



Greencore Qualifications



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Background

Greencore Qualifications are government funded apprenticeships, paid for through Greencore's Apprenticeship Levy. Each programme provides a variety of options for you to develop your knowledge, skills, experience and enhance your career at Greencore. Whether you're new to a role, or have experience, there are options to explore a wide range of qualifications to suit your needs. This guide is one way that we help you to explore and make an informed choice on the right qualification for you and your role.

Each qualification has been selected based on identified skills gaps we have across the business. This could be due to us identifying a need for future roles, as we see colleague progress to other roles, retire or exit the business or because we know that we need to grow new critical skills for future projects.

We run an annual application window in line with our February check in to coincide with development conversations with line managers. Enrolment on to the programme will take place between June - January.

We are committed to supporting colleagues on programme and each site has a dedicated HR representative, a list is detailed in this guide, as well as our central TD&I team which you can contact on Greencorequalifications@greencore.com or Grow@greencore.com. Starting a qualification is a big commitment, and we are committed to helping colleagues to succeed.



Is a Greencore Qualification right for me?

Each qualification has a focus on the knowledge, skills and behaviours of a particular job role or career. They are intense, hands-on learning programmes that blend theory and practical experience. The first place to start when selecting a qualification is to identify the skills gap or development need you have. Although we have a wide range of qualifications, the skills gap you have may be better met with another learning intervention. It's important to explore all options before you embark upon one.

Once you have identified your skills gap or development need, explore all the options available to you, including a qualification, before you choose. You may find what you're looking for on our Line Manager Framework, or through a mentoring relationship. If you're struggling with this, why not reach out to your local HR team, or speak to one of colleagues in the Talent, Development & Inclusion Team.

When you've decided that a qualification is the right next step, ensure that you have explored and discussed the following:

These questions can be helpful:

- ☐ What will you learn by doing it?
- ☐ What challenges will it help with?
- ☐ How will the business benefit from your improved knowledge?
- ☐ Have you the right exposure in your role to learn on the job?
- ☐ Does your role give you the opportunity to undertake study?
- ☐ Are you able to dedicate the time and personal study required to be successful?
- ☐ As well as learning at work and in the course of your role, you'll need to dedicate personal study time, undertake coursework, assessments and learn off the job. Can you give the programme your full commitment?

Identifying Skills Gaps – hints and tips

As a colleague

- Using your 'Role Profile', score your confidence on a scale of 1-5 against each of the accountabilities, or the Knowledge, Skills and Experience required for your role. This will help you to identify where the areas of most focus are.
- It's also important to take into account any feedback you have received, be that about your goals or your behaviours, these are useful clues as to where the areas of focus might be.
- Once you have decided a qualification might be the most suitable development intervention, use the self-assessment tools on the Greencore Qualifications site, to assess your confidence against each of the statements covered by the qualification. This will also help you to understand the topics that will be covered by the qualification and decide if the programme is for you.

As a line manager

- Line manager's can also focus on the skills gaps of their team as a whole, by looking at both the 'Role Profiles' and team goals to see where the gaps are for both now and in the future. This enables line managers to ensure the appropriate training features in colleague development plans.





Criteria for a Greencore Qualification

Each of our qualifications require a high degree of investment from both Greencore and you as a colleague, so it's important that you are confident that you meet the minimum requirements below:

Colleagues need to:

- ☐ Work **more than** 30 hours per week
- ☐ You are not in any other Government funded education/training
- ☐ You do not hold a related qualification at the same level or higher
- ☐ Have 'Doing a Good Job' as a minimum rating at your last check in
- ☐ Be able to regularly spend time working towards "off the job hours" within working hours
- ☐ Hold (or be prepared to work towards) GCSE English and maths grades A-C
- ☐ You must be a permanent colleague and have successfully completed your probationary period
- ☐ Be committed to completing the qualification within the agreed timeframe

Line managers need to:

- ☐ Validate the skills gap the qualification will fill and its relevance to their colleagues role
- ☐ Be committed to supporting the colleague to complete the qualification within the agreed timeframe
- ☐ Support the colleague to work towards their "off the job" commitment as part of their apprenticeship

As a line manager

- ☐ There are tools on the Line Manager Framework that can help you to have these conversations if you would like more guidance on personal development coaching. We also have a wide range of development support available, that isn't a qualification, but will support specific skills gaps

If you don't meet the above criteria, it's important that your line manager has a development conversation with you to provide feedback, letting you know why you are not suitable on this occasion and what alternative options there are for your development.



