

## **15 TRAINING**

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### **15.1 General**

If the O&M tasks are to be carried out effectively and efficiently there is a need for strengthening the technical, operational and managerial capabilities of the O&M managers and staff. The management shall be able to motivate the staff to perform better. It is essential that the organization responsible for O&M has well qualified, experienced, efficient staff. Human resource development through training programs, career plans and adequate salary system should be given special emphasis to improve the knowledge and skills of the staff. This objective is achieved by first developing proper job roles and responsibilities and undertaking training schemes for the O&M managers and personnel.

### **15.2 Training Objectives**

#### **15.2.1 Training**

Training is a planned process to modify attitude, knowledge or skill through learning experience to achieve effective performance in activity and to develop abilities of the individual to satisfy the current and future needs of the organization.

The purpose of any training program is to provide individuals with skills necessary for them to perform their assigned duties effectively and efficiently. After ascertaining the skills of the job holders, it has to be decided as to whether trainings to enhance the skills or refreshing the skills are to be arranged.

The personnel who are already available or chosen to carry-out the actions contained in the O&M program may have to be trained through special courses or by “on the job training” to ensure that these personnel are thoroughly trained to carry-out the actions listed in the plan of maintenance. This training is essential to prevent experimentation by operating personnel to meddle with equipment since often these operating personnel may not be capable to take up the required maintenance. On the job training is preferred to classroom training. A systematic plan of action of any training program include:

- a) Identification and assessment of the need for planned training,
- b) Defined training objectives,
- c) Appropriate strategy for training,
- d) Provision for assessing effectiveness of training.

#### **15.2.2 Training Needs Analysis**

To be effective, training programs shall meet the specific needs of the organization and an on-going employee training program should be implemented to provide a workforce capable of meeting or exceeding the O&M requirements in a cost effective and safe manner.

This is accomplished firstly by carrying out a Training Needs Analysis of the organization. This will identify the key competencies and skills needed within the whole organization to meet the demands of the following:

- a) Current and future Organization Strategy
- b) Dealing with Change
- c) Organization Systems and Communication (IT, Quality Assurance, etc.)