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**ISO 9001:2015**

**Control of Human Resources & Competence**

Approval

The signatures below certify that this management system procedure has been reviewed and accepted, and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

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Amendment Record

This procedure is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

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1. Control of Human Resources & Competence
   1. Introduction & Purpose

The purpose of this procedure is to define Manufacturing Made Easy Ltd.’s process for employing and empowering human resources by identifying and roles, responsibilities and authorities, identifying training needs, providing opportunities for attaining competencies, assessing the effectiveness of training, and for planning, reporting and retaining associated training files and records.

* + 1. Process Activity Map

Output

* Trained operators and staff
* Continual improvement
* Customer satisfaction
* Training needs
* Post course evaluations
* Skilled workers
* Safe visitors
* Customer satisfaction

How

* Training plan
* Skills & competency matrix
* Appraisal forms
* Development review

With what measure

* No. of training sessions
* No. of inductions
* No. of corrective actions
* Feedback from employees
* Feedback from customers

With what

* Training matrix
* Training records
* New starter qualifications
* Training plan

With who

* CEO
* Quality Manager
* Employees
* Senior Engineer

Activity

Ensure that information, training and instruction is provided to employees and that training is suitable and adequate having regard to the nature of the work, the nature of the risks associated by identifying training needs so the relevant training plans can be implemented to ensure that the person has the necessary skill, knowledge and qualifications to carry out their activities

Input

* Competency records
* Job descriptions
* Business objectives
* Performance objectives
* Legislation
* Resources
* In-house experience
* Job descriptions
* Appraisal information
  + 1. References

| **Standard** | **Title** | **Description** |
| --- | --- | --- |
| BS EN ISO 9000:2015 | Quality management systems | Fundamentals and vocabulary |
| BS EN ISO 9001:2015 | Quality management systems | Requirements |
| BS EN ISO 9004:2018 | Quality management systems | Guidelines for performance improvements |

* + 1. Terms & Definitions

| **Term** | **ISO 9000:2015 Definition** |
| --- | --- |
| Competence | Ability to apply knowledge and skills to achieve intended results |
| Training needs analysis | Review of education, training, skills, and experience needed to perform work |
| Awareness | Having knowledge, being informed, or fully briefed on the QMS |

* 1. Application & Scope

All new staff, including temporary employees, receive induction training within their first month. Training is delivered by CEO & Senior Engineer and covers:

* Job roles and responsibilities
* Company procedures and expectations
* The Quality Management System
* ISO 9001:2015 requirements

The aim is to ensure everyone is aware, competent, and prepared to perform their duties effectively.

* 1. Responsibilities

CEO

* Plans major training activities for the year
* Ensures adequate training resources
* Assigns training roles and responsibilities
* Ensures managers complete required training

Senior Engineer

* Completes role-specific training
* Plans department training needs
* Implements training procedures
* Identifies employee training needs
* Includes safety topics in team meetings
* Leads weekly toolbox talks
* Reviews staff qualifications and certificates
* Ensures team members and contractors are trained and competent
* Verifies that only trained individuals perform specific tasks
* Confirms contractor inductions are completed

Permanent Employees

* Understand job risks and controls
* Maintain necessary licenses and certifications
* Participate in training needs identification
* Conduct local inductions for contractors
* Follow safe work practices
* Complete required training and submit qualification documents

Temporary Employees & Contractors

* Attend site induction before starting work
* Work safely and follow all procedures
* Hold valid licenses and permits for tasks
* Submit required qualification documents
  1. Human Resources
     1. Recruitment & Selection

Manufacturing Made Easy Ltd ensures it has qualified and competent staff to effectively run the Quality Management System (QMS) and meet customer needs.

The CEO:

* Reviews staffing needs during planning or when roles change
* Defines required competencies and prepares job descriptions

The Senior Engineer:

* Ensures new hires have valid qualifications, licences, and certificates

Employees:

* Must keep their qualification records accurate and up to date

Recruitment Process

* Identify staffing needs
* Define job tasks and responsibilities
* Outline required skills and experience
* Prepare employment terms
* Advertise roles internally/externally
* Form a qualified interview panel
* Shortlist, interview, and check references
* Make an offer and confirm start date
* Arrange induction

Training Records

* Initial training needs are assessed using the Employee Competency Assessment
* A training file is maintained for each employee to track completed and planned training
  + 1. Training Plan

Top management sets company strategy and objectives annually. Employees use this to assess departmental needs and plan training in line with the business plan.

