

**Minutes of the meeting of the  
Training & Development Group – sharing best practice  
Held at Campden BRI on Thursday 17<sup>th</sup> March 2016**

**Date of next meeting:** Wednesday 28<sup>th</sup> September 2016

**Minutes Synopsis**

62 attended the meeting with 26 apologies.

There were five presentations by external speakers:

- Is training the solution - the importance of Training Needs Analysis
  - Paul Edmondson, The Training Foundation
- Update on the latest technology for effective training delivery
  - Marco Faccini, Performance Learning Group
- Food safety maturity journey & sustainable behavioural change
  - Lone Jespersen, Cultivate (formerly of Maple Leaf Foods Inc.)
- Corporate training academy - a case study
  - Janette Graham, 2 Sisters
- Capability framework
  - Chris Chapman, PepsiCo

**Attendees:**

Arnold	Steve	SMC Pneumatics (UK) Ltd
Ashton	Owen	SMC Pneumatics (UK) Ltd
Bartasiunas	Tomas	Kanes Foods Ltd
Basra	Hardeep	Ocado Central Services Ltd
Beard	Laurie	Kanes Foods Ltd
Bellamy	Nicola	Holchem Laboratories Ltd
Blackburn	Rebecca	W C Rowe (Falmouth) Ltd
Boal	Leticia	McCormick (UK) Ltd
Carpenter	Emma	Butcher's Pet Care Ltd
Chambers	Jenni	2 Sisters Technical Services
Chambers	Tracy	New York Bakery Company Ltd
Chapman	Chris	PepsiCo International Limited
Cheney	Kate	Innocent Ltd
Davies	Jason	English Provender Company Ltd
Denton	Cassandra	Faccenda Foods Ltd
Edmondson	Paul	The Training Foundation
Exton	Heidi	Baxters Food Group
Faccini	Marco	Performance Learning Group
Fleming	Fiona	Greencore Grocery Ltd Hull
Goodwin	Duncan	The Restaurant Group plc
Graham	Janette	2 Sisters Technical Services
Gray	Stuart	Abel and Cole
Jespersen	Lone	Cultivate
Johnson	Julia	Instinctif Partners
Kierznikiewicz	Monika	Kanes Foods Ltd
Knight	Kirsten	Warburtons Ltd

Lewin	Neil	Festo Ltd
McAulay	Elaine	AAK (UK) Ltd
McPheat	Margaret	Greencore Group
Montagu	Robert	House of Vantage Ltd
Morrison	Kathleen	Cargill Meats Europe
O'Connell	Sally	Spirax Sarco UK Ltd
Pedrosa	Francisco	Spirax Sarco UK Ltd
Pell	Alison	Moy Park Ltd
Piwko	Kasia	Dartmouth Foods Ltd
Pointereau	Celine	Arla Foods Ltd
Powell	Emma	Warburtons Ltd
Powles	Lesley	Suntory Beverages & Food Europe
Rychlik	Alex	Kanes Foods Ltd
Serra	Barbara	S H Pratt & Co (Bananas) Ltd
Sharpe	Emma	Sainsbury's Supermarkets Ltd
Shawcross	Tony	Residual Barrier Technology Ltd
Simmons	Alison	Suntory Beverages & Food Europe
Smith	Chris	IPS (Integrated Packing Services Ltd)
Sorensen	Linzi	IPS (Integrated Packing Services Ltd)
Sutcliffe	Charles	Mauri Research
Sutherland	Fiona	Diversey
Tetley	Kevin	Bar and Restaurant Foods Ltd
Truesdale	Nikki	Proper Cornish Ltd
Tynan	Kirsty	Bar and Restaurant Foods Ltd
Vallet	Maria	Innocent Ltd
Vinsen	Mike	The Restaurant Group plc
Wade	Tabitha	Jellyhaus
Wain	Steve	Lyons Seafoods Ltd
Whitehead	Joanne	The Authentic Food Company Ltd
Whittingham	Robin	Spirax Sarco UK Ltd
Yau	Sin Mei	Bettys & Taylors of Harrogate Ltd

