
Collection and Transmission Systems Training Program

Department of Watershed Management (DWM)
Capacity, Management, Operations, and
Maintenance (CMOM) Program



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Version 1

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Acronyms

AWTF	Advanced Wastewater Treatment Facility
AWWA	American Water Works Association
C&M	Construction and Maintenance
CCTV	Closed Circuit Television
CDL	Commercial Driver's License
CERP	Contingency and Emergency Response Plan
CMOM	Capacity, Management, Operations, and Maintenance
CPR	Cardiopulmonary Resuscitation
DWM	Department of Watershed Management
EPD	Georgia Environmental Protection Division
GAWP	Georgia Association of Water Professionals
GED	Graduate Equivalent Degree
GWEF	Georgia Water Environment Federation
ICDP	Infrastructure Career Development Plan
MNGWPD	Metropolitan North Georgia Water Planning District
NPDES	National Pollutant Discharge Elimination Systems
OJT	On the Job Training
OSHA	Occupational Safety and Health Administration
PPE	Personal Protection Equipment
SOP	Standard Operating Procedure
SSO	Sanitary Sewer Overflow
EPA	U.S. Environmental Protection Agency
WEF	Water Environment Federation

1. Collection and Transmission Systems Training Program Overview

1.1 Introduction

DeKalb County (the County) Department of Watershed Management (DWM) currently maintains a training program for all Watershed employees, including its Wastewater Collection and Transmission System (WCTS) employees, to ensure all personnel have the knowledge and skills required to function efficiently and safely in their respective roles. The present training for DWM employees include:

1. Orientation (for all employees);
2. Safety Training (for all employees);
3. Wastewater and Water Operator Certification (plant operations, collection and distribution, laboratory and maintenance courses);
4. Technical Skills Training (for technical and field personnel); and
5. General Customer Service, Management, and Leadership Training (required and optional training for all employees provided by Human Resources (HR) and Risk Management).

The CMOM Collection and Transmission Systems Training Program builds on and adds to the County's existing program. This document details the CMOM Collection and Transmission Systems Training Program required by the Consent Decree as well as other components of DWM's training/development program including career development and customer relations training. **The other training/development programs not required by the Consent Decree are included for the sake of maintaining one document for ease of use by the County's employees and are not enforceable by Environmental Protection Agency (EPA) or the Environmental Protection Division (EPD).** The document is divided into six sections as follows:

1. Introduction (provides an overview of the program document);
2. Purpose and Goals (provides the aims of the program);
3. Regulatory Drivers (gives an overview of what regulations, policies, and guidance are used in creating the CMOM Collection and Transmission Systems Training Program);
4. Program Resources (details the human and material resources that are available (or will be available) for the County to use in further developing, implementing and maintaining the program);

5. Program Activities (details the general training, the wastewater collection system training, the wastewater transmission system training, safety training, certifications, professional/career development opportunities, training frequency, and the training tracking system); and
6. Appendices (provides several attachments of the tools used in the County's Training Program including a listing of all training courses available, the Training Matrix, an example of an Infrastructure Career Development Plan (ICDP), Compliance Suite™ report examples, training calendar plan, training course format and retraining master plan).

1.2 Purpose and Goals

The County's Collection and Transmission Systems Training Program has the following purposes:

- Identify and deliver necessary training and provide personnel with the proper technical knowledge and skills to complete job requirements and responsibilities in compliance with regulatory requirements
- Develop training methods that educates and empowers employees with the necessary tools to perform their jobs effectively
- Promote an environment for employees to acquire the motivation, knowledge, skills and professional attitude necessary to provide comprehensive professional services
- Develop innovative instructional programs that will meet the needs of a diverse professional employee body
- Define principles under which work is to be accomplished
- Ensure employees maintain required certifications
- Enforce specific regulations and procedures
- Provide continuing education and career development to maintain current state licensure requirements

The goal of the Collection and Transmission Systems Training Program is to ensure that DWM staff has the level of knowledge and skills commensurate with duties of the overall functions of the DWM sewer system infrastructure to maintain an efficient, safe operation that provides quality service to its customers.

1.3 Regulatory Drivers

The DWM Collection and Transmission Systems Training Program is a formally structured program that, among other things, incorporates criteria that are set forth in the Consent Decree - DeKalb County, Civil Action File No. 1:10-cv-4039-WSD. In addition, various guidance documents and materials were consulted in the formulation of the Program, such as the following:

- U.S. Environmental Protection Agency *Guide for Evaluating Capacity, Management, Operations, and Maintenance (CMOM) Programs at Sanitary Sewer Collection Systems*, 2005; EPA Region 4 *Guide to Collection and Transmission System Management, Operation, and Maintenance Programs* 2003.
- Georgia Association of Water Professionals (GAWP) and Georgia Water Environment Federation (GWEF), *Guidance for the Georgia Environmental Protection Division Zero Tolerance Strategy* entitled *Capacity, Management, Operations, and Maintenance (CMOM) Consent Agreement Guidance*, 2006.
- Office of Water Programs at California State University, *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program*, Volumes I and II (of the most current edition).
- Metropolitan North Georgia Water Planning District (MNGWPD) *Wastewater Management Plan*, 2009.
- Occupational Safety and Health Administration (OSHA), *Occupational Safety and Health Standards, Part 1910*
- Georgia Water/Wastewater Board *Rule 750-1-.06; 750-3-.01, .02, .04; 750-4-.01, .02, .03, .04; 750-5-.01; 750-6-.02, .03, .04, .05; 750-7-.01, .02; 750-10-.01.*
- Georgia Water/Wastewater Board *Rule 43-51-6.*
- DWM *National Pollutant Discharge Elimination Systems (NPDES) permits for Pole Bridge Advanced Wastewater Treatment Facility (AWTF) (NPDES - GA0026816) and Snapfinger AWTF (NPDES - GA0024147).*

1.4 Program Resources

The DWM has various resources dedicated to actively organize, evaluate, and implement various portions of the Training Program. The Collection and Transmission Systems Training Program will be fully rolled out over a four-year period.

The initial phase of the program (2012 - 2013) will focus on those areas that require immediate training such as the Contingency and Emergency Response Plan (CERP), enhanced equipment operations training, and reporting requirements. The long-term three-year training cycle begins in 2013 and initiates the rotation of DWM's employees through several training courses (See Appendix 1). Subsequent seminars, additional one-time offerings, webcasts, and training from local organizations will follow as program management assistance is procured in 2012 onward.

