

d) Technical Expertise

Moreover, the program shall accomplish all of the following:

- a) Eliminate deficiencies in skills or knowledge required to perform assigned tasks with competence.
- b) Inform personnel of modifications in their specific job and task.
- c) Inform senior management of the capabilities of the operating staff
- d) Inform personnel of major changes in the operations and maintenance programs.
- e) Provide cross training.
- f) Instruct personnel in the need for good safety habits.

After identifying the key competencies the actual skills of personnel will be ascertained to establish any shortfall. A suitable training program can then be drawn up to meet individual's skill deficiencies tailored to company needs.

The training program/schedule should ensure that each staff member gets training periodically and training should be made mandatory for all the staff members of the organization.

A tentative action plan for the year (or yearly program) can be prepared in advance. Each and every staff member will get training periodically and it shall be made mandatory. This action plan would give the yearly program of various training courses. Category of training courses may be as follows:

- a) Technical
- b) General Management
- c) Finance
- d) Operation and Maintenance
- e) Personal Relations
- f) Computer application/IT

To achieve effective training it is imperative that an organization ensures that all its line managers are aware of the benefits training gives. It is essential that line managers direct and encourage their personnel to attend training courses and follow-up the results. This 'Mentoring' process becomes part of the line manager's management style. It usually takes the form of periodic one to one reviews between Manager and staff members which enables the line manager to understand the skill enhancement and development process. Mentoring is a very effective development technique that underpins the knowledge gained from effective training by developing key personnel and changing the company-wide culture from one of stagnation to one of learning and development. This can only have a positive effect on the performance of the organization.

15.2.3 New Employee Induction Training

All new employees shall be are fully aware and familiar with:

- a) Location of employee washroom and toilets.
- b) Emergency phone numbers.
- c) Location and operation of emergency power systems
- d) Location and operation of fire alarm and suppression systems.
- e) Confined space locations and entry procedures.
- f) Chlorine handling and emergency response procedures.
- g) Odor complaint response and mitigation procedures.