

T raining
E ducation
A nd
M anagement



Central Florida Chapter



2010 TEAM Application

An education and training self-audit awards program
for contractors

Central Florida Chapter
Associated Builders and Contractors, Inc.
651 Danville Drive, Orlando, FL 32825-6393
(407) 628-2070

PURPOSE: To provide benchmarks to help your company improve your training program and for you to rank yourself among other companies relative to you.

INSTRUCTIONS: Fifteen (15) key components of effective company training programs are listed on the following pages (see letters A through O). Each component is defined by four levels of performance. Choose the level that best describes your company training program and circle the points. Write/type the points on the submittal form, complete page two of the application, and return them to ABC. If you would like to be considered for five stars (the top level), please also provide the additional information requested on the bottom of page 8. *ABC treats this information as confidential.*

A. <u>MANAGEMENT COMMITMENT</u> - Management Demonstration of Belief in the Value of Training Programs	
0 Points	Management does not participate in training or a peer group and does not consistently support training Leaves training to training coordinator or supervisory personnel
2 Points	Management wants and supports training, but does not participate Provides funds for training activities
4 Points	Management participates in training programs or a peer group Requires feedback on program Provides funds for training Supports a written training program Has written annual goals to attend a specified number of hours in training
6 Points	Management actively participates in the training program Sets and communicates objectives for employee training Requires results-oriented feedback on training program Budgets and provides necessary funding Participation in training is part of company-wide performance appraisals Achieves written annual training goals
B. <u>MANAGEMENT'S POLICY STATEMENT ON TRAINING</u> - Written Commitment to Support Training	
0 Points	No policy exists
2 Points	Policy is in writing
4 Points	Policy is in writing; exists as part of general procedures Is referenced when itemizing evidence of performance management Employees are given written procedures and procedures are posted
6 Points	Is in writing and posted conspicuously on a bulletin board or intranet Is communicated to all employees at least annually Is part of training / Human Resources manual Is referenced when itemizing evidence of performance management Sets parameters and expectations for training program Emphasizes management approach Approved and signed by CEO/President Identifies person responsible for managing the training programs

C. RESPONSIBILITY FOR TRAINING DEFINED - Management Assigns Responsibilities	
0 Points	Responsibility for training has not been defined within the company
2 Points	Training coordinator has full responsibility for results of the training program Supervisors look to training coordinator to perform training activities
4 Points	Responsibility for training defined for all levels of company Is not in writing Operating supervisors have key responsibilities
6 Points	Responsibility for training defined for all levels of company Is in writing and is part of training/Human Resources manual Operating supervisors have key responsibilities
D. <u>TRAINING NEEDS ANALYSIS</u> - Determination of Employee Training Needs	
0 Points	No employee training analysis
2 Points	Informal determination of training needs
4 Points	Formalized survey of managers and supervisors regarding training needs Compile a list of results, analyze and develop a program Organization has identified the need for training Sets up committees/task forces to address training needs
6 Points	Annually survey all employees on training needs Compile a list of results, analyze and develop a program Sets up committees/task forces to address training needs Skill development needs identified in performance review process Provide professionally trained trainers to deliver quality programs Provide all training deemed necessary to support business strategies
E. <u>TRAINING BUDGET</u> - Company Funds Spent on Education or Training Activities	
0 Points	No money is allocated for training; employee pays for own training
2 Points	Money is taken from general funds as needed for training
4 Points	An annual training allocation is established but not necessarily based on planned activities Training budget is adjusted based on expenses from previous years and business demands
6 Points	An annual training budget is established Budget is based on planned program and needs analysis Operating personnel aware of training budget

F. <u>RAINING PROGRAM GOALS</u> - Goals, Objectives, Outcomes Achieved Through Training	
0 Points	No goals or objectives are set for accomplishment through the training program
2 Points	Informal goals are set for accomplishment through the training program Results are discussed at least annually
4 Points	Goals and objectives are set for the training program The goals and objectives are published Feedback is required from those involved
6 Points	Accomplishment of business objectives include training goals A strategy is developed to accomplish goals Feedback from those responsible for achieving results is required Audits are made to measure performance Both long - and short -term goals are established
G. <u>EDUCATION / TRAINING STANDARDS</u> - Training Results Communicated	
0 Points	No meetings are held with supervisory personnel by management where training is on the agenda
2 Points	Information is given to supervisors on training
4 Points	Occasional meetings are held with supervisors where training is on the agenda Supervisors give a status report on job site training activities
6 Points	Quarterly meetings are held by management with supervisors where training is on the agenda Management gives an overview of training activity
H. <u>NEW EMPLOYEE ORIENTATION</u>	
0 Points	No orientation is given to new employees
2 Points	Orientation is given to employees but no training records are maintained Orientation covers company policies and procedures
4 Points	Orientation is given to new employees that includes information on training, policies and procedures A record is maintained showing items covered Job safety requirements are stressed Orientation covers company policies and procedures
6 Points	Formal orientation program is in effect for all new or transferred employees A record is maintained showing date, person doing orientation and items covered. An overview of the operation and history of the business, relevant reporting relationships, and important policies and benefits are included. Management concern for safe job performance is stressed Employee signs record sheet Orientation includes information on training opportunities

