



Revised January 15, 2010

COP Training Program - Guide

This Guideline is designed to assist in creating a structure for each company's COP training program. The best implementation system will vary from company to company and even perhaps for different COP topics. In addition, your program specifics may vary based on the employee category (new/existing, interior/exterior, etc.) Review all information in the COP Training Program Guideline PRIOR to completing the checklist in order to capitalize on implementation options that others have found to be effective and to understand some of the advantages/disadvantages of those implementation options. In addition some common obstacles with potential solutions are provided as well. The checklist may be completed once and applied to your entire COP training program or it may be adjusted for individual COP topics.

Implementation Options, Considerations and Advantages/Disadvantages

1. Will training be required or voluntary?

To consider:

- If training is required, then you may be required to compensate employees for their time.
- If training is voluntary, then compensation for the time may be optional.

Training will be Required___ / Voluntary___

2. How will training be compensated?

To Consider:

- Cost - your company is paying one way or another – without training there are the costs of inefficiency, re-work, low production, inconsistency, dissatisfied customers, etc. Down the road, that cost will greatly exceed the cost of COP training.
- To reduce short term out-of-pocket costs, participation in training may be done on a voluntary basis and therefore hourly pay is generally not required.
- If compensation is Performance based, what are the test grade(s) and skill (quality & speed) criteria required?
- If training time is to be paid hourly, will all training associated steps/activities be paid or will only some portion of the steps/activities be paid? In particular consider at home study time, travel time to training site, test taking time?
- A shared commitment may be an option with some of the training time being paid and some unpaid/voluntary.

- A reduced hourly “training” rate may be paid, which can be as low as minimum wage.
- When will the payments/rewards be made? Options include - with each pay period, at each training session, monthly, quarterly, semi-annually, annually
- Deferred payouts may be an option if the training is voluntary
- Deferred / periodic payouts may provide some employee retention value.
- Deferred payouts may increase the return on training investment because only retained employees are eligible for compensation
- Deferred payouts may reduce or increase the impact to the employees.
- Are there any non-financial rewards that may be of value?
- There may be a concern that if employees are trained and they leave soon, then there will not be sufficient return on investment. The alternative is to keep people performing below their potential in terms of quality, production, consistency, customer service, thereby limiting the company’s financial potential.

a) Compensation Methods Include: (select and specify details as applicable)

- ___ Non-financial reward, specify _____
- ___ Eligibility for future pay raise, specify \$ _____
- ___ Eligibility for future bonus, specify \$ _____
- ___ Pay raise – guaranteed for a block/series of COP’s, specify \$ _____
- ___ Bonus – guaranteed for a block/series of COP’s, specify \$ _____
- ___ Bonus for each COP, specify \$ _____
- ___ Hourly pay – for a portion of the training related time
- ___ Hourly pay – for all training related time
- ___ Other, specify _____

b) Will compensation be provided based on:

- ___ Participation only or
- ___ Performance (specify criteria to “pass” under each Test/Evaluation step itemized in the “Training Steps” section below)

c) If compensation is based on completion of a block/series of COP’s, specify which COP’s are included in each block/series: _____

d) For hourly pay based compensation: (refer to “Training Steps” toward the end of this guide)

- specify pay rate: _____
- Specify steps to be paid : _____
- Specify steps NOT to be paid: _____

e) When will the payouts/rewards be provided: _____

3. What training method(s) will be used?

To consider:

- Different learning techniques
 - Most people learn better if they actually do some hands-on work. This typically requires more time, more logistical support, and smaller groups.
 - Some people may not learn well from independent study

- Some people may not learn well from extended traditional classroom type presentations

Options include:

- Independent Study – read or listen/view previously recorded media
- Independent Study - Hands-on practice
- Instructional “Classroom” style with trainer/demonstrator
- Guided Hands-on practice with trainer
- Combination of techniques based on training step

Specify the training method for each Training Step itemized below.

4. What training media will be used?

To consider:

- Even if someone can speak and understand spoken English, they may not be able to effectively read it. COP’s may need to be read to these individuals by someone else for better comprehension.
- An investment in audio and/or video recording and copying equipment may provide a great return and reduce the trainer time requirements

Options include:

- Written COP, read on own
- Live reading/presentation/demonstration of COP
- CD recording of previously read COP
- DVD recording of previous presentation / demonstration session

Specify what media will be used for each Training Step itemized below.