Program Element	2012	2013	2014	2015
Initial Priority Training	X	X		
Staffing and Management	X	X		
Supplies and Materials	X	X		
Long-Term Schedule		X	X	X
Additional Training (seminars, one-time offerings)	X	X	X	X

Appendix 2 provides a full listing of all the courses offered in connection with the Collection and Transmission System Training Program, while Appendix 3 describes the type of training format that will be used for each of the core course element. The format may vary depending on initial, follow-up, and intermediate retraining of the core course elements.

People Resources

- Training Program Coordinator
- Administration Operations Manager
- Department Safety Coordinator
- Construction and Maintenance (C&M) Management Staff
- C&M Staff for On-the-Job-Training (OJT)
- Plant Operations Staff for OJT
- Vendors
- CMOM Coordinator
- Training Program Knowledge Retention Officer (Staff person or contractor)

1.4.1 People Resources

DWM management and administrative staff drive the Collection and Transmission Systems Training Program. DWM management determines the course offerings, the frequency, and sometimes participates as instructors. The Training Program Knowledge Retention Officer assists the Training Program Coordinator with Standard Operating Procedure (SOP) tracking, vendor provided training, peer to peer knowledge transfer, documentation, records, training coordination, and curricula development. This can be a staff or contractor position.

1.4.2 Other Tools and Resources

The DWM uses three primary tools to manage the Training Program – (1) the Training Matrix (Appendix 4), (2) the ICDP (Appendix 5), and (3) the Compliance Suite™ Training Tracking Program (Appendix 6).

The Training Matrix is the spreadsheet directory listing the training (including courses, pamphlets, and videos) offered by the DWM by job title. The training materials in the Training Matrix are first divided by DWM groups (Management, Administration, Engineering, Inspections, Field Operations, Support, Plant Operations, Plant Maintenance, Instrumentation & Control, Laboratory, Warehouse and Meters). Then, each DWM group is further subdivided into the corresponding job titles.

Under each job title the various training courses are marked with “R” for Required, “A” for applicable to some in job description and “P” for required training on promotion to the next level in the job series. The specific jobs are then placed on an ICDP.

Other Tools and Resources

- Training Matrix
- Compliance Suite™
- ICDP
- Computer training room for computer/math skills with capacity for 15 persons
- General training room with capacity for 50 persons
- Safety Training equipment

The ICDP is a documented process by which the raw training offerings in the Training Matrix are customized to the individual. The employee and supervisor develop the employee’s ICDP during the annual review process, or when a new employee is hired or transferred from another job. The supervisor and employee prioritize the required training by completing an assessment of various job related skills to determine any skill gaps. The supervisor then reviews the training list on the ICDP for mandatory training for the individual by job title. When the mandatory training is completed, the employee may help in the selection process for additional training. When the selection is completed, the training request is then added to the Compliance Suite™ course waiting list. The waiting list is compiled periodically to schedule course sessions, determine additional course work needs based on the wait list size, and develop the training courses for the year.

The Compliance Suite™ is a software repository that merges the ICDPs training needs for all DWM employees, the training offerings from the Training Matrix, the training instructors, the training offerings and frequency. The DWM uses the Compliance Suite™ for scheduling, organizing, document retention and triggering refresher courses.

1.5 Program Activities

The Collection and Transmission Systems Training Program is a formal process to address staff training regarding the County’s wastewater collection and transmission systems.

The Collection and Transmission Systems Training Program includes a description of each program element. Specifically, the following items are included in this Program document, where appropriate:

- General training to address the fundamental mission, goals, and policies of DWM (including basic County requirements)
 - Wastewater collection system training to address the methods, procedures, and techniques required to perform the duties and tasks necessary for proper operation and maintenance of the collection system (including continued training under the constructed overflow program)
 - Wastewater transmission system training to address the methods, procedures, and techniques required to perform the duties and tasks necessary for the proper operation and maintenance of the transmission system (wastewater lift stations and force mains)
 - Training necessary to cover measures to avert or eliminate identifiable safety hazards associated with the maintenance and repair of the collection and transmission systems
 - Appropriate frequency for training, including refresher training
 - The documentation and tracking of training courses and attendees
- The following elements comprise the DWM Collection and Transmission Systems Training Program:

 - General Training
 - Wastewater Collection and Transmission System Training
 - Safety Training
 - Operator Certification
 - Professional/Career Development
 - Training Frequency Management
 - Documentation and Tracking

1.5.1 General Training

DeKalb County new employees complete Department of Human Resources orientation within the first two months of employment.

Other general training provided by Human Resources and Risk Management includes, but is not limited to the following:

- Accountability (required for all staff)
- Conflict Resolution
- Customer Service
- Customer Service 202 (required for all staff)
- Ethics Count (required for all staff)
- Success on the Front-Line (required for all non-managerial staff)
- Time Management (required for all non-managerial staff)
- New Supervisor's Workshop (required for all managerial staff)
- Leadership and You
- Organizational Management for Results
- Performance Management Program (required for all managerial staff)
- Positive Communication and Leadership
- Presenting Issues and Solutions

1.5.2 Wastewater Collection System Training

Technical Skills training includes wastewater collection system training to address methods, procedures, and techniques required to perform the duties and tasks necessary for proper operation and maintenance of the collection system. New DWM employees are typically required to have completed probation and mandatory classes to be eligible for technical or skills training courses. Exceptions are made when a course is offered on a limited frequency that would extend training time if the employee had to wait for the next offering.

The Training Program is built upon principles contained in and generally consistent with *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program*, Volumes I and II, prepared by the Office of Water Programs at California State University. Training required for employees may vary depending on their roles and length of service.

The entire scope of collection system training provided by DWM C&M is listed in the Training Matrix. (See Appendix 4). The list of training courses includes, but is not limited to, the following:

- C&M personnel provide collection system operations and maintenance training.
- Vendor onsite training and demonstrations are provided for new equipment, software, and/or other specialized training to become familiar with the operation and maintenance of new collection system resources and tools. This training is set up and provided by C&M.
- Pipe installation/replacement; pipe cleaning, testing, and inspection techniques; and manhole training are provided in-house by DWM experts to crews (as either formal demonstrations or OJT). These training opportunities are also part of technical certification training, as appropriate, to prepare for licensing exams.
- Reading as-built drawings training is provided by instruction and/or OJT by C&M.
- Heavy Equipment Operator training is provided in house by C&M to all heavy equipment operators.
- Sanitary Sewer Overflow (SSO) response training is provided to employees as required by the Department's CERP. This course presents, among other things, how to respond to SSOs, document information, calculation of spill volume, post signage, and evaluation for a fish kill.
- Back Flow Preventer Training (for Engineering and Technical Services Division staff).
- Cross Connection Training (for Engineering and Technical Services Division staff).
- Tailgate Safety Talks.
- Scheduled Safety topic training.
- Georgia Utilities Protection Center Call Before You Dig Sessions.
- Various specialty training, webcasts, conference and other trainings are available to those employees who would benefit from the additional training opportunities.