Allen	James	Campden BRI
Collins	Andrew	Campden BRI
Croke	Louise	Campden BRI
Emond	Bertrand	Campden BRI
Purcell	Sue	Campden BRI
Rathkey	Jo	Campden BRI

### Apologies:

Ayub	Muhammad	Kolak Snack Foods Ltd
Barefield	Sarah	Dairy Crest Ltd
Bennett	Sarah	Heineken UK Ltd
Carstensen	Karin	Woolworths (Pty) Ltd
Chapman	Rebecca	Bar and Restaurant Foods Ltd
Cooke	Steve	MyFresh (Gretna)
Crew	Sterling	Kolak Snack Foods Ltd
Dallas	Julie	JE Hartley Ltd
David	Peter	Lion
Fallows	Julie	F Duerr & Sons Ltd

Fitt	Jon	BP Oil UK Ltd
Gates	Jackie	Branston Ltd
Green	Janice	Weetabix Ltd
Hall	Jeremy	Bernard Matthews Foods Ltd
Hill	Craig	Astec IT Solutions Ltd
Jefferson	Liz	Proper Cornish Ltd
Langford	Steve	Freudenberg Filtration Technologies UK Ltd
Mills	Raymond	KFC UKI
Murray	David	Young's Seafood Ltd
Page	Natalja	Bennett Opie Ltd
Parnass Curiel	Mor	The Bread Factory
Patterson	Ally	Tulip Ltd
Rees	Simon	Abel and Cole
Small	Richard	Martin Matthew & Co Ltd
Stephenson	Neil	Booker Ltd
Willmott	Kerry	Adams Foods Ltd

## 1 Welcome

Bertrand Emond welcomed everyone to the inaugural meeting of the Training & Development Group (T&DG) and introduced Lone Jespersen as the Chair of the event.

## 2 Scene setting, global food safety training survey

With reference to a set of slides, Bertrand Emond introduced the background for setting up the group, talked about training in general terms, current challenges and gave a snapshot of some of the highlighted statistics coming out of the latest 2016 Global Food Safety Training Survey. The results of the survey will be formally released in April. [Slides](#)

## 3 Training Needs Analysis: getting it right

Paul Edmondson of The Training Foundation provided an overview of the methodology for Training Needs Analysis (TNA) which considers if there is a performance gap and whether a learning intervention may be appropriate. [Slides](#)

The presentation covered the following:

- Definition of TNA
- Benefits of implementing TNA
- 9 Step Process:
  - Scoping the project; Evaluation; Gather information; Analysing the content; Developing aim & outcome; Selecting delivery options; Analysing environments; Estimating time and cost; Making recommendation to sponsor.

## 4 Latest technology for effective training delivery

Marco Faccini of the Performance Learning Group provided an overview of the methods available and information on what is freely available that the training community can utilise. [Slides](#)

The presentation covered the following:

- Technology rules
- 'New' Learners
- Use of video
- MOOCs (Massive Open Online Course)
- Peer to Peer Learning/ Social Learning
- Adapt Learning (free online tool)
- Immersive Learning Environments

There was a question on cost with regard to immersive learning, Marco highlighted that the cost of producing the training package needs to be relevant to the context. There were a number of questions related to the Adapt tool, it can be downloaded to your desktop and added to your LMS system. The system is created for novices; you do not need to be an expert and includes a number of templates that you can use when creating an online training package, including assessment, allowing you to build your own questions.

Also suggested Curator package would be suitable for peer to peer learning, costs £6 per learner. Twitter#, Google hangout good to promote debate and encourage lifelong learning.

## **5 Food safety maturity journey & sustainable behavioural change**

Lone Jespersen, Cultivate (formerly of Maple Leaf Foods Inc.) talked about the Maple Leaf experience and implementing sustained behavioural change. [Slides](#)

The presentation covered the following:

- Need for leaders to be aligned
- Challenging blind spots
- Defining outcomes to measure change
- Stages of culture change
- Behaviours required for each role
- The need for more Mary's!

