

## 4.2 Human Resources

### Purpose:

To ensure that the necessary competencies are available for the effective and efficient operation of the company.

### Scope:

All positions.

### Responsibility:

- Managers are responsible to follow HR processes for hiring, temps, termination and performance reviews.
- HR is responsible for supporting managers in HR issues, and for meeting legal requirements.

### Procedure

Management works to attain that all positions are filled with individuals whose competencies meet the position requirements. This can be achieved through:

1. Internal Reorganization
2. Training
3. Hiring and Termination

Performance Reviews are conducted to verify that competencies meet the position requirements, and to identify opportunities for improvement.

### Training

Supervisors provide their employees with training that is necessary to meet the competence needs of the position. Training ranges from formal classes to on-the-job training.

- **Training Plan**  
Supervisors determine appropriate training with the purpose to meet identified competence requirements. The planning for training is performed whenever new competencies are required, as well as annually as part of the performance review.

>> **Tip:** There are some useful forms on the Intranet that help plan for training, including **New Hire Training**, **On-The-Job Training** and **Cross Training**. Once completed, these forms can serve as training records. <<

- **Training**  
Managers ensure that the plan is followed and the training is provided. Once training is complete, **records** are established, and a copy is sent to HR. HR keeps records on all training and provides Managers with access to information on past training.

*Positions are determined by business needs.*

*Positions are filled with individuals that meet the requirements of the position.*

*Plan for training when needed and during performance review!*



*Maintain records of all training!*