Off the job

Each of our qualifications requires you to be learning off the job. Off the job training does not necessarily mean that you are 'out of the business' during the training or learning. It generally means that you are undertaking different activities to your normal day to day activities that will support you to complete your qualification, and could even be carrying out work activities but using new tools and techniques that have been imparted to you during the learning sessions you are involved in. An example could be practicing new skills such as using coaching as a management technique to undertake a performance review.

When thinking about Off the Job learning, think about the 70:20:10 learning theory that is already a key part of our Grow with Greencore learning strategy.

Here we have provided a list of the types of activities that could be included:

- ☐ Classroom sessions / lectures
- ☐ Workshops and masterclasses
- ☐ Simulation exercises
- ☐ Online learning
- ☐ Shadowing
- ☐ Mentoring
- ☐ Industry visits
- ☐ Writing assignments/ assignments/workbooks
- ☐ Practical training/training in the workplace directly relevant to the standard (E.g. IT training, soft skills)
- ☐ Preparing for the professional discussion
- ☐ Gathering evidence for portfolio
- ☐ Reflection logs
- ☐ Conferences
- ☐ Continuous Professional Development
- ☐ Peer to Peer support
- ☐ Research
- ☐ Block or day-release
- ☐ Interactive workshops involving employers
- ☐ Business models and gaming
- ☐ Online training modules and support materials
- ☐ In work or new departments / locations
- ☐ Support from line managers / colleagues
- ☐ Short exercises or long project reports
- ☐ Any training support delivered in the workplace or with other external training suppliers
- ☐ Recording learning or training
- ☐ Recording all learning that has taken place on a monthly/ quarterly basis, or as required
- ☐ Job or sector related projects, or testing of learning on the qualification
- ☐ Any activity related to the job that develops new skills / knowledge
- ☐ Discussions or joint-working with colleagues
- ☐ Background work to improve knowledge