- Employees are also encouraged to volunteer with our local operator association (GAWP), and local/national affiliates of American Water Works Association (AWWA) and Water Environment Federation (WEF) to share their skills and help bring back new concepts to enhance DWM.

1.5.3 Wastewater Transmission System Training

Wastewater transmission system training is provided to address methods, procedures, and techniques required to perform the duties and tasks necessary for the proper operation and maintenance of the wastewater transmission system. The Training Program is based on and is generally consistent with *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program*, Volumes I and II, prepared by the Office of Water Programs at California State University.

The entire scope of transmission system training provided by DWM Plant Operations is listed in the Training Matrix. (See Appendix 4). The list of training courses includes, but is not limited to, the following:

- Plant Operations personnel provide training including heavy equipment and chemical spill response.
- Vendor onsite training and demonstrations are provided for new equipment, software, and/or other specialized training to become familiar with the operation and maintenance of new treatment system resources and tools. This training is set up and provided by Plant Operations personnel.
- Lift Station inspection, operation and maintenance, repair, and mechanical and electrical procedures; Plant Operations; and Process Control and Systems training are provided in house by DWM experts to crews (as either formal demonstrations or OJT). These training opportunities are also part of technical certification training, as appropriate, to prepare for licensing exams.
- Pumps, electrical and Control Systems.
- SSO response training is provided to employees as required by the Department's SSO CERP. This course presents, among other things, how to respond to SSOs, document information, calculate spill volume, post signage, and evaluate for a fish kill.
- Hazardous Material Spill Response.
- Effective Disinfection and Dechlorination.
- Treatment Facility Tours.
- Weekly/Monthly Safety Lectures/Sessions.
- Annual Risk Management Plan Training.
- Monthly Fire Drills.
- Quarterly chlorine drills.

- Various specialty training, webcasts, conference and other trainings are available to those employees who would benefit from the additional training opportunities.
- Employees are also encouraged to volunteer with our local operator association (GAWP) and local/national affiliates of AWWA/WEF to share their skills and help bring back new concepts to enhance DWM.

1.5.4 Safety Training

DeKalb County and DWM maintain comprehensive safety training programs. As defined by Occupational Safety and Health Administration (OSHA) regulations, *Occupational Safety and Health Standards, Part 1910*, safety training is necessary to cover measures to avert or eliminate identifiable safety hazards. DeKalb County and DWM safety training follows the OSHA regulations. In addition, the safety Training Program is generally consistent with *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program*, Volumes I and II, prepared by the Office of Water Programs at California State University. Safety training is primarily focused with regards to potential hazards associated with maintenance and repair of the collection and transmission systems. Safety training and measures include safety procedures specific to the types of maintenance activities and repair projects undertaken, specifying the safety equipment for the tasks being performed, and where appropriate, providing confined space entry, vehicle control procedures, and lock-out/tag-out procedures.

The entire scope of safety training courses offered by DeKalb County and/or DWM under the oversight of the Safety Training Coordinator is included in the Training Matrix (See Appendix 4). The list of training includes, but is not limited to, the following subjects:

- Confined Space
- Personal Protective Equipment (PPE)
- Lockout/Tagout
- Chlorine Safety
- Bloodborne pathogens
- Medic First Aid/ Cardiopulmonary Resuscitation (CPR)
- Noise
- Commercial Driver's License (CDL)
- Defensive Driving Course or Professional Truck Driving for CDL staff
- Back Safety
- Crane Safety - Boom Truck Operations
- Rigging Training
- Flagging/Traffic Control
- Forklift Safety

- Tailgate Training
- Gas Monitoring
- Process Control Laboratory Training
- Trenching and Shoring
- Worksite Setup
- Fire Extinguisher

The DWM program includes a mandatory once per week safety training activity during which pertinent topics are discussed relevant to specific types of operation and maintenance activities. Safety training basics regarding these topics are also part of technical certification training, as appropriate, to prepare for licensing exams.

1.5.5 Wastewater Collection and Treatment Plant Operator Certification

The Treatment Plant Operator Certification program is not required by the Consent Decree but is included for the sake of maintaining one document for ease of use by the County's employees and is not enforceable by Environmental Protection Agency (EPA) or the Environmental Protection Division (EPD).

The Training Program Coordinator is responsible for design, development, implementation, instruction, and recordkeeping requirements associated with technical certification and skills training, unless otherwise noted, for DWM collection and wastewater treatment staff.

An Identification Number to use the California Manual for certification courses, is routinely applied for by the County. In addition, a member of DWM management applies for and receives instructor approval from the Georgia Water/Wastewater Board for certification courses. Application and approval process includes consideration of relevant educational training, teaching experience, and maintenance of a Class II Treatment license. The Board must approve training course outlines and approved instructors must re-apply for approval every 2 years. The Board also provides a letter with instructor name, organization, and courses approved to teach.

1.5.5.1 Certification Requirements

Requirements for obtaining and maintaining certification is outlined by The Georgia Water/Wastewater Board *Rule 750-3-01, 02, and 04*. This Rule includes requirements for Public Water Supply System Operators, Biological Wastewater Treatment System Operators, Water Laboratory Analysts, Wastewater Laboratory Analysts, Water Distribution System Operators, and Wastewater Collection System Operators. All Operators must be certified. Prior to any certification, an applicant must have earned a minimum of a high School diploma or Graduate Equivalent Degree (GED) certificate.

In order to be certified in a particular class or category, as stated in Georgia Water/Wastewater *Rule 750-3-.04*, an applicant must meet requirements as set forth below.

- **Current Certification.** Applicants must hold the required certificate(s) before taking an examination for the next level of certification. An applicant must pass an examination in order to receive a certificate.

- **Experience.** Applicants must have completed the requisite experience in the actual system operation prior to taking an examination. The amount of experience that is required is dependent upon the applicant's education. For those applicants who have a high school diploma or GED certificate, the Board may consider other factors, including post-secondary education and other training and experience, to determine satisfaction of the experience requirements.
- **Education.** Every applicant must have earned a minimum of a high school diploma or GED certificate prior to taking the examination and must provide proof of education when he/she submits his/her application for certificate to the Board.
- **Course Work.** Applicants must have completed the required course work prior to taking the examination and provide proof of completion of course work when they submit their application for certificate to the Board. The Board may evaluate, on a case by case basis, post-secondary education to determine satisfaction of the course work requirements.