Manufacturing Made Easy Ltd outlines key training initiatives for each budget year.

The Senior Engineer:

* Develops and monitors team training plans
* Reviews and updates plans regularly

Training is prioritised based on operational needs, and must be completed:

* Before starting safety-critical work
* Where a license, certificate, or accreditation is required
  + 1. 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 CEO and Senior Engineer 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. | CEO | Senior Engineer | Quality Manager | Design Engineer |
| Company Induction | X | X | X | X |
| Safety Induction | X | X | X | X |
| Risk Management | X | X | X |  |
| Process Management | X | X | X |  |
| Problem Solving Techniques | X | X | X |  |
| Product or service training | X | X | X | X |
| Risk Assessment | X | X | X | X |
| Incident Reporting | X | X | X | X |
| Quality Management | X | X | X |  |
| Internal Auditing |  | X | X |  |
| Permit to Work |  | X | X | X |
| 1 Day First Aid | X | X |  | X |
| 3 Day First Aid |  | X |  |  |
| Fire Fighting |  |  |  |  |
| Emergency Response | X | X | X | X |
| Manual Handling |  |  | X | X |
| COSHH |  |  | 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 Senior Engineer and CEO.

* + 1. Organization Chart

The organization chart shows the structure, roles, responsibilities, and reporting lines within the company and the Quality Management System (QMS).

It ensures QMS responsibilities are integrated into daily operations.

All employees are expected to understand their own and others’ roles in supporting QMS and business processes. Roles and responsibilities are clearly defined in company documentation and shared across the organisation.

Top management is responsible for keeping the organization chart up to date and communicating any changes.

* + 1. Job Descriptions

For each job title, Manufacturing Made Easy Ltd prepares a job description outlining key tasks, responsibilities, and required competencies.

Top management (CEO and Senior Engineer) assign roles, responsibilities, and authority across the organisation to support QMS requirements, including:

1. Ensuring conformance with ISO 9001
2. Delivering process outputs
3. Reporting QMS performance and improvements
4. Promoting customer focus
5. Maintaining QMS integrity during changes

We use tools like the organisation chart, job descriptions, training matrices, and performance reviews to communicate and confirm understanding of responsibilities.

Each job description typically includes:

* Job title and reporting lines
* Main duties and expected deliverables
* Required skills, qualifications, and training
* Career development opportunities
* Location, salary, and benefits
* Cultural values and behavioural expectations

The quality accountabilities and responsibilities of each employee are integral components of their respective job descriptions.

* + 1. Annual Appraisal Reviews

Training needs are identified through annual appraisal reviews. The CEO and Senior Engineer coordinate training providers and manage course arrangements.

During appraisals:

* Further training needs are discussed and recorded in the employee’s training plan
* The Senior Engineer updates training plans regularly
* Employees are encouraged to request training for personal development

Completed appraisals are reviewed by the CEO, and any new training needs are added to the overall training plan.

**Note:** Appraisals are confidential between the employee, and CEO.

* + 1. Career Development

As technology and processes evolve, training and competence are annually reviewed. The Quality Manager presents related data and trends during management reviews.

Top management also reviews customer and operational needs to identify training requirements, such as:

* Product/service training
* Use and care of measurement tools
* Process mapping and management
* Problem-solving methods
* Internal auditing skills

Additional training may be provided internally or externally to enhance team performance and support professional development. Emerging needs are assessed, and responsibilities are assigned accordingly.

* 1. Competence
     1. Permanent Employees

Training is most effective before an employee begins a task or when roles change. If training is part of risk mitigation, it must occur before work starts.

An employee is considered competent when they meet job requirements. If not yet competent, they must be supervised appropriately.

