Basic Elements to Organizing Operational Excellence

By implementing a robust staff training program, you can instill a sense of ownership in process, food safety, and company culture, ultimately contributing to the success of your operations. Although it may require an initial investment of time and resources, developing a comprehensive training matrix is a crucial step towards establishing a low-maintenance training program. This involves identifying training needs, creating relevant training materials, and organizing a delivery schedule for maximum efficiency. Embracing these steps will undoubtedly lead to a more effective and successful training program.

Managers and supervisors often lack clear guidance on how to build strong and successful teams. It's important for them to approach this strategically and consistently, providing clear direction and vision to effectively implement company policies, procedures, and systems.

1) Identify Training Needs, for example:
   a. Food Safety System
      i. Animal Welfare > All slaughter floor personnel;
      ii. Product Rework > All production personnel > trainings catered to expectation by
         department, some departments will simply be trained that "rework is not allowed"
         with instruction on how to handle rejected product, etc.
      iii. Allergens > Sausage and multi-ingredient handling departments; shipping & receiving departments

2) Developing Training Materials
   a. Relevant and targeted to each audience
   b. Communicate what program says and expectation for the given audience
   c. Use pictures from the facility for training as much as possible
   d. Limit training topics/sessions to 15-20 minutes

3) Organizing a Delivery Schedule of Trainings
   a. Distribute trainings throughout year to avoid too many sessions for the same group
      within a short-timeframe.
   b. Assign and organize topics to be trained to specific departments/groups/people by quarter
      to aid in visualizing training commitment by quarter.
   c. Work with production managers to pinpoint specific days/times within the quarter to deliver the training.

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Building Resiliency Into Staff: Training & Capabilities

Training Matrix — Identify training needs by completing a matrix similar to example below.

Department	Q1 Slaughter	Q1 Fabrication	Q1 Further Processing	Q1 Fresh Sausage	Q1 RTE	Q1 Shipping & Receiving	Q1 FSQR	Q1 Leads & Supervisors	Q2 Slaughter	Q2 Fabrication	Q2 Further Processing	Q2 Fresh Sausage	Q2 RTE	Q2 Shipping & Receiving	Q2 FSQR	Q2 Leads & Supervisors	Q3 Slaughter	Q3 Fabrication	Q3 Further Processing	Q3 Fresh Sausage	Q3 RTE	Q3 Shipping & Receiving	Q3 FSQR	Q3 Leads & Supervisors	Q4 Slaughter	Q4 Fabrication	Q4 Further Processing	Q4 Fresh Sausage	Q4 RTE	Q4 Shipping & Receiving	Q4 FSQR	Q4 Leads & Supervisors
HACCP & SQF																																
Pre-Op						X																										
CCP 1B						X	X																									
CCP 2B															X																	
GMPs	X	X									X	X			X				X	X											X	X
SSOPs	X	X									X	X			X				X	X											X	X
Hold Process - Nonconformance			X	X								X	X	X								X				X	X					
Humane Handling: Facilities & Equipment	X					X																										
Humane Handling: Handling & Movement Expectations									X						X																	
Humane Handling: Stunning & Signs of Sensitbility																		X				X										
Humane Handling: Non-ambulatory & Inclement Weather																										X					X	
SOP: Rework Process			X			X						X	X																			
SOP: Traceability	X	X									X	X							X	X											X	
SQF Program Fundamentals																																

- Start with "by department"
- Once "by department training" is stable, develop "within department"
- Split into quarters to spread out training
- List out programs/processes and determine who requires specific trainings
- Develop materials
- Deliver information

Example: Capabilities Matrix — Identify capability needs by completing a matrix similar to example below.

Shift	Current Position	Name	Back up	Sausage Lead	Recipe Maker	Mixer	Grinder	Chopper	Stuffer	Oven Op
1S	Supervisor 1st			4	4	4	4	4	4	4
1S	Stuffer op			2	4	4	3	3	4	3
1S	Stuffer/Mapp op			2	2	4	4	3	2	
1S	General Labor					1	1			
1S	Grinder op					3	3	2		
1S	Bowl Chopper op					4	2	4		
1S	General Labor									
1S	Stuffer Operator					4	4	4	2	
1S	Stuffer/Mapp op				4				2	3
1S	General Labor				1					
1S	General Labor									
1S	General Labor					1	2	1		
2S	Stuffer/Mapp op				3	3	3	3	3	3
2S	Stuffer Operator				2	2	2	2		
2S	General Labor								4	
	Postion Strength for Dept.			3.0	7.0	10.0	10.0	9.0	7.0	4.0

Skill Rating: 4 - Able to Train 3 - Experienced 2 - Some Experience 1 - Limited Experience - Unskilled

- By department
- List positions
- Assign names
- List tasks
- Determine skills rating for each person across each duty
- "Evaluate Position Strength" areas of weakness to target highest resiliency priorities

Consistency is Critical to Success

Define Process
- Standard Operating Procedures
- Work Instructions
- Policies
- Procedures

Communicate Expectations
- Position Titles
- Position Descriptions
- Task Descriptions
- Targeted & Customized Training

Hold Accountable
- Owners/Executive Leadership
- Managers & Supervisors
- General Labor
- 3rd Party Contractors

Create a Constructive Feedback Loop
- From Leadership to Staff
- From Staff to Leadership

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