DWM approved Certification Courses offered include the following:

- DWM Wastewater Collection System Operator Certification Course is based on *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program, Volumes I and II*, prepared by the Office of Water Programs at California State University. Completion of this training is a prerequisite for taking the State licensing examination.
- DWM Wastewater Treatment System Operator Certification Course (Class I, II, and III) is based on *Operations and Maintenance of Wastewater Collection Systems, a Field Study Training Program, Volumes I and II*, prepared by the Office of Water Programs at California State University. Completion of training is a prerequisite for taking the state licensing examination.

DWM maintains approved, written course curricula for the above certifications and will incorporate the new certification rules that are being released during the 2012-2013 period and become effective in the next certification renewal cycle.

Recertification/renewal/refresher courses are also offered through the DWM Collection and Transmission Systems Training Program. Recertification, renewal, and refresher courses are completed by attending training and safety classes offered by DeKalb County such as technical and skills training, day tours of facility operations and maintenance, day tours at other utilities, and re-taking of certification classes; attending classes offered by the Georgia Water and Wastewater Institute; and/or attending GAWP conferences. Re-certification points are required every year (number of points and fee depends on certification) and licenses expire on June 30 of every odd year. License renewal fee is paid for by the County.

Annual certification continuing education points currently required include the following (annual certification points are subject to change in the future):

- Class I Operator: 18
- Class II Operator: 12

- Laboratory Analyst: 12
- Class III Operator: 6
- Collection System Operator: 6

1.5.5.2 Certified Personnel

Personnel requiring certification are identified by the Georgia Water/Wastewater Board *Rule 750-3-01*. This Rule requires that any person who operates a wastewater treatment plant, wastewater collection system, water distribution system, or public water supply system must obtain a certificate from the Board. Any laboratory analyst who conducts certain tests, as defined by the Board, of water or wastewater samples in conjunction with the operation of public water system or wastewater treatment plant must also obtain a certificate from the Board. The Board issues applicable licenses (after passing the Board licensing exam) based on State Rules. For detailed information regarding Rule requirements, refer to Appendix G, Collection System Operator Licensing Requirements, in the GAWP, GWEF Guidance for the EPD Zero Tolerance Strategy entitled *Capacity, Management, Operations, and Maintenance (CMOM) Consent Agreement Guidance*, 2006.

The Certification Instructor is to maintain follow-up tracking of all students attending DWM training to help track pass/fail, new certifications, and currently certified staff. They will help track and plan the required recertification hours for each two-year cycle.

For the following categories of DWM employees, certification is required for some positions and recommended for other positions:

- Public Water Supply System Operators
- Public Water Supply Distribution System Operators
- Biological Wastewater Treatment System Operators
- Wastewater Collection System Operators
- Wastewater Treatment Plant Operators
- Water/Wastewater Laboratory Analyst
- Water/Wastewater Mechanics
- Water/Wastewater Plant Supervisors
- Inspectors
- Equipment Operator/Principle Equipment Operator/Senior Equipment Operator
- Crew Supervisor
- General Foreman
- Superintendents
- Managers

1.5.6 Professional/Career Development Opportunities

The Professional/Career Development program is not required by the Consent Decree but is included for the sake of maintaining one document for ease of use by the County's employees and is not enforceable by Environmental Protection Agency (EPA) or the Environmental Protection Division (EPD).

DeKalb County Human Resources Department typically publishes a quarterly list of training courses available to employees. These courses include computer skills training, software training, supervisor and management training, new employee orientation, and employee growth and improvement courses. As needed/requested, the DWM Collection and Transmission Systems Training Program Coordinator also offers math and computer skills training. This professional development training is interactive and uses videos and games as learning tools.

GED courses are offered through the County at no charge to the employee. This training opportunity is advertised among staff; day, evening, and online classes are/may be available for this course.

In addition, external training and networking opportunities such as AWWA, GAWP, WEF/GWEF, American Society of Civil Engineers, Association of Metropolitan Sewage Agencies, and various conferences and seminars are made available to employees, as approved by DWM.

1.5.7 Training Frequency

The training and management staff determine the training frequency based on regulatory requirements as well as DeKalb County policy. When the frequency has been finalized for each course, the training staff input the desired frequency for each course into the Compliance Suite™ software. The software helps schedule classes and triggers reminders for individual employees before the refresher course due date. The refresher report and training frequency are documented in Appendix 6 and 7.

Courses availability is dependent on several factors including instructor schedule, classroom size, or HR and Risk Management department resources. Appendix 1 provides the 3-year training cycle calendar for many common courses required of the majority of DWM employees. Some courses are featured at the same time each year to focus staff attention on that element for those timeframes.

1.5.8 Documentation and Tracking

Records of technical and skills training are maintained by DWM. The Program specifies the technical and skills training required based on the ICDP before an employee is permitted to undertake specific work assignments or tasks.

The Compliance Suite™ Software maintains training documentation. County and DWM Program staff and supervisors work with the HR Department to track training that is offered, and completed by, employees. This software has been tailored to County needs and features include personnel training records, grades, and scanned certifications, etc. and automatic email reminders for personnel training and refresher course needs. DWM

will generate quarterly reports for management and trainers from this software that provides the status of training for each employee, including training refresher due dates. In addition, employee training records will be generated annually for inclusion in employee ICDP.

Training documentation also includes, but is not limited to the following:

- Completed training leave slip for offsite training and conferences;
- Training duration and roll sheet;
- Copy of the tailgate topic with a signature as receipt;
- HR training report;
- Certificate of attendance and issuance of certification credit; and
- Webcast enrollment form.

