Appendix D3
Training Guidelines

Planning a Training Program

1. Identify situations when training is required:
   - For all new employees
   - When an employee has never performed a particular the job
   - When a new procedure or new product is to be used or manufactured
   - Remedial training (i.e. after an accident, low productivity, too many rejects, too much waste, etc.)
   - When there are other at-risk parties on your premises (i.e. subcontractors, suppliers, customers, visitors, etc.)
2. Identify specific training that is needed:
   - Job task
   - New policy/procedure
   - Regulatory compliance (OSHA, Statutory)
   - Performance enhancement
   - Teamwork
3. Develop a curriculum that will deliver the necessary benefits and techniques to the employee. Always describe the purpose and objectives of the training to the participants at the beginning of the training.
4. Be proactive by providing training:
   - Before accidents
   - In anticipation of high production demands
   - To initiate process improvements
   - When company and/or process changes are likely to impact rank and file employees
5. Establish a measurable goal to help determine if the training is productive, such as:
   - Fewer accidents
   - Reduced claim costs
   - Increased production
   - Improved quality
   - Reduced product defects
   - Reduced downtime

General Training Tips

- Establish a written agenda/outline
- Allow for frequent breaks
- Start and end on time
- Evaluate the acoustics of the meeting site and use a microphone if needed
- Setup tables/chairs properly to maximize audience participation
- Provide water, coffee, and soft drinks
- Follow up with participants to monitor new skills learned
- Explain the task thoroughly

- Tell the employee what is to be accomplished, how to accomplish the task, and the results to be expected
- Demonstrate the proper way to perform the task
- Have the employee perform the task and evaluate his performance, making sure that criticism is constructive and positive
- Have the employee perform the task again
- The more technical the training the smaller the group should be
- During technical presentations do not use jargon but use the proper names or descriptions of the tools, equipment, procedures, etc., this will avoid any misinterpretation
- A small group will be more attentive to the training because they feel they may be asked a question
- Distribute written handouts to help the employee remember and understand the subject. If a large quantity of written material is distributed also provide a three-ring binder.
- Follow up with participants to monitor new skills learned

Training Techniques

Training can be either formal or informal and involve a variety of techniques such as:

- Lectures/outside speakers
- Classroom presentations
- Case studies
- Team workshops
- Hands-on demonstrations
- Student led/self study
- PowerPoint/slides/overhead projector/videotapes
- Flip chart
- Videotaping of participants
- Handouts
- Roundtable sessions/panel discussions
- Interactive computer training

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