Developing a Training Program for New Employees

Introduction

New employee training programs give employees the information they need to protect themselves and others at work and to efficiently manufacture quality feed. Feed mill employees must receive formal training to comply with Occupational Safety and Health Administration (OSHA), Food and Drug Administration (FDA), and Environmental Protection Agency (EPA) regulations. Training is also required to attain most third-party certifications. The training program must document and verify that the employee understands the material and is competent in the subject matter. In addition to being required by government agencies, training programs are a good business practice.

Getting Started

STEP 1. The first step in developing a training program is to identify all of the topics required by the company and specifically by the feed mill. Topics generally fall into the following broad categories:

- Employee Handbook
- Position Requirements
- Safety Training
- Quality Assurance
- Regulatory Compliance
- Employee Development and Certifications
- Preventive Maintenance and Housekeeping
- Standard Operation Procedures

STEP 2. The second step is to create a checklist that summarizes all the training topics (New Employee Checklist). In some cases, employees will require only an introduction to a topic, where-as other employees will need to receive in-depth safety training as part of their job assignment. An example is Confined Space Entry Training: all employees must understand what defines a confined space and the location of all confined spaces in the feed mill, whereas maintenance employees and supervisors who work in a permit-required confined space must complete entrant, attendant, or supervisor training.

First Day

A well-designed training program signals the company's commitment to safety and employee development. The employee's first day on the job is the best time to establish safety expectations. First-day employee training topics should include an overview of the company's employee handbook, emergency procedures, hazard communication standards, material safety data sheet (MSDS) requirements, personal protective equipment (PPE), key policies, a facility tour, and general administrative procedures. All training should be documented.

Position Information

Managers should review with each employee the work schedule, payroll policy, job requirements, and tasks specific to the position. The employee should receive a copy of the job description and understand the performance expectations and standards related to the position, as well as when and how his or her performance will be evaluated.

Computer Systems

The job description should outline the computer skills essential for each position. Feed mills use computer systems to control the manufacturing process,

monitor ingredient receipts, schedule feed shipments, create feed tags, and communicate with e-mail. New feed mill employees should not operate automation systems without proper supervision to avoid placing ingredients in the wrong bins and manufacturing feed incorrectly, resulting in adulterated feed products. Employees should understand the importance of computer security and the feed mill's log-in and log-out rules at the end of each shift or during breaks. Supervisors and operators should be aware of what information is classified as "confidential" such as formulas, audits, reports, and personnel files and the procedures for securing and destroying confidential material.

Safety

OSHA requires grain handling and manufacturing facilities to provide safety training to each new employee as well as annual training for all employees. Training areas covered by the standard (29 CFR 1910.272 Appendix A "Grain Handling Facilities") include:

- Emergency Action Plans
- Hot Work Permit
- Bin Entry
- Housekeeping
- Preventive Maintenance
- Emergency Escape

OSHA states, "The training program should include those topics applicable to the particular facility, as well as topics such as: Hot work procedures; lock-out/tag-out (arc flash tools, SOPs, barriers, and clothing) procedures; bin entry procedures; bin cleaning procedures; grain dust explosions; fire prevention; procedures for handling "hot grain"; housekeeping procedures, including methods and frequency of dust removal; pesticide and fumigant usage; proper use and maintenance of personal protective equipment; and, preventive maintenance. The types of work clothing should also be considered in the program at least to caution against using polyester clothing that easily melts and increases the severity of burns, as compared to wool or fire retardant cotton." New employees must not operate rolling stock (forklifts, skid steer loaders, rail car movers) until they have received the proper training and been issued a license to operate the equipment. Employees should be aware that blood and other body fluids could contain pathogens and receive instructions on how to properly clean up and dispose of blood or body fluids.

Quality Assurance

The feed mill's quality assurance manual should be the foundation for training new employees. Employees should be aware of all the steps and processes required to manufacture a safe, high-quality feed. The FDA also requires a training program for employees involved in the manufacture of medicated feeds. The current Good Manufacturing Practice regulations(cGMPs) (21 CFR Part 225 Section 10 *Personnel)* states: "Employees involved in the manufacture of medicated feed shall have an understanding of the manufacturing and control operations and the manufacturer shall provide an on-going program of evaluation and supervision." Employees should also be aware of the regulations associated with Bovine Spongiform Encephalopathy (BSE) and Bioterrorism. Third-party certification programs may audit an employee's training records and verify training through employee interviews related to individual job positions and tasks.