2. Appendix

Appendix 1 – Training Calendar

Appendix 2 – Training Course Listing

Appendix 3 – Training Course Format

Appendix 4 – The Training Matrix

Appendix 5 – Example Individual Career Development Plan

Appendix 6 – The Compliance Suite™

1. Retraining Report Sample

2. Training Frequency Chart Sample

Appendix 7 – Re-Training Course Master Plan

2.1 Appendix 1 – Training Calendar

Operations Master Training Calendar				
Safety Training				Conferences
Classroom	Pamphlet	Video		
Year 1				
January	Lock Out / Tag Out	Night Work	Crane Safety	
February	Personal Protection Equipment	Noise and Hearing Conservation	Hazard Communication	GAWP Industrial Conference
March	Confined Space	Office Safety	Electrical Safety	GAWP Spring Conference
April	Trenching	Power Tools	Personal Protection Equipment	
May	CPR, First Aid, AED	Slip, Trip and Fall Safety Section	Back Safety	
June	Defensive Driving	Ultraviolet Safety	Heavy Equipment	AWWA ACE
July	Electrical Safety	Walking and Working Surfaces	Fall Protection & Heights	GAWP Annual Conference
August	Ergonomics and Manual Handling	Water Safety	Ladders and Scaffolds	
September	Flagging	Working Outdoors	Fire Safety	
October	Groundskeeping		Noise and Hearing Conservation	WEFTEC
November	Hot Work Procedures		Forklift Safety	GAWP Fall Conference
December	Housekeeping and Sanitation		Material Handling and Storage	
Year 2				
January	Lock Out / Tag Out	Night Work	Night Work	
February	Personal Protection Equipment	Noise and Hearing Conservation	Hazard Communication	GAWP Industrial Conference
March	Confined Space	Office Safety	Office Safety	GAWP Spring Conference
April	Trenching	Power Tools	Personal Protection Equipment	
May	Ultraviolet Safety	Slip, Trip and Fall Safety Section	Back Safety	
June	Chemical Safety	Ultraviolet Safety	Rotating Equipment	AWWA ACE
July	Spills and Secondary Containment	Walking and Working Surfaces	Slip, Trip and Fall Safety Section	GAWP Annual Conference
August	Crane Safety	Water Safety	Ultraviolet Safety	
September	Flagging	Working Outdoors	Walking and Working Surfaces	
October	CPR, First Aid, AED		Water Safety	WEFTEC
November	Defensive Driving		Welding Safety	GAWP Fall Conference
December	Housekeeping and Sanitation		Working Outdoors	
Year 3				
January	Lock Out / Tag Out	Night Work	Avoiding Carpal Tunnel	
February	Personal Protection Equipment	Noise and Hearing Conservation	Hazard Communication	GAWP Industrial Conference
March	Confined Space	Office Safety	Blood Borne Pathogens	GAWP Spring Conference
April	Trenching	Power Tools	Personal Protection Equipment	
May	Electrical Safety	Slip, Trip and Fall Safety Section	Back Safety	
June	Chemical Safety	Ultraviolet Safety	Lock Out / Tag Out	AWWA ACE
July	CPR, First Aid, AED	Walking and Working Surfaces	Noise and Hearing Conservation	GAWP Annual Conference
August	Ergonomics and Manual Handling	Water Safety	Compressed Air and Explosive Gas	
September	Flagging	Working Outdoors	Power Tools	
October	Chemical Hygiene Plan		Hot Taps	WEFTEC
November	Defensive Driving		Material Handling and Storage	GAWP Fall Conference
December	Spills and Secondary Containment		Ergonomics and Manual Handling	

2.2 Appendix 2 – Training Course Listing

Mandatory (on hire)	Emergency Management	Plant Operations
New Employee Orientation	Emergency Response Protocol	Screening
Customer Service 202	Emergency Response (Chlorine)	Pre-Treatment
Accountability	CERP-Sewage Spill Response	Clarification
Ethics	Chemical Spill Response	Filtration
Success on the Front Line	NIMS 100	Disinfection
Time Management	NIMS 200	Chemical Addition
Mandatory (on Promotion)	NIMS 300	Solids Handling
New Supervisors Workshop	NIMS 400	Disinfection
Performance Management Plans	NIMS 700	Plant Hydraulics
Management Development	Regulatory	Plant Maintenance
Train the Trainer	Consent Decree	Pumps
Organizational Management for Results	Certification	Motors
Presenting Issues and Solutions	EPD Environmental	Bearings
Work Place Feedback and Recognition	EPA Safe Drinking Water	Mechanical Seals
Counseling and Disciplinary Methods	EPA Clean Water Act	Instrumentation/Control
Writing Job Standards and MPO	Sedimentation and Erosion Control	Electrical
Leadership Series Workshop I	MNGAWPD Guidelines	Operations for Maintenance Staff
Leadership and You	County Ordinances	Maintenance for Operators
Manager Supervisor Update	Stormwater Ordinances	Generators
