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MP 6

Competence, Training and Awareness

Revision list


Revision no.	Description	Written By/ Revised By	Date
0	First issue	C. Abela	04.10.2010
1	Inclusion of employee's competence in 1 Aim and Scope Introduction of new role MODP Inclusion of 2 new paragraphs numbered as 5.1 Definition and communication of roles and responsibilities and 5.2 Selection and recruitment Renumbering of original clause 5.1 to 5.3 Identification of training needs, 5.2 to 5.4 Training plans, 5.3 to 5.5 Training and recording and 5.4 to 5.6 Training effectiveness assessment	C. Abela	28.06.2011
2	Modified MP to current Training and HR practices, including: <ul style="list-style-type: none"> - Update of Organisation Chart - Clearer definition of requirements for managing communication and exchange of information between HR and Training - Reference to Contractor Training - Other changes to reflect current operating practices 	S. Scicluna/ R. Balzan	11.06.2014

Revised By:	Verified by:	Approved by:
[signed] S. Scicluna Environmental Coordinator [signed] R. Balzan Human Resources Manager	[signed] R. Cristiano Executive Director Human Resources and Corporate Services	[signed] R. Azzopardi Management Representative

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1 Aim and scope


This procedure defines the rules, roles and responsibilities adopted by Enemalta Corporation (EMC) to:

- identify and define skills needed associated with EMC environmental aspects and with its environmental management system;
- ensure that all EMC employees gain the necessary competence;
- identify training needs;
- make persons aware of:
 - the environmental policy and its contents
 - the importance of conformity with the environmental policy and procedures;
 - the significant environmental aspects and related actual or potential impacts associated with their work, and the environmental benefits of improved personal performance;
 - their roles and responsibilities in achieving conformity with the requirements of the environmental management system;
 - the potential consequences of non-conformity to the specified procedures.
- develop plans to plan, provide and record training;
- evaluate the effectiveness of training.

This procedure is applicable to all EMC and subcontracting staff involved in the Electricity Division operations which fall under the EMS scope, who carry out activities which can have an influence on the environmental impacts of the organization.

2 References

EN ISO 14001:04, clause 4.4.2

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3 Terms and Definitions

Education : activity of illustration, information or instruction, geared to enhance and grow the level of culture and professionalism of staff, to achieve a set of or a specific objective within the activities of expertise

Training : teaching theory and practice, oriented to teach procedures to perform a specific task, to improve the recipient's performance and awareness or to help him or her attain a required level of knowledge or skill

EDHR & CS : Executive Director Human Resources and Corporate Services

HRM : Human Resources Manager

TC : Training Coordinator

EMC : Enemalta Corporation

EMS : Environmental Management System

MR : Management Representative

EC : Environmental Coordinator

ER : Environmental Representative


4 Responsibilities

Management representative (MR)

- Oversees that this Management Procedure is being adhered to by the HR Department and Training Centre
- Approves request for training by the EC
- Recommends to the Training Centre any EMS Training needs to be included in the Training Centre's budget and plans

Executive Director Human Resources & Corporate Services (EDHR & CS)

- Approves training budget and plans
- Approves requests for external training


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Human Resources Manager (HRM)

- Informs Training Centre of any recruitment or redeployment of personnel so that they can be provided with the necessary training related to their new position and work location as per **DOC 18 - Job Grade Training Requirement Document**
- Ensures that when new job descriptions are compiled, or existent ones are revised, reference is made to environmental management system awareness and compliance
- Liases with the Policy Management and Industrial Relations Manager to ensure that all employees and third parties are adhering to EMC policies
- Liases with the Policy Managment and Industrial Relations Manager to promote existing EMS policies to increase relative awareness throughout EMC
- Ensures that during internal or external interviews, a set of evaluation criteria regarding the candiates' competencies and skills vis-a-vis the EMS policies will be adopted
- Laisies with Section Managers in order to include objectives regarding the EMS within the Professional Executives' Annual Performamce Appraisal

Policy Managment and Industrial Relations Manager

- Promotes EMS policies in order to ensure that all employees and third parties are aware and adheres to such policies
- Ensures that when new policies are compiled, or existent ones are revised, reference is made to environmental management systems awareness and compliance
- Ensures that should employees and third parties breach the EMS policy by negligence, he is to be notified and is responsible to take disciplinary action should same employees have repetitive cases.

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Training Co-ordinator (TC)

- Provides the means and adequate resources to plan and carry out training activities
- When HR Department informs the Training Coordinator about revisions in the job descriptions the Training Coordinator will make the necessary changes to the Job Grade Training Requirement Document (if any) and determine which grades are affected by these changes (for example, new legal obligations) so as to plan and carry out required training, in co-ordination with the Section Managers
- Assesses priority of training activities with the HR Manager and Section Managers
- Manages the organization and delivery of internal and external training
- Keeps training records
- Follows up on filled Training Evaluation Forms and sends feedback to the EC

Section Managers


- Identify training needs in relation to issues of work related to the function and competence of their subordinates
- Recommend relevant training

Environmental Coordinator (EC)

- Identifies specific EMS training needs and inform Section managers and Human Resources Manager
- Follows up with Training Centre on requests for training by individual personnel, ER or Section Managers
- Modifies the Job Grade Training Requirement Document and distributes the latest revision to the Training Centre as per ongoing changes (for example, new Legal obligations)
- Analysis Training Evaluation Forms feedback and adjusts training material accordingly

Environmental Representative (ER)

- Identifies specific EMS training needs and informs the EC and Section Managers

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Responsible Officer

- In case of third party contractors, ensures that these are informed of EMC's commitment towards the environment and are provided with the necessary documentation related to the EMS. This is to be carried out through the document **DOC 2 - Contractor's Briefing & Employee Training** as per section 5.6

Environmental Representative RAO Legal Obligations


- Inform EC of new legal obligations in order to propose new training material and necessary actions. EC will then liaise with the Training Centre to deliver such training in order to ensure that EMC staff whose activities are directly related to the new legal obligation are aware and compliant to these new obligations

5 Detailed procedural rules

5.1 *Definition and communication of roles and responsibilities*

The Human Resources Manager is responsible to cooperate with the concerned managers to establish tasks, duties and responsibilities for each position / title of EMC staff and to define specific skills required for the job. The HRM shall document these duties and responsibilities in the "job description". Each job description shall also include the specific skills, experience and competences required for the post.