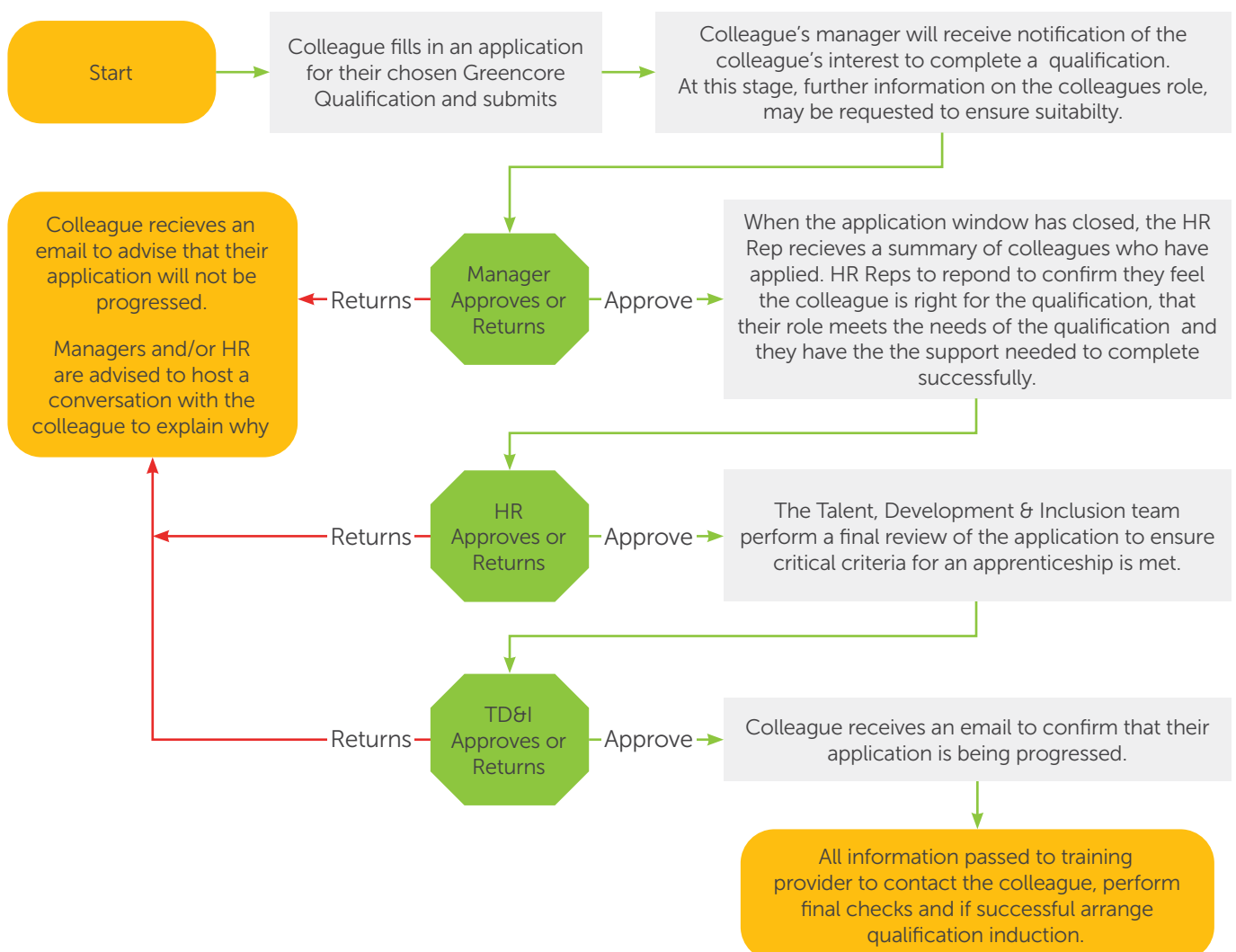
Qualifications Application & Approval process

A Greencore Qualification is a big commitment and it is important that applications are supported by line managers and local HR teams. Here are some of the things that need to be considered before approving a qualification application:

- Ability to support the colleague with the needed off the job learning time
- The colleague must not be on a performance improvement plan
- Colleague must work 30+ hours and be in a role that is relevant to the qualification (the Talent, Development and Inclusion team can help with this)
- The colleague must show signs of dedication, able to invest time and energy

By approving the application, both the line manager and the local HR team are committing to supporting you to complete your qualification.

It's important to remember that a qualification is a big investment for Greencore, and we want you to succeed.



Qualifications available

| Business Area | Qualification | Level | Duration | Training Provider |
|---------------|--|-------|-----------|-----------------------------|
| Operations | Safety, Health and Environment Technician | 3 | 24 months | RHG |
| | Manufacturing Manager | 6 | 42 months | University of Lincoln |
| | Process Leader | 4 | 24 months | University of Lincoln |
| | Corporate Responsibility and Sustainability Practitioner | 4 | 36 months | RHG |
| Technical | Hygiene Specialist | 4 | 24 months | University of Lincoln |
| | Food Technologist | 3 | 24 months | Nottingham Trent University |
| | Food Industry Technical Professional | 6 | 48 months | Nottingham Trent University |
| HR | Human Resource Management | 3/5 | 36 Months | Total People |
| | Learning & Development | 5 | 36 months | Total People |
| IT | Network/Support Technician | 3 | 18 months | QA |
| | Business Analyst | 4 | 18 months | QA |
| | Data Engineer | 5 | 18 months | QA |
| DTS | Warehouse/Transport Operations Supervisor | 3 | 18 months | GTG |
| Engineering | Engineering Operative | 2 | 24 months | Various |
| | Engineering Technician | 3 | 48 months | Various |