Positive Communication and Leadership	Billing Rates/Process	Electricity for Non-Electricians
Quality Problem Solving	Laboratory	Instrumentation/Control & Electrical
Strategic Planning	Safe Dams	Low Voltage
Achieving Measurable Performance Standards	Underground Storage Tanks	Electrical Motors
County Policy Updates	Spill Prevention Control Plans, NPDES	RSView
Travel Policy	NPDES	Industrial Ethernet
General Employee Development	Land Application Site	Allen Bradley PLC
Being Proactive	GDOT	Electrical Drives
Effective Speaking I	Utility Protection-Safe Digging	Medium Voltage
Effective Speaking II	Heavy Equipment	Generators
Conflict Resolution	Heavy Equipment Operations	Grounding
Business Writing I	CDL Drivers License	Lightening Protection
Business Writing II	Jet Rodder Truck Operation	High Voltage
Productive Meetings	Rigging Training	I&C Training for Operators
Effective Meeting Facilitation	Portable Pumps and Equipment	Laboratory
Positive Communication	Fleet Operations	Water Analysis
Basic Math	General Field	Wastewater Analysis
GED	Field Customer Service	Mass Spectrometer
Computer Programs	OJT Equipment Training	Environmental Monitoring
MS Word I	Reading Maps and Plans	Biological Analysis
MS Word II	Surveying	Sample Collection Techniques
MS Excel Beginning	Field Hydraulics	QA/QC
MS Excel Intermediate	Job Site Set-up	Water Plant Operations Lab
MS Outlook	Water Distribution System Repair	Wastewater Plant Operations Lab
MS Power Point	Water Distribution	Safety
Kronos	Water Line Construction	Avoiding Carpal Tunnel
Oracle Financial	Water Line Repair	Back Safety
Compliance Suite	Major Line Repair	Blood Borne Pathogens
Peoplesoft	Booster Pumping Stations	Chemical Safety
LIMs (Lab Information Management System)	Line Testing and Cleaning	Chemical Hygiene Plan
FOG Tracking Program	Valve Installation and Maintenance	Confined Space
Scheduling (Project or Primavera)	Fire Hydrant Installation	Compressed Air and Explosive Gas
ESRI Mapping	Flushing	CPR, First Aid, AED
Hydraulic Model	Repair Planning	Crane Safety
OPSWIN	ARV Installation and Maintenance	Defensive Driving
Associated Systems-Computer	Water Meter Repair/Installation	Electrical Safety
SR/WO Introduction and Completion	Water Meter Repair	Ergonomics and Manual Handling
SR/WO generation and tracking	Large Meter Repair/Replacement	Fall Protection & Heights
CMMS Planning/Scheduling	Meter Calibration/Testing Programs	Fire Safety
Report Generation	Radio Read Meters	Flagging
Asset Management	FLEXNET AMI	Forklift Safety
Inventory Management System	Meter Sizing	Groundskeeping
Warehouse Basics	Meter Installation	Hazard Communication
Warehouse Ordering	Wastewater Collection System	Heavy Equipment
Security System	Collection System Operations	Hot Taps
Security System Maint.	Water and Wastewater Technical Terminology	Hot Work Procedures
Dispatch Program	Grease Management Methods	Housekeeping and Sanitation
Construction Contracts/Specifications	Main Line Stoppages	Ladders and Scaffolds
County Construction Standards	Mechanical Rodding	Lock Out / Tag Out
County Specifications	Jet Rodder Cleaning	Material Handling and Storage
Paving Repair Contracts	Manhole Inspection	Night Work
Concrete/Wall Repair Contracts	Manhole Cleaning	Noise and Hearing Conservation
Fire Hydrant Repair Contract	Manhole Odors	Office Safety
Line Installation/Repair Contracts	Manhole Surcharge	Personal Protection Equipment
Testing Contracts	Repair/Replace Sewer Mains	Power Tools
Cleaning Contracts	Cavity / Sinkhole Repair	Rotating Equipment
Meter Installation	Concrete Grouting	Slip, Trip and Fall Safety Section
Construction Management	Line Abandonment	Spills and Secondary Containment
Inspection & Testing	Manhole Construction	Trenching
CCTV Sewer Inspection	Raising / Lowering Manholes	Ultraviolet Safety
Pole Camera Sewer Inspection	Manhole Sealing	Walking and Working Surfaces
Elevated Creek Crossing Inspection	ARV Installation and Maintenance	Water Safety
Right of Way and Easement Inspections	Wastewater Transmission Systems	Welding Safety
Dye Testing	Smith and Loveless Maintenance	Working Outdoors
Smoke Testing	Air/Vac Valve O&M	
Inspection of Large Sewer/Water Lines	Force Mains	
Identifying Inflow/ Infiltration	Backflow Preventers	
External Sewer Inspection		
Flow Meters: Installation and Operation		
Hydraulic Modeling Overview		
Program Management		
Back Flow Prevention		
Manhole Inspections		

