

APPENDIX A – ESTABLISHMENT OF A TRAINING PROGRAM

ESTABLISHMENT OF A TRAINING PROGRAM:

There are four criteria the fleet manager may apply to make a sound judgment toward training programs: current company needs, trainee needs, total costs involved, and identification of appropriate instructors.

The first step is to understand and define where training needs in the organization truly exist. While training drivers and mechanics is productive, it may be more productive to train supervisors to understand their role as supervisors, their subordinates' duties, and how to maximize results. Who needs training most of all? What priorities can be set to meet performance standards? Is performance uniform within a department or does it vary up or down? There may not be a need for skill or method training as much as there is a need for supervisory evaluation. Without a thorough analysis of what is occurring in the organization; and why, training can have inconsistent results. The wrong person could be trained in the wrong things at the wrong time. Attention must be paid to productivity and measurement of the results of training efforts, in order to gain acceptance and maintain credibility.

THE COST OF TRAINING:

A sound fleet training program includes an analysis of the cost of training, particularly the cost of conducting training as compared to the potential for cost savings. This analysis of cost versus benefit, in the truest sense, determines the scope of the training that will be able to be conducted. When is enough training enough? When does the “Law of Diminishing Returns” come into play? There are no simple answers, but a manager must be conscious of the benefits of a program being equal to or greater than the total costs to establish and continue the program. Some of the costs to be considered include:

- Trainer time, both for instruction and preparation;
- Student time, if during working hours or off-hours;
- Equipment, audio-visual tools and supplies;
- Meeting space, a cost of overhead for space or room rental;
- Production delay, an analysis of the effect of employee time away from the job:

RECORD KEEPING:

Many fleets have found the benefits of maintaining a record of employee training sessions held to far outweigh the clerical tasks associated with creating such records. Attendance records are essential when training sessions are held in order to comply with regulatory obligations. In certain cases, a record of training is required by Federal regulations (e.g., training on use of personal protective equipment when handling

hazardous materials). Recordkeeping for training generally is derived from one of these sources:

Receipts for Materials – here the individual employee acknowledges the receipt of a particular book, guideline, policy or instruction manual. The receipt is typically filed in the employee’s personnel file. This receipt reduces any conflict or disagreement on whether a particular employee was ever asked to become familiar with a particular facet of the company policy or procedure.

Attendance Roster – this is a record of training sessions held by the company, with a list of attending employees. These records are frequently kept in two manners – a master roster by type of session, or date of session, and by individual notation in a personnel file of each employee attending. Often an employee’s personnel file includes a register of each training session attended by that individual. Attendance records should be supplemented by a synopsis of the material covered in the training session.

Certificate of Completion – this is a printed certificate, which includes the name of the training organization and/or its logo, the title and date of the course, name of the participant, statement of successful completion, listing of continuing education units or other credits awarded (if applicable), and the signatures of the trainer and/or key management personnel.

In many instances, Federal regulations require evidence of training.

QUALIFICATIONS OF A TRAINER:

There are numerous qualifications to be considered when the transit organization is seeking personnel to do training. The advantages of using a person from within the organization must be measured against the advantages of hiring someone from an outside source to do the training. The balancing to be done here must, however, include an evaluation of the availability of personnel within the organization who are technically proficient as well as effective as instructors. Many companies feel the best trainers come from within their own organizations. The primary reason for this is the trainer is familiar with the organization, knows company policy, and understands the operating procedures.

Regardless of whether the trainer is an employee or is to be selected from an external source, there are some common denominators to consider:

Experience: The trainer should be knowledgeable on the subject matter and have sufficient time to secure a quality background on the practical operations of the company.

Maturity: The individual should have the maturity or ability to gain the respect of other employees.

Pleasing personality: The trainer should be able to get along with others in a friendly yet business-like manner.