





LEARNING & DEVELOPMENT

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LEARNING & DEVELOPMENT

It is our aim to build better quality homes and create an environment on site which minimises the inconvenience and disruption to our customers by providing an enhanced customer experience.

To enable our Production teams to be the best they can be, there are a range of development programmes at every level from entry level to senior management.

In summary, our offering is split out into three programmes:

1 TRADE APPRENTICESHIPS

a structure programme of professional development for our core trades (Bricklaying, Carpentry / Joinery, Painting and Decorating, Roofing, Scaffolding).

2 TRAINEE SITE MANAGER

a structured development programme including a professional industry qualification which develops individuals to eventually manage a site. Trainees are promoted when competent to Assistant SiteM.

3 PRODUCTION ACADEMY

a structured development programme aligned to a professional industry qualification for Assistant SiteM, SiteM and Production Managers.

TRADE APPRENTICESHIPS

Trade apprenticeships last from two years to four years dependant on location and the apprenticeship being undertaken. Apprentices will undertake a programme of study which will be aligned to the new Standards that have been introduced in England or the SVQ level 5 & 6 in Scotland. Tuition will take place either at a local college via a day release programme or via an Approved Training Provider.

1 Formal tuition is supplemented by practical hands on training which is provided by Master Tradesmen. Our Master Tradesmen are skilled in passing on their professional skills to apprentices, helping them to practice in a safe working environment on site in their first year. Thereafter, they will then start to integrate with one of our Direct Trade gangs where they can perfect their skills, speed and learn about the high standards of quality workmanship which will be expected of them. Each apprentice will be expected to maintain a portfolio of evidence outlining their learning and skills development. Their qualification will be awarded once they have successfully completed their End Point Assessment.

2 Upon successful completion of their programme of study, they will be offered a role within one of our Direct Trade gangs where they can continue to develop their skills and enhance their career with TW.

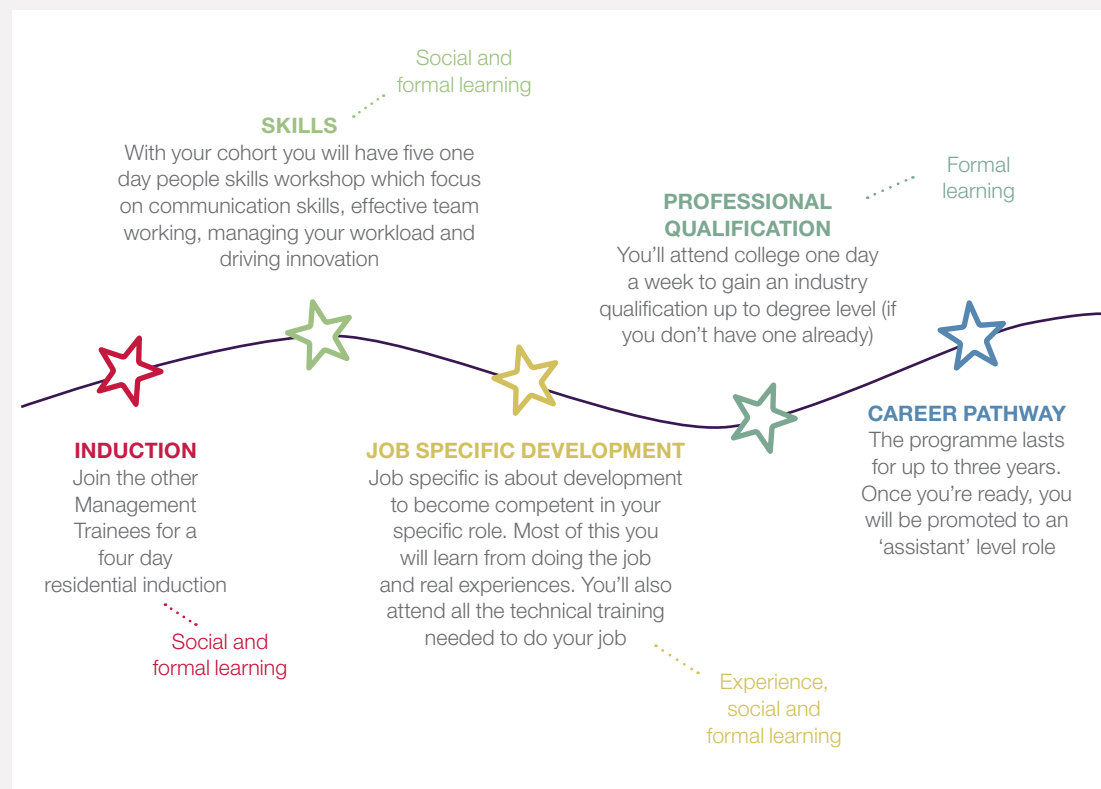


For those wishing to become a SiteM, we offer a Management Trainee programme as an entry point into the profession.

Trainee SiteM may come directly from education, looking to re-train from outside of the industry or from a trade role. In all these cases, the Management Trainee programme aims to develop their Site Management skills up to Assistant SiteM level.

The programme can take up to three years to complete though a trainee that joins with some site experience already may be competent and ready to be promoted to Assistant SiteM quicker than a school leaver with no experience for example.