2.3 Appendix 3 – Training Course Format

Training Course Format Master Plan																				
Training Course	Training Format						Training Course	Training Format						Training Course	Training Format					
	Handout	Video	On the Job Training	Webcast	Online Classroom	Classroom		Handout	Video	On the Job Training	Webcast	Online Classroom	Classroom		Handout	Video	On the Job Training	Webcast	Online Classroom	Classroom
Mandatory (on hire)							Emergency Management							Plant Maintenance						
New Employee Orientation						X	Emergency Response Protocol	X						Pumps	X	X	X			X
Customer Service 202						X	Emergency Response (Chlorine)						X	Motors	X	X	X			X
Accountability						X	OSHA 100						X	Bearings	X	X	X			X
Ethics						X	Chemical Spill Response						X	Mechanical Seals	X	X	X			X
Success on the Frontline						X	NIMS 100						X	Instrumentation/Control	X	X	X			X
Time Management						X	NIMS 200						X	Electrical	X	X	X	X		X
Mandatory (on Promotion)							NIMS 300						X	Operators for Maintenance Staff						X
New Supervisors Workshop						X	NIMS 400						X	Maintenance for Operators						X
Performance Management Plans						X	NIMS 700						X	Generators						X
Management Development							Regulatory							Electricity for Non-Electricians						X
Train the Trainers						X	Consent Decree	X						Instrumentation/Control & Electrical						
Organizational Management						X	Certification	X	X	X	X			Low Voltage	X					
Presenting Issues and Solutions						X	EPD Environmental	X	X	X	X			Electrical Motors	X					
Work Place Feedback and Recognition						X	EPA Safe Drinking Water	X				X		RSView		X	X			X
Counseling and Disciplinary Methods						X	EPA Clean Water Act	X				X		Industrial Ethernet		X	X			X
Writing Job Standards and MPO						X	Sedimentation and Erosion Control	X			X	X		Allen Bradley PLC		X	X			X
Leadership Series Workshop I						X	MNGA/WRD Guidelines	X						Electrical Drives		X	X			X
Leadership and You						X	County Ordinances	X				X		Medium Voltage		X	X			X
Manager Supervisor Update						X	Stormwater Ordinances	X				X		Generators		X	X			X
Positive Communication and Leadership						X	Billing Rates/Process	X	X	X	X	X		Grounding		X	X			X
Quality Problem Solving						X	Laboratory	X	X	X	X	X		Lightening Protection		X	X			X
Strategic Planning						X	Safe Dams	X						High Voltage		X	X			X
Achieving Measurable Performance Standards						X	Underground Storage Tanks	X						I&C Training for Operators		X	X			X
County Policy Updates						X	Spill Prevention Control Plans, NPDES	X						Laboratory						
Travel Policy	X						NPDES	X	X	X	X	X		Water Analysis		X	X	X	X	X
General Employee Development							Land Application Site	X	X	X	X	X		Wastewater Analyt		X	X	X	X	X
Being Proactive						X	GD01	X	X	X	X	X		Mass Spectrometer		X	X	X	X	X
Effective Speaking I						X	Utility Protection-Safe Design	X	X	X	X	X		Environmental Monitoring		X	X	X	X	X
Effective Speaking II						X	Heavy Equipment							Biological Analysis		X	X	X	X	X
Conflict Resolution						X	Heavy Equipment Operations		X					Sample Collection Techniques		X	X	X	X	X
Business Writing I						X	CDL Drivers License		X			X		QA/QC		X	X	X	X	X
Business Writing II						X	Jet Roobar Truck Operation		X			X		Water Plant Operations Lab		X	X	X	X	X
Productive Meetings						X	Rigging Training		X			X		Wastewater Plant Operations Lab		X	X	X	X	X
Effective Meeting Facilitation						X	Portable Pumps and Equipment		X			X		Safety						
Positive Communication						X	Fleet Operations		X			X		Avoiding Carpal Tunnel		X				
Basic Math						X	General Field							Back Safety		X				
GED						X	Field Customer Service						X	Blood Borne Pathogens		X				
Computer Programs							CJT Equipment Training		X				X	Chemical Safety		X	X			X
MS Word I						X	Reading Maps and Plans		X	X			X	Chemical Hygiene Plan		X	X			X
MS Word II						X	Surveying		X	X			X	Confined Spaces		X	X			X
MS Excel Beginning						X	Field Hydraulics		X	X			X	Compressed Air and Explosive Gas		X	X			X
MS Excel Intermediate						X	Job Site Setup		X	X			X	CRP, First Aid, AED		X	X			X
MS Outlook						X	Water Distribution System Repair							Crane Safety		X				X
MS Power Point						X	Water Distribution		X	X	X	X	X	Defensive Driving		X				X
Kronos						X	Water Line Construction		X	X	X	X	X	Electrical Safety		X				X
Oracle Financial						X	Water Line Repair		X	X	X	X	X	Ergonomics and Manual Handling		X				X
Compliance Suite						X	Minor Line Repair		X	X	X	X	X	Fall Protection & Heights		X				X
Procedural						X	Booster Pumping Stations		X	X	X	X	X	Fire Safety		X				X
LIMS (Laboratory Information Management System)						X	Line Testing and Cleaning		X	X	X	X	X	Flagging		X				X
FOG Tracking Program						X	Valve Installation and Maintenance		X	X	X	X	X	Forklift Safety		X				X
Scheduling (Project or Preventive)						X	Fire Hydrant Installation		X	X	X	X	X	Groundclearing		X				X
ESRI Mapping						X	Flushing		X	X	X	X	X	Hazard Communication		X				X
Hydraulic Model						X	Repair Planning		X	X	X	X	X	Heavy Equipment		X	X	X		X
QPSWIN						X	ARV Installation and Maintenance		X	X	X	X	X	Hot Taps		X	X			X
Associated Systems-Computer							Water Meter Repair/Installation							Hot Work Procedures		X				X
SRWV Introduction and Completion						X	Water Meter Repair		X	X	X	X	X	Housekeeping and Sanitation		X				X
SRWV generation and tracking						X	Large Meter Repair/Replacement		X	X	X	X	X	Ladders and Scaffolds		X				X
CMMS Planning/Scheduling						X	Meter Calibration/Testing Programs		X	X	X	X	X	Lock Out / Tag Out		X				X
Report Generation						X	Road Read Meters		X	X	X	X	X	Material Handling and Storage		X				X
Asset Management						X	FLONET AM		X	X	X	X	X	Night Work		X				X
Inventory Management System						X	Meter Sizing		X	X	X	X	X	Noise and Hearing Conservation		X	X			X
Warehouse Basics						X	Meter Installation		X	X	X	X	X	Office Safety		X	X			X
Warehouse Ordering						X	Wastewater Collection System							Personal Protection Equipment		X				X
Security System						X	Collection System Operations		X	X	X	X	X	Power Tools		X				X
Security System/MSL						X	Water and Wastewater Technical Terminology		X	X	X	X	X	Rotating Equipment		X				X
Dispatch Program						X	Grease Management Methods		X	X	X	X	X	Slip, Trip and Fall Safety Section		X	X			X
Construction Contracts/Specifications							Main Line Stoppages		X	X				Spills and Secondary Containment		X				X
County Construction Standards						X	Mechanical Rodding		X	X				Trenching		X				X
County Specifications						X	Jet Roobar Cleaning		X	X				Ultraviolet Safety		X				X
Paving Repair Contracts						X	Manhole Inspection		X	X				Walking and Working Surfaces		X	X			X
Concrete/Wall Repair Contracts						X	Manhole Cleaning		X	X				Water Safety		X	X			X
Fire Hydrant Repair Contracts						X	Manhole Odors		X	X				Welding Safety		X				X
Line Installation/Repair Contracts						X	Manhole Surcharge		X	X				Working Outdoors		X	X			X
Testing Contracts						X	Repair/Replace Sewer Mains		X	X				Inspection & Testing						
Cleaning Contracts						X	Cavity / Sinkhole Repair		X					OCTV Sewer Inspection		X				X
Meter Installation						X	Concrete Grouting		X	X			X	Robo Camera Sewer Inspection		X				X
Construction Management						X	Line Abandonment		X	X			X	Elevated Creek Crossing Inspection		X				X
Plant Operations							Manhole Construction		X	X			X	Right of Way and Easement Inspections		X				X
Screening	X	X	X			X	Raising / Lowering Manholes		X	X			X	Dye Testing		X				X
Pre-Treatment	X	X	X			X	Manhole Sealing		X	X			X	Smoke Testing		X				X
Certification	X	X	X			X	ARV Installation and Maintenance		X	X	X		X	Inspection of Large Sewer/Water Lines		X				X
Filtration	X	X	X			X	Wastewater Treatment Systems							Identifying Inflow / Infiltration		X	X			X
Disinfection	X	X	X			X	Smith and Lowndes Maintenance		X	X			X	External Sewer Inspection		X				X
Chemical Addition	X	X	X			X	Air/Vac Valve O&M		X	X	X		X	Flow Meters: Installation and Operation		X				X
Solids Handling	X	X	X			X	Force Mains		X	X	X		X	Hydraulic Modeling Overview		X				X
Disinfection	X	X	X			X	Backflow Preventer		X	X	X		X	Program Management		X	X			X
Plant Hydraulics	X	X	X			X							Back Flow Preventer		X	X			X	
													Manhole Inspections		XX	X			X	

2.6 Appendix 6 – The Compliance Suite™

1. Retraining Report Sample

FILED:\STRA\ADMINISTRATION

Course Retraining Friday, August 10, 2012, 3:45 PM

Retraining Date 12/20/2011 - 06/30/2013; Course Title Equal To CERP Spill Response 2012