I. <u>CLASS EVALUATION</u> - Written feedback from participants about the quality of the training experience.	
0 Points	No evaluations are taken
2 Points	Informal, usually verbal, solicitation of feedback
4 Points	Distribute anonymous questionnaire for in-house classes Company evaluates and acts on responses
6 Points	Evaluations of classes held outside the company require responses Employees who take outside classes may give a summary to others upon return Distribute anonymous questionnaire for in-house classes Company evaluates and acts on responses
J. <u>EMPLOYEE PARTICIPATION</u> - in training program.	
0 Points	No employee participation program
2 Points	Employee participation is encouraged Information is given to supervisors on how to involve employees Employee suggestion /comment program implemented
4 Points	Training provided for supervisors to facilitate employee participation Employees encouraged to participate on a voluntary basis
6 Points	Employee participation program in place Procedures set up for employees to meet career path goals Training provided for supervisors to facilitate employee participation Employees encouraged to participate on a voluntary basis
K. <u>EMPLOYEE EDUCATION/TRAINING INCENTIVES</u> - Ways to encourage participation.	
0 Points	There are no standards or incentives
2 Points	Employees attend on-site/off-site classes Tuition paid by company Training is on employee's time
4 Points	Pay for tuition Monitor attendance Training/Education opportunities provided on company time
6 Points	Provide meaningful (financial or non financial) incentive to pass Monitor attendance and act on absences/reward excellent attendance Pay for tuition and books (percentage based on grade awarded) Company-wide recognition for participation Increased wages potential upon passing exam/completing degree Training/Education opportunities provided on company time
L. <u>RECORD KEEPING</u> - Documentation for employee, company, and related uses.	
0 Points	No records are kept
2 Points	Keep records of required training only
4 Points	Keep records on outside training only
6 Points	Keep records on all training and education completed

M. SUPERVISOR/ MANAGEMENT MINIMUM TRAINING STANDARDS	
0 Points	None
2 Points	Ten hour OSHA class First Aid/CPR class Some supervisors are sent to outside training courses
4 Points	Provide human resources training such as people management classes; advanced "how to" classes Provide operational training such as job site coordination classes; material expedition Required management training such as time management; anger control; organizational skills Advanced safety classes
6 Points	Provide access to on-going management classes inside or outside company Provide operational training such as PM/superintendent academies; scheduling classes; - software and/or CPM; materials procurement; pre-job planning; Provide human resources training such as employee motivation; employee discipline; hiring and interviewing practices including EEO/AAP requirements Required management training such as time management; anger control; organizational skills Advanced safety classes Company-wide recognition of promotions with stated link to training Company has in-house facilities for training or has good outside source Supervisors have access to a training professional
N. PERFORMANCE AUDIT - Internally measured performance against stated training objectives.	
0 Points	No audit made of training performance
2 Points	Subjective evaluation made of training activities to judge if they are effective Rating given to each area audit
4 Points	Annual audits are made to determine training performance level Performance standards exist for more than half of the areas measured Results are discussed with individual supervisors
6 Points	Audits are made at least semi-annually to determine if training is effective Performance standards exist by which to measure performance Performance rating becomes part of overall rating of supervisors Strong points and short-comings are discussed with individual supervisors
O. TRAINING COMPETENCY - Trainer Qualifications	
0 Points	No trainer qualifications are confirmed (internal or external)
2 Points	Employees are encouraged to train Policy is in writing for employees who want to train and includes qualifications Employer confirms necessary trainer authorizations/certifications (internal or external)
4 Points	Policy is in writing for employees who want to train Employer confirms trainer authorizations/certifications (internal or external) Internal trainers attend formal train-the-trainer program Internal trainers demonstrate proper training procedures
6 Points	Policy is in writing for employees who want to train Employer confirms trainer certifications/authorizations (internal or external) Internal trainers attend formal train-the-trainer program Internal trainers demonstrate proper training procedures Internal trainers train other trainers

