	X
Manual Handling					X	X	X	X	X	X	X		
COSHH						X	X	X	X	X	X		

Other requirements for the position such as legislative requirements, including license requirements (e.g. radiation user's license, high risk work license) are also identified. The training needs are incorporated into individual Annual Appraisal Reviews.

Where employees are unskilled in the required task, or expired mandatory and statutory competencies are identified, appropriate training or re-training is provided prior to commencement of work. Employee training and re-training is recorded, monitored and kept up to date by their [Line Manager](#) and [Supervisor](#).

1.4.4 Organization Chart

The organization chart is used to show the overall hierarchy of the business and the roles, responsibilities and authorities, including job titles and lines of reporting that operate within the quality management system. The organization chart includes the roles and responsibilities that are required to comply with quality management system requirements to ensure they are integrated within our business processes.

All employees are encouraged to understand their own, and others', responsibilities for implementing and maintaining business and QMS processes. All defined accountabilities, responsibilities and authorities are stated in our documentation which is communicated throughout our organization. [Top management](#) are responsible for reviewing, maintaining and communicating our business's organization chart.

1.4.5 Job Descriptions

For each job title identified, [your organization](#) develops a job description to provide a narrative of what the role entails and to identify all associated tasks. [Top management](#) are responsible for assigning relevant roles and responsibilities (e.g. the tasks allocated to each role) and the authorities (e.g. permissions and interfaces allocated within each role).

The assignment of relevant roles, responsibilities and authorities that affect conformity across [our organization](#) includes the roles of [Top management](#), [Management Representative](#), [Line Managers](#), [Departmental Managers](#), [Supervisors](#), [Process Owners](#), and [Process Users](#), etc. relating to:

1. Conformance of the QMS to ISO 9001 (4.3);
2. Delivery of process output results (4.4.1);
3. Reporting of QMS performance and improvement opportunities (9.3);
4. Promoting customer focus (5.1.2);
5. Maintaining the integrity of the QMS when changes occur (6.3).

Arrangements to demonstrate that relevant roles, responsibilities and authorities are communicated and understood, and include as appropriate our organization chart, resource allocation spreadsheets, role profiles, accountability statements, job descriptions, training matrices, and skills, competence, qualification and performance reviews. [Your organization's](#) comprehensive job description comprises the following areas:

1. Title of the job;
2. Where the role sits within the team, department and wider business;
3. Who the role reports to, and other key interactions;
4. Key areas of responsibility and the deliverables expected;
5. Short, medium and long-term objectives;
6. Scope for progression and promotion;
7. Required education and training;
8. Soft skills and personality traits necessary to excel;
9. Location and travel requirements;
10. Remuneration range and benefits available;