



**Return Address:**  
**Recruitment and Training**  
**The British Horseracing Authority,**  
**151 Shaftesbury Avenue,**  
**London,**  
**WC2H 8AL**

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Dear Trainer,

As you may know, we are carrying out a review of the training and development priorities for the industry. Training and development plays an important role within British Horseracing, to ensure that we recruit, develop and retain a workforce with the right skills.

We are conducting a Training Needs Analysis to examine the requirements of both the industry and the people who work in it. This will help us to make any changes and improvements across all areas of staff training and development, as well as helping to shape future policy, for the benefit of your staff, you and racing as a whole.

The review started last year with stud operations. We are now looking at the training side of the industry. We cannot begin this without first asking for your support. We recognise that your staff have been polled twice in the last 3 years through the Donoughue Commission, but without your opinion, there is a danger that issues will be missed, and that any industry training and development will not give you what you want or need.

The attached questionnaire has been sent to all licensed Trainers within England, Scotland and Wales, to provide you with the chance to tell us what you think about training in the industry. All the questions relate to recruitment and staff training within your yard. We know how valuable your time is, but your response will be greatly appreciated. This is similar to the questionnaire that was sent out to studs.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Nic Coward", written over a horizontal line.

Nic Coward  
Chief Executive,  
British Horseracing Board  
& Horseracing Regulatory Authority

A handwritten signature in black ink, appearing to read "Rupert Arnold", written over a horizontal line.

Rupert Arnold  
Chief Executive,  
National Trainers Federation

*This questionnaire is anonymous; you only need to identify which county your yard is in.*

*All the questions cover staff recruitment and training. There are no right or wrong answers; it's your views that are important.*

*Please complete the survey, using the tick boxes or the spaces for you to write comments in. You may add more sheets if you need to.*

*All questionnaires will be destroyed once they have been processed. Please complete the survey as openly and honestly as possible and return it in the enclosed postage-paid envelope by 1<sup>st</sup> August 2007.*

*Thank you for taking the time to complete this questionnaire.*

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County : \_\_\_\_\_ No of Paid Staff: \_\_\_\_\_ No of Unpaid Staff: \_\_\_\_\_

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**RECRUITING STAFF**

**1 Do you find it difficult to recruit staff with the skills you require?**

Yes  No

**If yes, are there any particular skills that are most commonly lacking?**

.....  
.....

**2 How many paid staff have you hired in the last 2 years?**

Full – Time \_\_\_\_\_ Part – Time \_\_\_\_\_

**3 How many paid staff do you anticipate recruiting in the next year?**

Full – Time \_\_\_\_\_ Part – Time \_\_\_\_\_

**4 When recruiting new staff, do you prefer to appoint:**

- Fully trained/experienced staff?
- Less experienced staff and provide external training?
- Less experienced staff and let them learn “on-the-job” in the yard?

**If you offer “on the job” training, please describe how you do it:**

.....  
.....

**Definition of Training:**

**Helping people to learn skills and knowledge so that they can perform their current job to a high standard and/or develop new skills/knowledge so that they can successfully take on a new task or job.**

5 Do you prefer to employ staff solely from the racing industry?

Yes  No

If no, are you happy to employ staff from other sectors of the equine industry such as (tick more than one if applicable):

	Yes	No		Yes	No
Breeding?	<input type="checkbox"/>	<input type="checkbox"/>	Hunting?	<input type="checkbox"/>	<input type="checkbox"/>
Eventing?	<input type="checkbox"/>	<input type="checkbox"/>	Showjumping?	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify below)?	<input type="checkbox"/>	<input type="checkbox"/>	Sports Horse Breeding?	<input type="checkbox"/>	<input type="checkbox"/>

.....  
.....

6 Do you see the offer of training as an important way of attracting new staff?

Yes  No

Please explain your answer below.

.....  
.....

**TRAINING NEW STAFF**

7 Do you have a staff handbook or other information to assist in the induction process and employment issues in general?

Yes  No

8 Do you carry out induction training for new employees?

Yes  No

If yes, what does this consist of (tick more than one if applicable):

Specific to job?	<input type="checkbox"/>
Health and Safety?	<input type="checkbox"/>
Terms and conditions, grievance and disciplinary, general rules?	<input type="checkbox"/>
Other (please specify)?	<input type="checkbox"/>

.....  
If no, please indicate your reasons.  
.....  
.....

9 On average, how much time do you find you need to spend on ensuring new staff are competent in their role?

- Up to 2 weeks
- 2 to 4 weeks
- 5 to 8 weeks
- Longer (Please indicate number of weeks) \_\_\_\_\_

**TRAINING EXISTING STAFF**

10 Do you have a training plan for all staff in your yard (e.g. does everyone receive some training during the year)?

- Yes  No

11 When filling a senior position, do you (*tick more than one if applicable*):

- Promote staff internally and provide no additional training?
- Promote staff internally and provide additional training?
- Recruit external people and provide additional training?
- Recruit external people who are fully trained?

