



M & C Contractor Forum

AIR-serv

Training for Success

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TRAINING FOR SUCCESS

How do you define *success*?

The ability to provide consistent results that meet or exceed the objectives and expectations of your company and customers despite any environmental, geographical or economic variations.

FIELD APPLICATIONS of SUCCESS

Mechanical Skills

Diagnostic Skills

Soft Skills

Device Usage

Safe Driving

Customer Procedures

Working Safely

Operational Procedures



Proper Training is Paramount to Achieve Success

Common Reasons for Training

New Hire

Position/Job Change

Accountability

Procedure Reinforcement

Technology Advancements

Procedure Modifications

Challenges to Effective and Consistent Training

Job demands

Manager priorities

Trainer philosophy



Our Specific Challenges

Over the last 2 ½ years we merged three businesses.

- Each had their own operational procedures, safety requirements, training procedures and cultures
- Multiplied our field workforce by over 4 times
- Integrated companies policies and procedures into one 'best practice' company

The result was the need to train and/or retrain every field manager and technician to our new standards



Safety Training Evolution



"To understand and deliver the CSC Experience, where every customer interaction is intended to promote loyalty, professionalism, and exceed every competitor in every way possible, with a goal of keeping the customer for life."

Robert M. Doyle, CEO



CERTIFIED TECHNICIAN
Training Program



We developed a multi-piece safety and procedures training program. Designed and intended to evolve so that it can continue to meet our needs in the future.

Personal Protective Equipment

We have always recognized the importance of use of proper PPE, and would reimburse employees for expenses.

Findings: Most employees had adequate PPE on board during field and van audits, but there were inconsistencies in quality and approved function

Evolution: In addition to a company provided uniform, we provide employees appropriate PPE so that we can control and standardize PPE used.

- Pick from 3 style of boots
- Multiple glove styles: Cold and Hot weather, armored, Hi Dexterity etc



NEW HIRE

We realized that new hires often come on board after the exit of an employee to fill a vacant position. This timing can create its own challenges

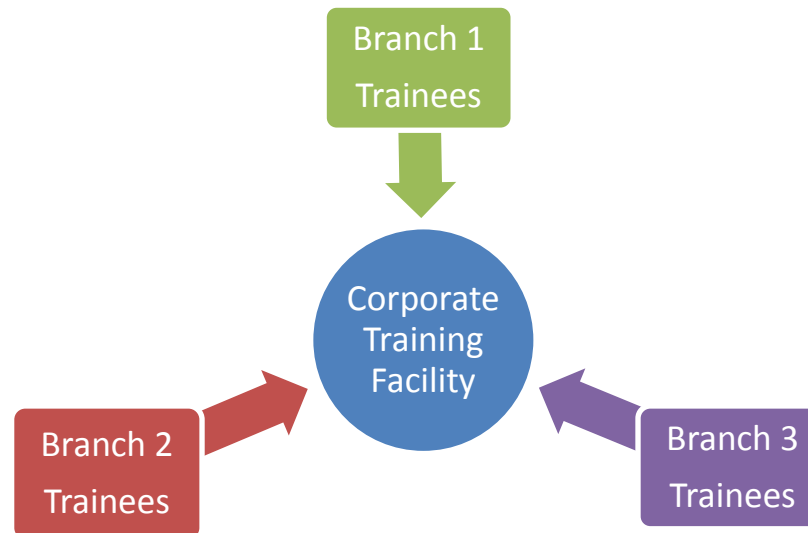
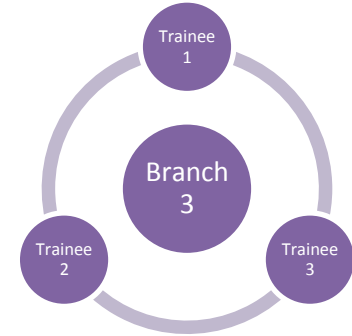
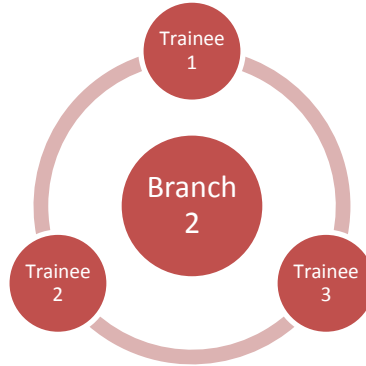
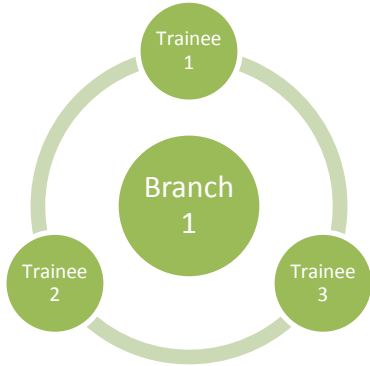
- can make managing the normal daily business more challenging
- compounded when having to also coordinate a training schedule.

We found that while managers were providing the initial new hire training, there did seem to be some variations as to the effectiveness of some of the training, for various reasons.

- **Some Managers are naturally more comfortable and effective as trainers**
- **Need to fill the vacant position as quickly as possible.**
- **Often have to pull other employees from there regular position to assist in training.**



Centralizing Training





BOOT CAMP

We developed what we call “Boot Camp Training” for new hires.

We send every new hire to our Corporate office in Dallas for a week long training session that addresses all significant aspects of training.

While a higher initial cost, believe this has significant benefits:

- Ensures consistent objectives are met
- Able to make certain that the appropriate time is allotted to each training area
- Documentation of completion
- Reduce Recordable Incidents
- Increase productivity and efficiency
- Reduced strain the resources of the branch

Maybe most significant, by the company being committed and incurring the cost of an offsite training they seem to better grasp and appreciate the importance of abiding by all safety and operational procedures.



CERTIFIED TECHNICIAN



Some examples of Safety subjects addressed in the Certified Technician outline

- ❖ **Electrical**
 - Proper multi-meter usage and testing
 - LOTO
- ❖ **Driving**
 - Defensive Driving
 - Van care
 - Back first parking

For Existing Employees we have Advanced Level Certified Technician Certificates that they can earn by showing expertise in additional skills



We are also finding that there are valuable residual benefits of implementing the central training program.

- ✓ Developing a solid foundation and relationship with the training team
- ✓ Increased interaction and feedback with trainers and the training process
- ✓ Upon completion of the program, trainees return to the branches enthusiastic, knowledgeable and prepared to enter their positions
- ✓ Beginning to see a higher percentage take an interest in further training into the advanced certifications



This program does not replace ongoing periodic local training

It does not replace co-worker interaction and collaboration

It does not relieve managers of training reinforcement duties

BUT we do believe it will make each of these areas stronger and more effective.

Thank you
Lee Jarrell