As a reminder, the levels are equivalent to the following education levels:

2

5 x GCSE's

3

3 x A levels

4

Foundation degree

5

Foundation degree

6

Bachelors degree

7

Post graduate diploma

Roles and responsibilities

Line Manager

- Conducting performance reviews and contributing to talent calibration sessions
- Ensuring team members have an active, relevant development plans
- Ensuring colleagues meet requirement for their agreed off the job working hours to be spent on studies/face to face sessions/e-learning etc (see 'off the job' page for more info)
- Attending quarterly face to face reviews with colleague and training provider, to stay up to date with progress and provide support where required
- Signing colleague off as competent and ready for End Point Assessment at the point of completion

Local HR Team

- Accountable for ensuring colleagues understand the commitment and study requirements at the point of sign up
- Checks in regularly with people on qualifications to ensure smooth progress
- Recommending a mentor, ensuring selected mentors have completed LMF Mentoring task
- Communicating reports received and flagging concerns with line manager
- Point of contact on site for training providers/ talent team

Talent, Development & Inclusion Team

- Negotiate training providers and agree contractual arrangements
- Quality assure provision of training through external providers
- Collate and distribute programme reporting to sites
- Process applications and collate levy related paperwork
- Update sites with any issues/queries from providers

Colleague

- Commit to the programme until completion
- Undertake all relevant training associated with the qualification, handing coursework in, meeting deadlines
- Complete English and maths (functional skills) training as required
- Flag any 'off the job' training related issues with their HR team
- Attend regular reviews with line manager and training provider to discuss progress

Budgeting

Greencore Qualifications are generally focused into existing colleagues, but on occasion individuals may be recruited into the business as an apprentice with a view to fill our future talent pipeline. Where this is the case, the costs for this are accounted for as follows:

Local Site Responsibilities



Salary and headcount costs

As this cannot be paid out of the apprenticeship levy, it is the sites responsibility to meet salary costs



Travel and Expenses for training

Occasionally, colleagues on qualifications will need to travel as part of their programme (more detail on the programmes that involve travel can be found at the back of this booklet). This travel should be booked by a credit card holder on site. We estimate the expenses costs to be around £700 per person per year which should have been added to budget in May/June each year. Travel might cost more if residential stays are required.



Site induction, compliance and role specific training

Any other training the individual needs outside of the qualification should be included in the site compliance plans locally



Relevant industry membership

Where membership is required as part of the qualification (such as CIPD for the HR programme) this will need to be funded through an expense claim to local Travel & Expenses budgets.



Re-sit or re-take costs

Any costs associated with the re-take or re-sit of exams, including the End Point Assessment will be covered by sites, as this cannot be covered by the apprenticeship levy.

Funded centrally



The Apprenticeship Qualification

The Apprenticeship Levy will pay for the direct costs of training through the applicable training provider.



Celebration

Many of our colleagues have embarked upon a Greencore Qualification as part of their development. For most, this represents at least a 12 month and sometimes 4 year commitment to study. At the end of the course of study each colleague undertakes an End Point Assessment (EPA) and upon successful completion of the programme is awarded their respective qualification.

For many of these colleagues, this will have been both a professional and personal journey, for some it's the only time they have studied and for others it represents going back into education after a long period of time. We are committed to celebrating this great milestone in their career journey with us.

To ensure that all colleagues across the UK achieving a Greencore Qualification are recognised consistently, we have agreed some guidance around the recognition activities and gifts.

There are a set of minimum recognition requirements at the Group and local/site based level, let's explore them in more detail.