2009 Training and Education Award Recipients

A C Development Group, Inc.
Bergelectric Corporation
Bovis Lend Lease
Clancy & Theys Construction Co.
Coastal Mechanical Services, LLC
Comprehensive Energy Services
CornerStone Construction Services, Inc.
D & D Smith Constructors, LLC
Encore Construction Company, Inc.
Energy Air, Inc.
Ferran Services & Contracting
Hoar Construction, LLC
H.J. High Construction Company
Hensel Phelps Construction Co.
J. A. Croson, LLC
Lake Mechanical Contractors, Inc.
Mark Construction Company

McCree General Contractors & Architects
Modern Plumbing Industries, Inc.
Palmer Electric Company
Plummer Painting & Waterproofing
Progressive Plumbing, Inc.
R.C. Stevens Construction Company
S.I. Goldman Company, Inc.
Skanska USA Building, Inc.
Structural Preservation Systems, LLC
T & G Constructors
Tatro Construction Co. LLC
Tri-City Electrical Contractors, Inc.
Turner Construction Company
WELBRO Building Corporation
Wharton-Smith, Inc.
Williams Company





2010 T.E.A.M. Award Application

Two, Three, Four and Five Star Levels

DUE: March 31, 2010

From the following 15 sections, choose the point level that best describes your company's training program. Write/type your points next to the corresponding letter below, complete page two of the application, and return them to ABC for review and scoring. If you would like to be considered for five stars, the top level, please also provide the additional information requested below. We will notify you of your award level. ABC treats this information as confidential.

Company Name: _____ Contact: _____

Address: _____

Phone: _____ Email: _____

Signed by: _____ Date: _____

Print or type: _____ Title: _____

Awards will be grouped by company size. Average number of employees in 2009 (Check one):

- _____ Up to 100
- _____ 101 to 200
- _____ 201 to 400
- _____ 401 and more

Fifteen Key Components of Your Company Training Program

Fill in scores below from pages 2 - 6:

- | | |
|--|---|
| A. _____ Management Commitment | I. _____ Class Evaluation |
| B. _____ Management's Policy Statement on Training | J. _____ Employee Participation |
| C. _____ Responsibility for Training Defined | K. _____ Employee Education/Training Incentives |
| D. _____ Training Needs Analysis | L. _____ Record Keeping |
| E. _____ Training Budget | M. _____ Supervisor/Management Minimum Training Standards |
| F. _____ Training Program Goals | N. _____ Performance Audit |
| G. _____ Education/Training Standards | O. _____ Training Competency |
| H. _____ New Employee Orientation | |

Total Score: _____

To Be Considered for Five Stars, the top level, additional information is required.

1. Please include with your application additional information that authenticates your training program and the scores you've provided.
2. Companies who achieve five stars may have the opportunity to present an outstanding/unique feature about your training program at the TEAM Awards Luncheon.

2010 TEAM Award Application (page two)

Education contact at your company:

Name: _____ Title: _____

Email: _____

How are employees at your company educated? (i.e., in-house, online, webinar, classroom, etc.) _____

Would members of your company attend webinars through ABC? _____

Does your company enroll employees in ABC classes? _____

If not, what keeps you from utilizing ABC classes? _____

Is anyone from your company interested in participating on the Education Committee? _____

Name: _____ Title: _____ Email: _____

Who registers employees for classes at your company?

Name: _____ Title: _____ Email: _____

Would you like ABC to contact you for help in a specific area? _____

What area(s) would you like help with? _____

Is anyone in your company interested in teaching or training for ABC?

Name: _____ Title: _____ Email: _____

Subjects/Topics: _____

What are your 2010 education/training needs (examples: field to management, construction math, Spanish or English, legal topics, leadership, project management, advanced driver, people skills, LEED/Green Associate, Microsoft Office applications, administrative assistant, human resources, etc.)?

Fax the two page application to (407) 629-0144

or email: lblake@abccentralflorida.org

or mail to:

Central Florida Chapter Associated Builders and Contractors, Inc.,
651 Danville Drive, Suite 200
Orlando, FL 32825-6393

Call (407) 398-1264 for more information

DEADLINE: March 31, 2010