He shall also ensure that when new job descriptions are compiled, or existent ones are revised, reference is made to environmental management system awareness and compliance. The HRM is responsible to communicate these job descriptions to the existent employees within that particular grade or to interested candidates

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5.2 Selection and recruitment

- The HRM is responsible to plan and carry out the selection process and recruitment of newcomers or of internal employees who apply for an internal vacancy.
- The HRM shall coordinate the selection board to ensure that the eligible candidates meet the specific skills and experience as defined in the “job description”.
- The HRM shall ensure that during internal or external interviews, a set of evaluation criteria regarding the candidates’ competencies and skills vis-a-vis the EMS policies will be adopted.
- The HRM shall inform Training Centre of any recruitment or redeployment of personnel so they can be provided with the necessary training related to their new position, as per Job Grade Training Requirement Document.

5.3 Identification of training needs

Identification of training needs can be performed by:

- a) Individual employees who communicate their training needs through the official request form **“Training Request Form (Employee Request)”**, to the HR Manager, found on the Enemalta Intranet Portal at location:


[Resources/Forms and Templates/Training Centre](#)

- b) Section managers that communicate for internal or external training required for their section personnel through the appropriate form **"Training Request Form (Head/Manager Request)"** to the HR Manager, found on the Enemalta Intranet Portal at location:

[Resources/Forms and Templates/Training Centre](#)

The EC and ERs may also identify specific environmental training needs associated with:

- The implementation of specific EMS standard operating procedures (SOPs)
- The compliance with legal requirements (in particular training in relation to IPPC permits)
- Prevention or reduction of environmental impacts or risks
- Familiarisation training on the IPPC permit obligations for generating station staff
- Any other relevant environmental aspect

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Where deemed necessary, the EC shall communicate the environmental training needs to the competent Section Managers and HR Manager so such training can be coordinated.

A detailed description of the course is attached to the training proposal. This will include:

- topic
- duration
- cost

Training needs may also be identified through Internal Audits. The Lead Auditor, through the compiled audit report, will inform the Section Manager of the training requirements of his personnel, after verification with the Training Centre that such training has not been carried out yet.

Section Managers can use the performance appraisal to recommend training when reviewing the employee's performance.


5.4 Training plans

There are two levels of training plans:

- the three-year training plan
- the annual training plan

The HRM is responsible to:

- Draw up every 3 years a three-year training plan which takes into account and satisfies, as far as possible, the Corporation's long-term strategic plan and its impact on the environment. This plan should also include the number of hours and the cost of EMS related training courses to be conducted.
- Draw up annually the annual training plan, taking into account environmental training needs which are identified as per Section 5.3, or as resulting from changes in processes, legislation, environmental aspects evaluation, etc and summarized in the 3-year training plan. The annual plan should also include the number of hours and the cost of EMS related training courses to be conducted.

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5.5 *Training and recording*

Training courses can be carried out either internally or externally (i.e. at different sites other than EMC premises).


- External courses are conducted only by accredited lecturing staff or training institutions. For external courses, certificates of attendance are issued and kept by the Training Centre, together with, where application by legislation or by EMC, the course examination, practical tests or interview pass certificates.
- For internal courses, the certificate of attendance is usually replaced by a certificate of attendance, issued by the Training Centre. The attendance records are kept in the HRMS Training Module. Also reports can be generated through the Oracle BI Tool to identify training progress and perform other analysis.

For each employee, the Training Centre keeps and updates a personal training record in which the following data is registered:

1. personal data
2. qualification/s
3. training provider
4. date and hours of training
5. job title
6. courses taken, their duration and their assessment where applicable

5.6 *Contractor Training*

When there is a Contractor working on Generation or Distribution sites, the responsible officer/s will oblige the Contractor (or his/her representative) to train his/her employees working on the contract, on the contents of environmental related documents. This training may be carried out in conjunction with EMC personnel depending on the nature and duration of the work. The contractor (or his/her representative) will then sign **DOC 2 - Contractor's Briefing & Employee Training** the documents confirming that they have understood the contents of these documents and that they will deliver the relevant training to their employees.

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5.7 Training effectiveness assessment

For external environmental courses the training effectiveness is completed by:

- Keeping attendance records
- Keeping external certification issued by external accredited institution

For internal courses the effectiveness assessment of training is completed by:

- Keeping attendance records
- Review and follow up of training evaluation forms filled by attendees

All EMC employees who attend internal training are to fill the training evaluation forms provided upon course completion. These training evaluation forms shall include:

- Few questions to determine an overview of the knowledge acquired during the course
- Question about relevance of course content to the employee's day-to-day duties
- Section for suggestion for improvement for future training related to course content, instructor/s, practicality, delivery and location

The filled in forms are collected by Training Centre and evaluated. A report is compiled and forwarded to the Environmental Coordinator for further actions if required.

6. Reference documents

Training Request Form (Head/Manager Request)

Training Request Form (Employee Request)

Three-year training plan

Annual training plan

Training attendance records

Training Evaluation Forms

Personal training and qualification record

DOC 18 - Job Grade Training Requirement Document

DOC 2 - Contractor's Briefing & Employee Training