

			<b>Training, Competency, Awareness and Motivation</b>
QMS PHR1	Rev C	Date 08-30-17	<b>Procedure Authority: Human Resource Manager</b>

**Purpose:** This procedure is meant to describe and direct actions relevant to cultivating a well trained and informed labor force to better ensure customer satisfaction and profitability.

**Scope:** The process begins with employee orientation and subsequently enters a continual cycle to “train, evaluate, & improve”, (See attached model). Additionally, there’s provision for ensuring employee awareness to expectations, motivation and empowerment to help us meet our business objectives.

**Responsibility:** The Human Resource Manager is responsible for administering this procedure. Dept Managers and Supervisors are responsible for facilitating the training, evaluating, and documenting process.

**Definitions:** - N/A

**Reference Documents:** FHR34 – Training Need  
Job Descriptions  
Performance Appraisals  
Competency Evaluations

**Procedure:**

1. Managers and Supervisors will identify training needs while considering the following:
  - a. Requirements of job descriptions
  - b. Performance Appraisals
  - c. Competency Evaluations
  - d. Observations of employee job performance
  - e. Employee awareness to their impact toward achieving, maintaining and improving product quality.
  - f. OSHA mandated training, i.e. forklift, hazardous materials, lockout/tag-out procedures
  - g. Company mandated training, i.e. PPE, sexual harassment, etc.
  - h. Employee requests
2. Once a need is identified, a determination is made regarding the best training resource, i.e. internal or external.
3. If “internal training” is adequate, the Department Manager or Supervisor will coordinate job assignments to facilitate training as appropriate, i.e. OJT, supervision intervention, or shadowing more experienced co-workers.
4. The training results will be documented on performance appraisals and/or competency evaluations, specific to that particular job. This analysis must include a conversation with the employee and when the documentation is finalized, it should be given to the H.R. manager for control and future reference.

**Procedure continued:**

5. If the training was deemed ineffective or a shortfall exists, additional training will follow as appropriate. A further assessment of the new training must be completed along with further communication with the employee to ensure proper awareness.

*Note: Steps 3, 4, & 5 are part of the “Continual Cycle” referenced in the attached model. This process is meant to proceed as often as necessary to continually improve employee competency.*

6. If “external training” is needed, the department Manager and the Human Resource Manager, will determine what’s required and arrange for the employee to attend a training session. Recording the external training will be done with Form FHR34; a 3 section form, designating a training need, documenting the training obtained, and evaluating training effectiveness. The FHR34 form is completed as follows:
  - a. The dept. Manager or Supervisor will initiate the form and fill out the first section, designating a training need.
  - b. Once the training has been completed, the Manager or Supervisor will complete the second section to indicate that the training was obtained.
  - c. The employee will complete his/her portion of the third section, indicating their impression of the training.
  - d. Given enough time for evaluation, the Supervisor must complete the form with his/her impression as to whether the employee exhibits the skills consistent with the training need, and return the form to the H.R. Dept.
7. The Human Resource Manager will record training on the employee’s individual training log and maintain the completed form in the personnel file.
8. Finally, it’s our intention to create an environment which promotes quality, innovation and technological awareness throughout our business. One which motivates and empowers employees to meet our objectives.

*Note: To reiterate the procedures objective, “To cultivate a well trained and informed work force, to better ensure customer satisfaction, and profitability.”*

***AMENDMENT RECORD***

<b>Revision</b>	<b>Date</b>	<b>Details</b>	<b>Authority</b>
A	04-14-03	Originated	E. Ide
B	01-14-11	Amended to include competency and training model	E. Ide
C	8-30-17	Amended to align with new ISO and IATF 16949 standards; added awareness and motivation	E. Ide

# Model for Training and Achieving Competence

**Key:**  
 → = General flow of training and achieving competence  
 ..... → = Flow of information/communication