5. What group size will you have for the training program/sessions?

To consider:

- Small groups/crew-based training may be most effective for learning however it may be more difficult for the company to implement due to time requirements.
- Some training topics may be applicable to the entire company, while some may be applicable to only a subset.
- Some phases of the training process for an individual COP may be done in different group sizes. For instance the COP study phase may be done independently while a demonstration or hands-on component may be done in large or small.

Options include:

- Company-wide / larger groups
- Small groups
- Crew based
- Individual specific training

Group Size: _____

6. Who will participate in each session?

Options include:

- The entire company
- Specific crew(s)
- Different groups of employees selected topic to topic
- Specific employees (new hires, high potential)

Who will participate: _____

7. Who will be the Trainer(s)?

To consider:

- Manufacturer representatives may be good trainers for product related information (brushes, rollers, paints, sprayers, etc.)
- Most people either don't like to train, aren't good at it, don't know how to do it effectively, or don't prepare adequately for it.
- If you teach – you learn!

Options include:

- business owner
- designated key employee
- rotating group of employees based on topic specific expertise
- foremen
- someone external to the company

Specify trainer(s) for each Training Step itemized below.

8. Where will the training be done?

To consider:

- Travel time to a training site may increase cost, reduce billable hours, and may create complications with commuting issues and time.

Options include:

- Workshop
- Job site
- At home – independent study
- Other – charity project site, _____

Specify where the training will be done for each Training Step itemized below.

9. When will the training be done & for how long? Establish a schedule.

General to consider:

- A standard day, time, and duration for training is strongly recommended as opposed to a variable schedule whenever it best seems to fit in. There are typically too many variables with job schedule, weather, and availability of personnel, to allow for a fluctuating training day schedule.

- With a consistent training schedule, employee and company schedules can be set in advance.
- A fluctuating training schedule may imply a low priority vs. other activities.
- Expanded training during a slow season may minimize the potential for reduced job and may maximize training program effectiveness.

a) What will be the training session Frequency?

To Consider:

- An overly aggressive schedule may be too difficult to sustain, while one that is too infrequent may not provide adequate timely training. Establish a realistic consistent schedule
- The session frequency may be adjusted if you have slow / busy seasons. Will your program be consistent year ‘round or will it vary seasonally etc.
- Will the training be done at regular intervals or grouped into multiple day “boot camps”

Options include:

- Weekly
- Bi-weekly
- Monthly
- Multi-day course: Quarterly / Semi-annually / Annually

Frequency of Training Sessions: _____

b) How long will the training for each COP topic take?

Options include:

- ½ hour
- 1 hour
- 1.5 hours (likely needed only for hands-on training)
- 2 hours (likely needed only for hands-on training)
- Vary depending on topic

Time allowance for each COP topic: _____

c) How many topics will be included per session?

To consider:

- Less complicated topics may be particularly suitable to be combined together.

Number of COP topics per training session: _____

d) How long will each training session last?

To consider:

- Sometimes less is more and more is less. Longer sessions may have diminished effectiveness.
- Multi-topic, longer training sessions may be of particular value during slow seasons.

Options include:

- ½ hr to 2 hours for 1-3 topics per session

- independent study during non-work hours
- ½ day, full day, multi-day or even week long multiple topic training sessions

Duration of training session (if multiple topics and/or multiple steps): _____

e) What time of day will the training be done?

To consider:

- If training is done during the work day, billable hours may be reduced
- If training is done after normal work hours and the time is compensated directly, then that time may be paid at overtime rates.
- Training after standard work hours may conflict with employees commitments outside of work.
- People may be tired first thing in the morning or at the end of a work day, which may reduce training effectiveness.

Options include

- morning - prior to normal start of work day
- morning – at start of normal work day
- afternoon - complete at end of normal work day
- afternoon – start during normal work day, complete after normal work day
- afternoon – start after normal work day
- independent study during non-work time

Standard Start Time: _____

f) What will be your standard training day or date range?

Standard Training day or date range: _____

10. What Training steps will you include for each COP Topic?

To consider:

- Training Repetition and Reinforcement are typically necessary for Retention/Implementation. A multi-step training system will be much more effective than a one-step training session, i.e. a COP study session + a demonstration and/or hands-on work session will create better retention than solely a study session.
- If you want to customize COP’s to your company specific operations that may be done by one person or by a group. That process will serve a dual role of effectively training those that participate.
- The COP study/learning process may be done multiple times to increase retention, such as at home and at a “classroom” (shop, job site, etc.) session
- Training on a job site with other trades present is generally not recommended
- Training on a job site without other trades may be an option
- Hands-on training with small groups will generally be more effective than with large groups

- For hands-on or demonstration training done at a workshop, representative elements will be required such as doors, windows, trim, etc.