**Induction Process:**

* When joining Manufacturing Made Easy Ltd, all new permanent employees:
* Receive a verbal induction and orientation
* Are assessed and placed by the Senior Engineer
* Have skills recorded in the Departmental Competency Matrix

Responsibilities during induction:

* CEO introduces the QMS and provides safety training (evacuation, emergency response, MSDS)
* Quality Manager gives an overview of the QMS processes
* Senior Engineer:
* Reviews job duties and operational tasks with the employee
* Introduces team members
* Conducts a workplace tour
* Starts the employee’s training file

**Internal Transfers:**

For job role changes, the Senior Engineer reviews new responsibilities and compares them with the competency matrix to determine any training needs. The training file is updated accordingly.

**Internal Trainers:**

Where possible, key staff are trained to serve as internal trainers. This helps spread knowledge efficiently and cost-effectively across the company.

* + 1. Temporary Employees

After induction, the Senior Engineer assesses skill levels and assigns temporary staff to appropriate work areas. If the role affects product quality, essential safety and quality training is provided immediately and recorded in the training file.

For contractors, the Senior Engineer must:

* Conduct a local area induction
* Provide information on known hazards
* Ensure all necessary qualifications and licences are documented

Contractors must not begin work until they have completed:

* General induction
* Safety induction
* Task-specific briefing

The Quality Manager, in collaboration with the company, oversees the selection and management of competent contractors.

* + 1. Visitors

Employees hosting visitors must inform them of emergency procedures. Event organisers must share relevant safety and hazard information with all attendees.

In low-risk areas, an induction may not be needed if visitors are supervised. In higher-risk areas (e.g. workshops, labs), a safety induction may be required if visitors are exposed to potential hazards.

* + 1. Training Needs Analysis

Manufacturing Made Easy Ltd provides a structured training programme for all employees, based on individual and organisational needs.

Training is identified through:

* Initial *Training Needs Assessment* (TNA)
* Job descriptions and work instructions
* Annual appraisals and performance reviews
* Changes in role or responsibilities

The Senior Engineer:

* Conducts a gap analysis (skills required vs. skills held)
* Prepares and updates individual training plans
* Monitors employee competence and development

Employees assess their skill level using a scale from 1 (low) to 5 (high). Training needs are then prioritised as:

* **High** – required soon
* **Medium** – needed this year
* **Low** – future development

The CEO reviews training needs for employees taking on new roles, safety responsibilities, or when competency is in question.

When employees transfer roles, a new TNA and site-specific training is completed. Training effectiveness is reviewed during the annual appraisal and recorded using the *Training Evaluation Form*.

* + 1. Specialist Training

For special processes, targeted training is provided based on risk assessments and work instructions. This may include:

* Hazard-specific training (e.g. chemicals, electrical safety, manual handling)
* Licence-based training
* Safety role training (e.g. first aiders, fire wardens)

The CEO and Senior Engineer:

* Select approved training providers
* Manage course arrangements and administration

Training effectiveness is reviewed through annual appraisals and the *Training Evaluation Form*.

* + 1. On-the-Job Training (OJT)

On-the-job training (OJT) is delivered by an experienced employee or qualified external trainer. The employee and trainer work together to ensure the required skill level is achieved.

Training may includes:

* Work instructions and procedures
* Task-specific guidance
* Use of tools and equipment
* Quality standards and inspection checks
* Nonconformance handling
* Recordkeeping
* PPE use and material handling

The Senior Engineer:

* Assigns a mentor
* Creates a basic training plan
* Oversees training delivery
* Reviews effectiveness during appraisals

For special processes, additional training is provided as needed. Training records are updated once competency is confirmed.

* + 1. Evaluation of Training Providers

The CEO is responsible for the evaluation of training providers by any of the following means:

* Identifying accredited training providers;
* Sourcing references;
* Viewing training facilities and sampling courses.
  1. Awareness
     1. General QMS Awareness

**All new employees** begin induction training within their **first week**, led by the **Quality Manager**.

Awareness training focuses on increasing understanding of quality and safety—not specific skills. It may be delivered through:

* Induction sessions
* Toolbox talks
* Safety briefings
* Specific awareness sessions

Employees complete a *Training Evaluation Form* to confirm understanding of:

* The importance of following quality policies (ISO 9001: 5.2)
* Quality objectives and targets (ISO 9001: 6.2)
* Their role in QMS effectiveness and product safety
* Risks of not following procedures
* Relevant documented information

Attendance records and training history are maintained for all awareness training and submitted to the CEO.