Regulations

Employees should be aware of all local, state, and federal regulations that apply to feed mills and their role in complying with the rules and regulations associated with wastewater discharge, air pollution, and stormwater runoff. Employees who work in areas that handle fuels, oils, and fats must receive annual training in Spill Prevention and Counter Control (SPCC) measures to comply with the EPA's SPCC rules.

Employee Development

Employee development and training should be conducted at all levels within the organization. Feed mill operators should be certified in each of the manufacturing areas (receiving, batching, packaging, and bulk load-out). Employees with supervisory responsibility should receive training in time management, conflict resolution, progressive discipline, and how to properly conduct an employee interview and a performance review.

Preventive Maintenance and Housekeeping

Preventive maintenance and housekeeping are the responsibilities of every employee in the feed mill. Maintenance tasks include greasing bearings and rolls, cleaning magnets, and reporting equipment problems. Employees should be aware of the priority housekeeping areas in the feed mill as well as the housekeeping assignments for each job task or position. Feed mill housekeeping standards should be established early in the training process and each employee provided with feedback based on their performance in comparison to the standard.

Standard Operating Procedures

Each standard operating procedure (SOP) should specify how to complete a routine task. Employees must understand that not following an SOP could result in a product recall or a non-conforming product if the SOP is referenced in an International Organization of Standards (ISO 9000 or 14001) or certification program.

STEP 3. Identifying training resources is an important part of the training process. Training materials should be selected based on the training method used at the facility. Large companies that hire employees each week may utilize safety classes, whereas small companies or individual feed mills that hire an occasional employee will need an individual training program. Individual safety programs typically involve reading safety material, watching videos and computer presentations, reviewing material with managers, and completing tests. Training material is available in a variety of formats such as DVD, VHS tapes, computer software, and training booklets. It is important to select material that can be used for new employee training as well as in regular safety meetings. Provide employees with a variety of training materials and formats to accommodate different learning styles and languages. Training must be documented and competencies demonstrated through tests.

Training material is available on general topics such as hazard communication, PPE, and slips, trips, and falls from a number of safety training companies. Feed industry trade organizations such as the American Feed Industry Association (AFIA), National Grain and Feed Association (NGFA), and Grain Elevator and Processing Society (GEAPS) have developed safety training material specific to feed and grain facilities. Training material is available on topics such as preventing grain dust explosions, bin and silo entry, and cutting and welding programs.

STEP 4. Managers and supervisors should develop a procedure for evaluating an employee's performance. Evaluate new employees after they have worked 30 days in a process area to determine what deficiencies exist in their training, and then develop an action plan to correct the deficiencies. Employees should have an individual improvement plan, which is evaluated every six months to identify potential development needs. Formal employee performance reviews and goal-setting exercises should occur annually.

The government and consumers will continue to demand ongoing employee training to assure a safe feed and food supply. Sustainability in the feed industry will require each manager to spend more time and resources training both new and existing employees.

Note: E-mail the author to obtain an editable version of the "New Employee Checklist" charles_stark@ncsu.edu.

New Employee Checklist

EMPLOYEE INFORMATION	
Name:	Start Date:
Position:	Manager:

FIRST DAY	

Provide New Employee Handbook

Safety Training

- ❑ Safety Manual
- ❑ Smoking Policy
- ❑ Emergency Procedures - 29 CFR 1910.38
    - ❑ Emergency Contact Numbers
    - ❑ Evacuation Signal and Communication - 29 CFR 1910.165
    - ❑ Meeting Location
    - ❑ Safety Equipment
    - ❑ First Aid - 29 CFR 1910.151
    - ❑ Hazardous Waste and Spills - 29 CFR 1910.120
    - ❑ Fire, Weather, Etc.
- ❑ Hazard Communication (MSDS/Labels) - 29 CFR 1910.1200
- ❑ PPE Requirements (Ear, Eye, Face, Hand, Head,) - 29 CFR 1910.95; 29 CFR 1910.132
- ❑ Lock-out/Tag-out - 29 CFR 1910.147
- ❑ Designated Confined Spaces - 29 CFR 1910.146
- ❑ Accident Reporting Procedures
- ❑ Manlifts - 29 CFR 1910.68
- ❑ Grain Handling Facilities - 29 CFR 1910.272
- ❑ Access to Employee Exposure and Medical Records - 29 CFR 1910.20
- ❑ Accident Prevention, Signs, and Tags - 29 CFR 1910.145
- ❑
- ❑
- ❑