## **6 Corporate training academy - a case study**

Janette Graham of 2 Sisters outlined future plans in light of the changes to the Trailblazer scheme and the 2017 employment levy. [Slides](#)

The presentation covered the following:

- New Apprenticeships
- The [Levy](#) and funding Trailblazers
- Process for developing new standards
- 2 Sisters Technical Talent Stream

Question around how to tap into Trailblazer, advised to go on the BIS website to view signed off [standards](#) or contact the [National Skills Academy for Food & Drink](#) who have a list of training providers and have been working with the industry to produce the standards for the new Trailblazers: [info@foodanddrink.nsacademy.co.uk](mailto:info@foodanddrink.nsacademy.co.uk).

## 7 Capability framework

Tabitha Wade of Jellyhaus and Chris Chapman of PepsiCo outlined the new Aspire To Be online tool which helps career development for PepsiCo staff and is part of the PepsiCo Quality Programme (PQP). Users complete an online self assessment of their current capability against a set of competencies to build up their profile, helping them to identify gaps and relevant training available. The competency model is based on eight clusters of functional competence with 30 individual competencies and 5 levels of Proficiency for each competency. **Slides unavailable.**

The presentation covered the following:

The context  
How the tool works  
Competencies and Proficiencies

Question around how the tool has been received, officially launched in February 2016 but feedback on usability has been good so far. Will be linked to performance development reviews in 2017. Another question on whether staff are given the time to spend on learning that they have identified, if the learning is justified time will be given.

Supplementary Information: Comment made that the tool is not too dissimilar to the NSA Blueprint for Excellence Model which is a bespoke online training needs analysis tool created specifically for food and drink manufacturing and processing companies. Developed by NSA in collaboration with over 40 food and drink companies, the tool enables companies to compare competencies of individuals, teams, departments, sites or even the company against industry-defined competency frameworks. [Click for more information.](#)

## 8 Ideas for future meetings

Each table spent 10 minutes discussing ideas for future meetings and then fed them back to the group as whole; these have been grouped into the following themes:

### 8.1 Stakeholders

- a) More knowledge on developing and managing a programme in smaller less structured companies including tools and frameworks to support with this and how to keep pace with what is going on.
- b) More opportunities for group discussion/debate
- c) Review of audit/customer requirements for training
- d) Opportunities to collaborate and influence skills agenda
- e) Innovative approaches to L&D
- f) What have businesses done to overcome retention issues?
- g) How to help change the 'view' of food manufacturing

### 8.2 Training Quality

- a) New ISO Training Quality Standard work,
- b) Who are good training providers.
- c) Trailblazer update

### 8.3 Technology

- a) What technology is available free of charge.
- b) How technology can be used to check competency and recording it
- c) Technology for compliance based training.

#### 8.4 **Learning Studies**

- a) More about Global Food Training Survey
- b) Introduction of theory of culture and learning and translate this into practical “to-do’s”
- c) Psychology of behaviour change success – how to action with different types of personality.

#### 8.5 **Evaluating Learning Impact**

- a) Training evaluation, ROI – how do we make training more impactful, reduce cost and maximise output.
- b) Competencies and KPIs,
- c) Securing and maintaining Board approval for training plans
- d) Competency sign off – what good looks like

#### 8.6 **Learning Interventions**

- a) Coaching & mentoring, where it fits within training including leadership.
- b) E-learning in factory environment, what works best.
- c) Case studies outside industry on apprenticeships that we can learn from, how we can convert some existing training into apprenticeships.

#### 8.7 **Technical**

- a) Keeping up to date with changes in legislation, food safety and technical which would have an impact on training.
- b) Sharing with the group resources that already exist.

#### 8.8. **Practical Cases**

- a) Case studies applying best practice
- b) Case studies from people in the group on how they do things
- c) Case studies outside of food industry - good examples.
- d) Case studies: What to learn, what didn’t go well, more stories like Maple Leaf
- e) Practical application of training to develop the talent, making it real.

### 9 **Date for future meeting**

It was agreed that the Group should meet twice a year.

Next meeting will be on **Wednesday 28<sup>th</sup> September 2016**, venue: Campden BRI, Chipping Campden Site.