Options include:

1) Customize COP to the specific operations of your company: ___ Yes / ___ No

Who to participate _____
 Trainer / facilitator _____
 Where _____
 When _____
 How long for this step _____

2) Independent COP Study/Learning: ___ Yes / ___ No

What media will be used? _____
 When _____

3) Instructional “Classroom” COP Study/Learning: ___ Yes / ___ No

What media will be used? _____
 Trainer _____
 Where _____
 When _____
 How long for this step _____

4) Demonstration training ___ Yes / ___ No

What media will be used? _____
 Trainer _____
 Where _____
 When _____
 How long for this step _____

5) Hands-on Training ___ Yes / ___ No

Will this be independent or guided? _____
 Trainer (if applicable) _____
 Where _____
 When _____
 How long for this step _____

6) Open book test ___ Yes / ___ No

What media will be used? _____
 Where _____
 When _____
 How long for this step if done as group _____
 What is the grade required to “pass” _____

7) Closed book test ___ Yes / ___ No

Trainer/monitor _____
 Where _____
 When _____
 How long for this step _____
 What is the grade required to “pass” _____

8) Quality Evaluation ___Yes / ___No

Trainer/monitor _____

Where _____

When _____

How long for this step _____

What is the criteria to “pass” _____

9) Production / Speed Evaluation ___Yes / ___No

Trainer/monitor _____

Where _____

When _____

How long for this step _____

What is the criteria to “pass” _____



January 15, 2010

COP Training Program - Checklist

Note: This checklist should be completed only AFTER reviewing the COP Training Program Guide, reference the “Guide” as needed while completing this form.

Training Program Description: (for example - new employees / company-wide monthly / slow season boot-camp style, specialized topics...) _____

Program General Framework

- 1) **Training will be: Required** ___ **or Voluntary** ___ (select one option)

- 2) **How will training be compensated?**
 - a. Specify the compensation Method, include details: _____

 - b. Compensation will be based on: Participation only _____ or Performance _____

 - c. If compensation is based on completion of a block/series of COP's, specify which COP's are included in each block/series: _____

 - d. For hourly pay based compensation: (reference “Training Steps” toward the end of this checklist)
 - Specify pay rate: _____
 - Specify steps/activities to be paid : _____
 - Specify steps/activities NOT to be paid: _____

 - e. When will the payouts/rewards be provided: _____

- 3) **Group Size:** _____

- 4) **Who will participate:** _____

5) Schedule

- a. Frequency: _____
- b. Training time allowance for each COP topic: _____
- c. Number of COP topics per training session: _____
- d. Session Duration (if multiple topics and/or multiple steps): _____
- e. Standard Start Time: _____
- f. Standard Training day or date range: _____

Training Steps & Testing - Specific Format

- 1) **Customize COP to the specific operations of your company:** ___Yes / ___No

Who to participate _____
Trainer / facilitator _____
Where _____
When _____
How long for this step _____

- 2) **Independent COP Study/Learning:** ___Yes / ___No

What media will be used _____
When _____

- 3) **Instructional "Classroom" COP Study/Learning:** ___Yes / ___No

What media will be used _____
Trainer _____
Where _____
When _____
How long for this step _____

- 4) **Demonstration training** ___Yes / ___No

What media will be used _____
Trainer _____
Where _____
When _____
How long for this step _____

- 5) **Hands-on Training** ___Yes / ___No

Will this be independent or guided _____
Trainer (if applicable) _____
Where _____
When _____
How long for this step _____

6) Open book test ___Yes / ___No

What media will be used _____

Where _____

When _____

How long for this step if done as group _____

What is the grade required to "pass" _____

7) Closed book test ___Yes / ___No

Trainer/monitor _____

Where _____

When _____

How long for this step _____

What is the grade required to "pass" _____

8) Quality Evaluation ___Yes / ___No

Trainer/monitor _____

Where _____

When _____

How long for this step _____

What is the criteria to "pass" _____

9) Production/Speed Evaluation ___Yes / ___No

Trainer/monitor _____

Where _____

When _____

How long for this step _____

What is the criteria to "pass" _____