| Review Key Policies | ❑ Company Mission Statement
❑ Vacation and Sick Leave
❑ Leaves of Absence(FMLA)
❑ Holidays
❑ Time and Leave Reporting
❑ Overtime
❑ Performance Review
❑ Uniform
❑ Environmental Policy
❑ Right to Know
❑ | ❑ Personal Conduct Standards
❑ Progressive Disciplinary Actions
❑ Security
❑ Confidentiality
❑ Safety
❑ Emergency Procedures
❑ Visitors
❑ E-mail and Internet Use
❑ Anti-Harassment
❑
❑ |

ADMINISTRATIVE PROCEDURES		
General Administrative Procedures	❑ Office/Desk/Work station ❑ Keys ❑ Mail (Incoming and Outgoing) ❑ Shipping (FedEx, DHL, and UPS) ❑ Time Card (Clock-in/Clock-Out) ❑	❑ Telephones ❑ Office Supplies ❑ ID Cards ❑ Purchase Requests ❑ ❑

FACILITY TOUR

Introduction to Department Staff and Key Personnel

Tour of Facility	❑ Restrooms ❑ Fax Machines ❑ Copy Machines ❑	❑ Bulletin Board ❑ Parking ❑ Printers ❑	❑ Break Room ❑ Office Supplies ❑ Janitorial Closet ❑
Safety Equipment	❑ First Aid Kits ❑ Fire Alarms ❑ PPE ❑ Fall Protection	❑ Eyewashes ❑ Safety Showers ❑ Fire Extinguisher ❑	❑ Fire Hoses ❑ Spill Kits ❑ Emergency Lights ❑
Operations	❑ QA Lab ❑ Scale House ❑ Receiving ❑ Silos ❑ Liquid Storage ❑	❑ Grinding ❑ Production Floor ❑ Pellet Mills ❑ Packaging ❑ Bulk Load-Out ❑	❑ Maintenance Shop ❑ Boiler Room ❑ Air Compressor ❑ MCC Room(s) ❑ Rail Yard ❑

The items checked above have been explained by my manager and I understand this information.

Employee Name (print) _____ (Sign) _____

I have met with this employee and discussed this information with him/her.

Manager Name (print) _____ (Sign) _____

POSITION INFORMATION

Introduction to Team Members

Review Initial Job Assignments and Training Plans

Review Job Description and Performance Expectations and Standards

Review Job Schedule and Hours

Review Payroll Timing, Time Cards (if applicable), and Policies and Procedures

COMPUTERS

Automation System	❑ Login ❑ Data Entry ❑ Security Policy ❑	❑ Process Areas ❑ Parameters ❑ Alarms ❑	❑ Reports ❑ Disposal ❑ ❑
Hardware and Software	❑ E-mail ❑ Intranet ❑ Software Policy ❑	❑ Microsoft Office System ❑ Data on Shared Drives ❑ ❑	❑ Databases ❑ Internet ❑ ❑