* + 1. Company Induction

All new employees, contractors, and temporary staff receive **induction training** based on their role and responsibilities. This ensures they understand their job, workplace, and company values.

Induction covers:

* Mission and core values
* Company overview and structure
* Roles, responsibilities, and admin details
* Employment terms and benefits
* Health and safety basics

The Senior Engineer is responsible for delivering and documenting induction. The Employee Induction Checklist is completed and signed, then submitted to the CEO.

Site-specific training is also provided to ensure employees can perform their tasks safely and competently, using relevant work instructions and risk assessments.

* + 1. Tool-box Talks & Team Meetings

Toolbox talks and team meetings are held weekly for operational staff and at least fortnightly for all teams. These sessions are led by the Senior Engineer or relevant supervisor.

They focus on raising awareness, not teaching specific skills, and are used to:

* Share important updates (e.g. safety alerts, quality notices)
* Review nonconformities, corrective actions, and performance data
* Confirm understanding of specific hazards and controls
* Allow staff to raise concerns and suggest improvements
* Maintain safety and quality awareness

An *Attendance List* is completed and sent to the CEO after each session.

* 1. Effectiveness & Evaluation

Manufacturing Made Easy Ltd monitors and evaluates data related to training, competence to support improvement and customer satisfaction. This may involve using statistical tools and trend analysis.

Key metrics tracked include:

* Planned vs. completed training and inductions
* Job openings and headcount
* Corrective actions and their status
* Feedback from employees, managers, trainers, and customers

Training effectiveness is reviewed during appraisals, and methods are updated to reflect new tools, technologies, and regulations.

This procedure is reviewed every 2 years, or earlier if:

* New risks are identified
* Major incidents or nonconformities occur
* Audits reveal issues
* Legislation changes
* Procedure is not delivering expected results

For external training, employees are evaluated post-training and again after three months by the Senior Engineer to assess its impact.

The CEO reviews *Training Evaluation Forms* to decide if training should be repeated, revised, or if a new provider is needed. Internal trainers are evaluated for both technical knowledge and training skills.

* 1. Forms & Records

Training records are maintained as evidence of training delivery and assessment of competence. Senior Engineer verify, monitor and ensure relevant training records are available and maintained. All completed training documentation is held in central file in the CEO office and contain:

1. Trainee’s name, payroll number, position, team;
2. Type of training provided;
3. Competencies achieved and qualifications or skills obtained;
4. Expiry dates of licences, qualifications and/or competencies obtained;
5. Date, time and location of training.

All documentation and records generated by the competence and awareness process are retained and managed in accordance with the *Documented Information Procedure*. Records are maintained for up to 2 years after the employee leaves the company.

| **Title & Description** |
| --- |
| Training Needs Analysis |
| Departmental Competency Matrix |
| Job Description |
| Employee Competency Assessment |
| Employee Induction Checklist |
| Attendance List |
| Training Evaluation |

* 1. Human Resources & Competence Process Map

|  |  |  |
| --- | --- | --- |
| **CEO** | **Quality Manager** | **Employee** |
| Provide feedback on training  Define the competencies required and draw up a job description as appropriate  Provide induction training and assess development needs. The induction includes any relevant quality, environmental and H&S training  Recruit appropriate staff  Ensure the relevant quality, environmental and H&S issues are defined including any specific QC/QA/Env/ and/or H&S roles and responsibilities  Undertake required inductions, training and awareness briefings  Review requirements and identify human resource needs when objectives are reviewed or as the need arises (e.g. to cover maternity leave, leavers etc.)  Review the effectiveness of the training  Review the effectiveness of the training  Conduct interview, assess, take references, evaluate skill levels |  |  |