At a Group level we will recognise the completion of a Greencore Qualification with a gift bag and jacket for the colleague to recognise their achievement and we would like these gifts to be presented to the colleague in a local celebration event, which we will support with promotional items, ideally an existing forum, town hall, or awards ceremony.

We would expect site GM's and HRBP's to lead on this locally as we would like it to be local, personalised and have a special feel to it.

We encourage the sites to take pictures and to share the success at their site on social media, using the hashtags:

#growwithgreencore
#greencorequalifications

At the centre we will run the various news stories for the intranet and our social media pages and for many individuals, we would love to profile them to help future colleagues understand what's involved in enrolling on a programme of study.

As colleagues qualify at differing timeframes, we ask that sites advise the Greencore Qualifications inbox of their planned celebration event and we will ensure that all the materials and gifts are ready for issue.

If sites wish to do more than this level of celebration they are free to do this locally, and at their cost.

Site contact details

Where training is taking place on sites, the below individuals are the point of contact if required.

| Site | HR Representative |
|-------------|--------------------------|
| Atherstone | David Wilkinson |
| Boston | Aaron Houghton |
| Bow | Kuljit Hughes |
| Bristol | Marta Pazgrat |
| Consett | Leanne Medd |
| Crosby | Ben Maguire |
| Heathrow | Kelsey Gore |
| Kiveton | Kate Pyne |
| Leeds | Martin Brooks |
| DTS | Martin Usher |
| Manton Wood | Robert Sanderson |
| Northampton | Tina Sims/Sue Litchfield |
| Park Royal | Ken Sharp |
| Selby | Martin Brooks |
| Spalding | David Mellor |
| UKC / Group | Gilly Zariffis |
| Warrington | Luke Baker |
| Wisbech | Jennie Coventry |

FAQs

Q There isn't a qualification available that meets my development needs. What do I do?

A Before looking for a qualification, check the resources available on LMF. If there still isn't anything appropriate, raise this with the Talent, Development & Inclusion Team as there may be alternative solutions available.

Q How do I identify an appropriate mentor?

A Potential mentors should have mentoring as a development need on their development plan, and should be keen to develop others. They should also have a significant amount of experience at Greencore, and in particular, experience relating to the qualification you are working towards. The Coaching and Mentoring Exchange, is a useful tool to help identify a mentor.

Q I am struggling for off the job time due to work constraints. What do I do?

A As the 'off the job' requirement is a compulsory obligation to be eligible for funding through the apprenticeship levy, it is important this takes place. Please take a look at the section in this guide detailing off the job for activities that can count towards off the job, as it doesn't necessarily mean a strict day a week. If you are still struggling for time, please speak to your training provider to understand your options.

Q How do I book travel for my qualification?

A If you are on a qualification that requires travel, you will be assigned a Premier Inn card that will allow accommodation, evening meals and breakfast to be pre-paid, avoiding the need for expense claims. All hotel and travel bookings will need to be booked and paid for by sites, so make sure your line manager is aware to enable them to make the arrangements.

Q I want to leave the programme. What do I do?

A Upon signing up to a qualification, you will be made aware of the commitment required to complete the programme. However, sometimes things happen that are beyond anyone's control. We understand that major life events and significant changes in circumstances may mean that completing the qualification might be difficult and we will review each case on a case by case basis. We encourage all colleagues to see the programme through to completion and honour the signed commitment made at the start of the programme. For example, a colleague wishing to leave the programme as they no longer want to take part is not considered a significant enough driver to abandon the commitment already made by both the colleague and Greencore.

In the first instance, you should speak with your line manager and local HR team to explore what can be done to keep you on programme, this may include a break in learning.

Getting in touch

If you have any further questions, or want to talk to us about a qualification, you can contact us in the following ways:

- Email us on **greencorequalifications@greencore.com**
- Find out more information on our dedicated webpage **qualifications.greencore.com**
- Speak to your **HR teams** on site
- If you know someone who is already on a Greencore Qualification, why not **connect** with them?





Making every day taste *better*