

Training, Awareness and Competency

Building internal capabilities



Implementing and maintaining an EMS involves everyone

- Reasons for Training:
- motivation
 - awareness
 - commitment
 - skills / capability
 - compliance
 - performance

Here are two excellent reasons for training employees about environmental management and your EMS:

- Every employee can have potential **impacts** on the environment, and
- Any employee can have **good ideas** about how to improve environmental management efforts.

Each person and function within your organization can play a role in environmental management. For this reason, your training program should cast a wide net. Every employee and manager should be aware of the environmental policy, the significant environmental impacts of their work activities, key EMS roles and responsibilities, procedures that apply to their work and the importance of conformance with EMS requirements. Employees also should understand the **potential consequences** of not following EMS requirements (such as spill, releases, fines or other penalties).

All personnel should receive appropriate training. Such training should be **tailored** to the different needs of various levels or functions in the organization. However, training is just one element of establishing **competence**, which is typically based on a combination of education, training, and experience. For certain jobs (particularly tasks that can cause significant environmental impacts), you should establish criteria to measure the competence of individuals performing those tasks.



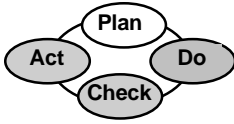
An example of a trainin log is provided in the Tool Kit (see Appendix A)

Getting Started:

- A critical first step in developing your training program is **assessing your training and skill needs**. In assessing these needs, you should consider both **general** and **specific** needs (e.g., “What EMS procedures affect Joe’s daily work and what happens if they aren’t followed?” “What environmental impacts might Joe’s work cause?” “What broader understanding of environmental issues and our EMS does Joe need?”)
- Look at the **training you conduct already**, for compliance with environmental and health and safety regulations and other purposes. You may find that your existing training efforts go a long way towards satisfying the requirements for the EMS. Competence might be established on the basis of regulatory-required training, in some instances.



- **Environmental Aspects**
- **Legal/Other Requirements**
- **Structure & Responsibility**
- **Operational Control**
- **Records**



Milan Screw Products found that it could provide a great deal of its training during “brown bag” lunches, during which employees bring their lunches, participate in a training session, and remain “on the clock” for the lunch period.

Key Steps in Developing a Training Program

- Step 1: Assess training needs & requirements
- Step 2: Define training objectives
- Step 3: Select suitable methods and materials
- Step 4: Prepare training plan (who, what, when, where, how)
- Step 5: Conduct training
- Step 6: Track training (and maintain records)
- Step 7: Evaluate training effectiveness
- Step 8: Improve training program (as needed)

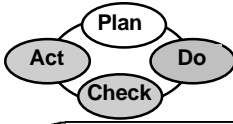
Hints:



- Because of the level of effort involved in training, this is one EMS element where you don't want to start from scratch. Many employees may be qualified on the basis of their experience and previous training. (Keep in mind that all training should be documented.) Since some employees might require training on how to operate equipment safely, **on-the-job training** certainly can play an important role. **Computer-based training** also may be an option, especially for employees who spend much of their time in the field.
- **Plan and schedule** training opportunities carefully. While finding enough time for training can be a challenge, you might find creative ways to make “more time” (see “tip”, above left). Use safety meetings, staff meetings, and tool box meetings to provide training and reinforce key messages.
- New employees can pose a significant training challenge. Consider developing an EMS training package for **new employee orientation**. Even better, videotape one of your current EMS training courses to show to new employees.
- In reviewing training needs, don't forget to consider the qualifications and training needs of your **environmental manager** and your **trainers**. Professional certification programs may be appropriate for certain functions.
- If the organization uses **temporary or contract workers**, assess their training needs as well.
- Factor EMS skills requirements into your **recruiting, selection,** and new employee **orientation** processes.

Training Resources:

- internal trainers / experts
- consultants
- community colleges
- vendors / suppliers
- customers
- technical / trade / business associations
- self-study or study groups
- training consortia (teaming with other local companies)
- computer-based training



When Training Might Be Needed:

- New employee is hired
- Employee is transferred to a new job
- Individual doesn't follow procedure / instruction
- Procedures are changed
- New process, material or equipment is introduced
- Company changes objectives and/or targets
- New regulation affects organization's activities
- Job performance must be improved

- Establishing **competency** for various tasks can be a challenge. Competency criteria for jobs that can cause significant environmental impacts should be as objective as possible.

One informal method for assessing competency is to question employees in critical functions as to how they perform various aspects of their jobs (e.g., "Show me how you..."). Use responses to determine whether they have the requisite skills and understanding to perform the job safely. This can help you gauge whether additional training might be needed.

- Consider visual "**job aids**" to supplement training or help establish competence. Examples of job aids include written or pictorial job procedures, decision tables or flow charts posted at the workstation.
- Finally, some organizations have been successful in **blending environmental awareness training into existing safety training** programs. This can be particularly effective where safety training is mandated (i.e., by regulation or other organizational requirements) and has strong management support.

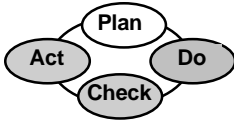
A Few Thoughts About Adult Learning

- Adults need the opportunity to integrate new ideas with what they already know.
- Information that conflicts sharply with existing beliefs or has little conceptual overlap with what is already known is acquired more slowly.
- Adults prefer self-directed learning and want to have a hand in shaping the training program.
- Adults have expectations. It is important to clarify these up-front.
- Adults prefer active participation to straight lecture.

- Adapted from "Adults Learning: What Do We Know For Sure"
(Training Magazine, June 1995)

For EPA's Performance Track, organizations must provide specific training for employees whose responsibilities relate directly to achieving objectives and targets and legal compliance.

See Appendix B for more information.



Capture the Learning: Training, Awareness & Competence Worksheet

<p>Do we have an existing process for environmental training?</p> <p>If so, does that process need to be revised? In what way(s)?</p>	
<p>What types of training do we provide now (e.g., new employee orientation, contractor training, safety training)?</p> <p>How would EMS-related training fit with our existing training program?</p>	
<p>Who is responsible for training now? Who else might need to be involved within our organization?</p>	
<p>How do we determine training needs now? (List methods used) Are these processes effective?</p>	
<p>Who is responsible for ensuring that employees receive appropriate training? How do we track training to ensure we are on target?</p>	
<p>How do we evaluate training effectiveness? (List methods used, such as course evaluation, post-training testing, behavior observation)</p>	
<p>How do we establish competency, where needed? (List methods used, such as professional certifications)</p> <p>What are the key job functions and activities where we need to ensure environmental competency?</p>	
<p><i>Our next step on training, awareness & competence is to ...</i></p>	