12 Do you allow staff time off for training during the working day?

- Always  Some of the time   
Most of the time  Never

13 Have you considered using existing staff to train the newer members?

- Yes   
No   
Already doing so

**TRAINING PROVISION (EXCLUDING FOUNDATION APPRENTICESHIPS)**

14 Do you (*tick more than one if applicable*):

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| Train your staff on your premises yourself or using your members of staff?   | <input type="checkbox"/> | <input type="checkbox"/> |
| Bring in external professionals to train staff on your premises?             | <input type="checkbox"/> | <input type="checkbox"/> |
| Send staff on short e.g. a half-day/one day courses locally?                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Send staff on courses lasting one day or longer further afield eg Newmarket? | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please specify)?  | <input type="checkbox"/> | <input type="checkbox"/> |

.....

**15** If you use external training providers for staff training, who do you use (*tick more than one if applicable*)?

- a) The British Racing School in Newmarket
- b) The Northern Racing College in Doncaster
- c) A local college (e.g. equine, agricultural, business skills)  .....
- d) Local training providers  .....
- e) Other (please specify)

.....  
.....

**16** Is there any training that you have wanted to access but had difficulty in finding, e.g. language courses, first aid, specific skills training (please attach any additional sheets as required)?

.....  
.....

**SKILLS AND QUALIFICATIONS**

**17** Do you have any knowledge/experience of National Vocational Qualifications (NVQs)?

Yes  No

**18** What percentage of your staff hold the following qualifications:

- Pony Club tests? \_\_\_\_\_
- Racing NVQs? \_\_\_\_\_
- Other NVQs? \_\_\_\_\_
- BHS examinations? \_\_\_\_\_
- College courses? \_\_\_\_\_
- Other (please specify)? \_\_\_\_\_

.....

**19** Which of these qualifications, if any, are useful indicators of competence?

.....  
.....  
.....

20 Do you take on staff who have attended foundation apprenticeships/NVQ courses at the following:

- BRS?
- Haddon?
- NRC?
- Warwick?

If yes, what are the strongest skill sets the staff possess?

.....

.....

.....

What are the areas you would wish to see improved/changed?

.....

.....

.....

**YOUR TRAINING**

21 Have you undertaken any training for yourself in the past two years?

- Yes
- No

If yes, what areas/skills did you seek training in?

.....

.....

22 Did you (tick more than one if applicable):

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| Bring in external training professionals to train on your premises?  | <input type="checkbox"/> | <input type="checkbox"/> |
| Go on a short eg half-day/one day courses locally?                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Go on courses lasting one day or longer further afield eg Newmarket? | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please specify)   | <input type="checkbox"/> | <input type="checkbox"/> |

.....

23 If you used external training providers, who do you use (tick more than one if applicable)?

- a) The British Racing School in Newmarket
- b) The Northern Racing College in Doncaster
- c) A local college (e.g. equine, agricultural, business skills)  .....
- d) Local training providers  .....
- e) Books or other self-help learning aids
- f) Other (please specify)

.....

24 Are there any areas of skills/knowledge that you would like to receive further training or information about for your development (please list and attach any additional sheets as required)?

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25 Have you attended any of the Trainers Licence Modules in the last 2 years?

Yes  No

If yes, we would like to conduct a telephone interview with you to explore your experiences and opinions of the course and what additional support you might have found useful in your first few years as a trainer. If you would like to help us, please list your name and contact number below:

Name: \_\_\_\_\_ Contact Number: \_\_\_\_\_

**FUTURE TRAINING**

26 Do you consider there is a need for 'induction courses' to be held outside the yard for:

	Yes	No
Those with little or no horse experience?	<input type="checkbox"/>	<input type="checkbox"/>
Overseas workers (language)?	<input type="checkbox"/>	<input type="checkbox"/>
New staff, on industry information, e.g. RIABS, pensions)?	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)?	<input type="checkbox"/>	<input type="checkbox"/>

.....

27 Would you like to see more training courses distributed around the UK in regional training centres, wherever it is practical to do so?

Yes  No

28 How much do you spend per year training your staff? .....

29 What type of training does this typically include?

.....  
.....

30 In relation to funding of training for your staff, are you (tick more than one if applicable):

Currently funding?	<input type="checkbox"/>	Currently not funding?	<input type="checkbox"/>
Willing to fund?	<input type="checkbox"/>	Unwilling to fund?	<input type="checkbox"/>
Part funding (with staff)?	<input type="checkbox"/>	Making staff refund over a period?	<input type="checkbox"/>
Not funding but staff fund themselves?	<input type="checkbox"/>		

**31 Please list the specific skills that you have identified to be missing from your staff and also link these to their job role, i.e. Head Lad – staff management skills.**

<b>Job Role</b>	<b>Skill</b>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**32 Do you have any other suggestions or comments on training provision for the industry not covered in this questionnaire (content, styles of delivery, locations, course length, etc.)?**

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.....  
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***WE WOULD LIKE TO THANK YOU FOR TAKING THE TIME AND EFFORT TO COMPLETE THIS QUESTIONNAIRE.  
THE RESULTS WILL BE COLLATED AND A TRAINING PLAN WILL THEN BE DEVELOPED IN CONSULTATION WITH THE NTF.***