SAFTEY TRAINING TOPICS

Required	Topic	Date Completed
	Housekeeping – Preventing Fires and Dust Explosions - 29 CFR 1910.272	
	Cutting and Welding – Hot Work Permits - 29 CFR 1910.252	
	Slips, Trips, and Falls	
	Blood Borne Pathogens - 29 CFR 1910.1030	
	Electrical Safety/Arc Flash (Tools, SOPs, Barriers, Clothing) – 29 CFR 1910.332	
	Compressed Air	
	Respiratory Protection - 29 CFR 1910.134	
	Portable Ladders - 29 CFR 1910.25-26	
	Permit Required Confined Space – Entrant - 29 CFR 1910.146	
	Permit Required Confined Space – Attendant - 29 CFR 1910.146	
	Permit Required Confined Space – Supervisor - 29 CFR 1910.146	
	Powered Trucks – Forklifts - 29 CFR 1910.178	
	Rail Yard Safety and Rail Car Moving Equipment	
	Loading Tractor Trailers – Dock Plates, Jack Stands, Wheel Chocks	
	Portable Fire Extinguishers - 29 CFR 1910.157	
	Fire Detection, Extinguishing, and Alarms - 29 CFR 1910.158, 160, 164, 165	
	Storage and Handling of Liquefied Petroleum Gases - 29 CFR 1910.110	
	Asbestos - 29 CFR 1910.1001	

Optional	Topic	Date Completed
	Basic First Aid and Cardiac and Pulmonary Resuscitation (CPR)	

Developing a Training Program for New Employees

QUALITY ASSURANCE		
Required	Topic	Date Completed
	Mission Statement	
	Receiving	
	BSE Training for Ingredient Truck Drivers	
	Ingredient Sampling Procedures	
	In-Bound QC Tests	
	Grinding	
	Batching and Sequencing Guidelines	
	Premix Room and Micro-System	
	Reconciliation Process	
	Pelleting	
	Packaging	
	Bulk Load-Out and Delivery	
	Finished Feed Sampling and Schedule	
	Finished Feed QC Tests	
	Current Good Manufacturing Practices ❑ General Provision ❑ Construction and Maintenance of Facilities and Equipment ❑ Product Quality Control ❑ Packaging and Labeling ❑ Records and Reports ❑ Facilities and Equipment ❑ Product Quality Assurance ❑ Labeling ❑ ❑	
	Bioterrorism Act	

REGULATIONS – AIR & WATER		
Required	Topic	Date Completed
	Spill Prevention and Counter Control (SPCC) ❑　Preventing Spills ❑　Unloading Liquid Ingredient Tankers ❑　Spill Response ❑　Emergency Numbers ❑	
	Air Permit Emission Sources ❑　Boilers ❑　Bag Filters ❑　Cyclones ❑	
	National Pollutant Discharge Elimination System Permit –NPDES	
	Storm Water Plan (Best Management Practices and Water Testing)	
EMPLOYEE DEVELOPMENT		
Required	Topic	Date Completed
	Time Management	
	Conflict Resolution	
	Interviewing Skills	
	Performance Reviews	
	Progressive Discipline	
	Receiving Operator Certification	
	Batching Operator Certification	
	Packaging Operator Certification	
	Bulk Load-Out Certification	
	Public Weigh-Master License	
	Pesticide License	
	Mentor	
	One Week Review	

PREVENTIVE MAINTENANCE & HOUSEKEEEPING		
Required	Topic	Date Completed
	Lock-out/Tag-out Procedures ❑ Equipment Numbers ❑ Motor Control Center (MCC) Box Labels	
	Fall Protection	
	Electrical Safety ❑ PPE ❑ Arc Flash ❑ Clothing	
	Cleaning Magnets	
	Greasing Pellet Mill Rolls	
	Greasing Bearings	
	Work Orders ❑ Time ❑ Cost ❑ Parts and Vendors ❑ History Tracking ❑	
	Housekeeping Areas ❑ Priority Areas ❑ Assigned Areas ❑ Compressed Air Policy ❑	
	Pest Control Program (Internal or External)	

STANDARD OPERATING PROCEDURES		
Required	Topic	Date Completed
	Bulk Receive - Truck and Railcars	
	Grain Processing (Cracking, Grinding, Rolling, and Screening)	
	Batching	
	Pelleting	
	Packaging	
	Bulk Load-out	
	Bag Receiving	
	Drug and Premix Package Preparation	
	Bulk Truck Operation	

Charles Stark, Ph.D.
North Carolina State University
Raleigh, North Carolina

Published by North Carolina Cooperative Extension

COLLEGE OF

AGRICULTURE & LIFE SCIENCES

ACADEMICS ▲ RESEARCH ▲ EXTENSION

NC STATE UNIVERSITY