The programme is structured in the following way:



THE NEXT PAGES SHOW THE JOURNEY A TRAINEE SITE MANAGER WOULD GO ON AT A GLANCE INCORPORATING ALL THE ELEMENTS OF THE PROGRAMME.

We are moving towards an annual intake of Management Trainees in September of every year. This is to enable us to offer a four day Induction Workshop and to create cohorts of trainees from across the organisation.

Access to all learning tools, forms and documents can be found on the MY Career section of HR inHouse.

JOURNEY OF A TRAINEE SITE MANAGER



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JOURNEY OF A TRAINEE SITE MANAGER



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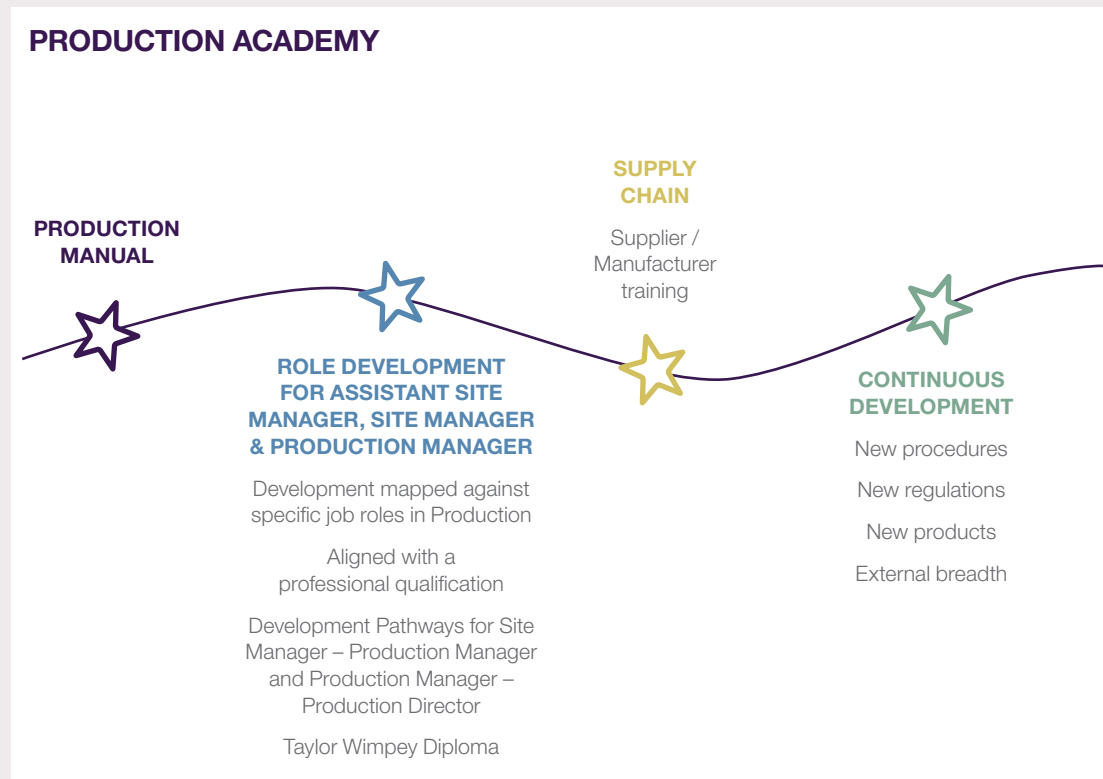


JOURNEY OF
A TRAINEE SITE MANAGER



PRODUCTION ACADEMY

To support our Production teams, we have developed a structured learning and development programme for Assistant SiteM, SiteM and Production Managers.



Our SMT will complete a series of development modules aligned with a professional qualification and individuals, whilst working towards achieving the TW Diploma.

The 'TW Diploma' comprises of four main elements;

- **Production Manual** – This manual will provide support throughout your development journey
- **A comprehensive NVQ** in Residential Construction Site Management, at an appropriate level Assistant SiteM or Production Manager.

NVQ Level 4 – Assistant Site Manager

NVQ Level 6 – Site Manager

NVQ Level 7 – Production Manager

- **Technical modules** that focus on enhancing the quality of the homes we build.
- **A series of management and business focused modules** encompassing managing people, financial awareness and Customer Service

PRODUCTION ACADEMY



LEARNING & DEVELOPMENT



TW ASSESSMENT & DIRECTOR DISCUSSION – SIGN-OFF

To obtain the diploma, all candidates will be required to undertake an online assessment followed by a Production Director professional discussion.

Further to Production Director sign off, anyone fully completing and obtaining the TW Diploma will be eligible to receive a financial reward and is aligned to the level of the NVQ being completed.

Assistant SiteM	SiteM	Production Manager
Level 4	Level 6	Level 7
£500	£750	£1000
THIS IS AN ANNUAL PAYMENT WHILST YOU REMAIN IN OUR PRODUCTION TEAM		

NEW

Once you have completed and obtained your Diploma we will work with you to ensure you are continuously developing and to support this we have created a library with a variety of learning material available from our manufacturers. These can be found on In-house or alternatively please speak to your Quality Manager.

If you would like to learn more about the Production Academy or nominate yourself to take part please contact the Production Secretary within your business unit.