Course Title: CERP Spill Response 2012

Student	Job Title	Department	Office Phone	Retrain Date	Supervisor
Abram, Mark, A.	Equipment Operator Senior	8038		6/13/2013	
Adams Jr, Robert, L.	WQC Foreman	8028		6/12/2013	
Adams, Keith, T.	Wtr Prod Poll Contrl Broh Supt	8030		6/12/2013	
Agee, Hervy, B.	Crew Supervisor	8040		6/13/2013	
Ash, Jaru, T.	Lab Monitor Supervisor	8024		6/12/2013	
Austin, Steven	Crew Worker	8040		6/20/2013	
Baniassad, Kian	Engineer	8028		6/12/2013	
Barber, Kipper, O.	Crew Worker	8037		6/19/2013	
Barner, Cornell	Crew Worker	8040		6/19/2013	
Barnes, George, E.	Crew Worker Sr.	8037		6/19/2013	
Barron, Chester	Water Maintenance Mechanic	8033		6/12/2013	
Battle, John, L.	General Foreman	8038		6/20/2013	
Baxley, Gilbert	Crew Worker Sr.	8038		6/20/2013	
BelleFleur, Patrick	WQC Foreman	8028		6/12/2013	
Benton, Artis, J.	Crew Worker	8037		6/26/2013	
Boddie, Abu-Jahmaal	Crew Worker	8040		6/26/2013	
Bolton, Calvin	Crew Worker	8040		6/19/2013	
Bonner, Walter	Crew Worker	8038		6/26/2013	
Bowden Jr., Donald, L.	Crew Supervisor CDL	8037		6/19/2013	
Brayton, Alexander, M.	Crew Supervisor CDL	8037		6/26/2013	
Carter, Anthony, C.	Crew Supervisor CDL	8037		6/26/2013	
Carter, Kenneth	Crew Worker	8038		6/20/2013	
Character, Michael	Crew Supervisor CDL	8037		6/26/2013	
Character, Reginald, M.	Crew Worker Sr.	8040		6/26/2013	
Childs, Adrain		8040		6/26/2013	
Clark, Bobby, G.	Equipment Operator Principal	8041		6/13/2013	
Clark, Deonta, A.	Crew Supervisor CDL	8040		6/13/2013	
Clarke, Hickbal, O.	Crew Worker Sr.	8042		6/26/2013	

2. Training Frequency Chart Sample

Minimum Training Duration and Frequency

Safety	Duration	Frequency	Refresher	Pamphlet	Video	Class
Back Safety	0.25 hours	Biannual	Annual	X		
Blood Borne Pathogens	.5 hours	Biannual	Annual	X	X	
Chemical Safety	2 hours	Biannual	Annual		X	X
Chemical Hygiene Plan	2 hours	Biannual	Annual	X	X	X
Confined Space	2 hours	Biannual	Annual		X	X
Compressed Air and Exp. Gas	0.25 hours	Biannual	Annual		X	
CPR, First aid, AED	6 hours	Biannual	Annual			
Crane Safety	2 hours	Biannual	Annual			
Defensive Driving	6 hours	Biannual	Annual			
Electrical Safety	1 hours	Biannual	Annual			
Ergonomics and Manual Handling	.5 hours	Biannual	Annual		X	
Fall Protection & Heights	.5 hours	Biannual	Annual			
Fire Safety	.5 hours	Biannual	Annual		X	
Flagging	2 hours	Biannual	Annual			
Forklift Safety	2 hours	Biannual	Annual		X	
Grounds keeping	2 hours	Biannual	Annual	X		
Hazard Communication	1hours	Biannual	Annual		X	
Heavy Equipment	2 hours	Biannual	Annual			
Hot Taps	2 hours	Biannual	Annual			
Hot Work Procedures	.5 hours	Biannual	Annual		X	
Housekeeping and Sanitation	2 hours	Biannual	Annual	X	X	
Ladders and Scaffolds	0.25 hours	Biannual	Annual		X	
Lock Out / Tag Out	2 hours	Biannual	Annual	X	X	
Material Handling and Storage	.5 hours	Biannual	Annual			
Night Work	0.25 hours	Biannual	Annual		X	
Noise and hearing conservation	0.25 hours	Biannual	Annual	X	X	
Office Safety	2 hours	Biannual	Annual	X	X	
Personal Protection Equipment	2 hours	Biannual	Annual	X	X	
Power Tools	0.25 hours	Biannual	Annual	X		
Rotating Equipment	2 hours	Biannual	Annual			
Security	0.25 hours	Biannual	Annual	X		
Slip, Trip and Fall Safety Section	0.25 hours	Biannual	Annual	X		
Spills and Secondary Containment	0.25 hours	Biannual	Annual	X		
Trenching	3 hours	Biannual	Annual	X		
Ultraviolet Safety	0.25 hours	Biannual	Annual			
Walking and Working Surfaces	0.25 hours	Biannual	Annual			
Water Safety	0.25 hours	Biannual	Annual	X		
Welding Safety	.5 hours	Biannual	Annual			
Working Outdoors	0.25 hours	Biannual	Annual			
Plant Operations						
Screening	4 Hours	Annual	Biannual		X	X
Sedimentation	4 Hours	Annual	Biannual			X
Filtration	4 Hours	Annual	Biannual			X
Solids Handling	4 Hours	Annual	Biannual			X
Pumps	2 hours	Annual	Annual		X	
Bearings	2 hours	Annual	Annual			
Disinfection	2 hours	Annual	Annual	X		
Mechanical Seals	2 hours	Annual	Annual			

2.7 Appendix 7 – Re-Training Course Master Plan

Re-Training Course Master Plan																										
Training Course	Training Frequency						Training Course	Training Format						Training Course	Training Format											
	Initial	Annual	Bi-Annual	Tri-Annual	Refresh/Handout	Refresh/Short Course		Initial	Annual	Bi-Annual	Tri-Annual	Refresh/Handout	Refresh/Short Course		Initial	Annual	Bi-Annual	Tri-Annual	Refresh/Handout	Refresh/Short Course	Initial	Annual	Bi-Annual	Tri-Annual	Refresh/Handout	Refresh/Short Course
Mandatory (on hire)							Emergency Management							Plant Maintenance												
New Employee Orientation	X						Emergency Response Protocol	X	X	X	X	X	X	Pumps	X	X	X	X	X	X	X	X	X	X	X	X
Customer Service 202	X						Emergency Response (Chlorine)	X	X	X	X	X	X	Motors	X	X	X	X	X	X	X	X	X	X	X	X
Accountability	X						CERP-Sewage Spill Response	X	X	X	X	X	X	Bearings	X	X	X	X	X	X	X	X	X	X	X	X
Ethics	X						Chemical Spill Response	X	X	X	X	X	X	Mechanical Seals	X	X	X	X	X	X	X	X	X	X	X	X
Success on the Front Line	X						NIMS 100	X						Instrumentation/Control	X	X	X	X	X	X	X	X	X	X	X	X
Time Management	X						NIMS 200	X						Electrical	X	X	X	X	X	X	X	X	X	X	X	X
Mandatory (on Promotion)							NIMS 300	X						Operations for Maintenance Staff	X	X	X	X	X	X	X	X	X	X	X	X
New Supervisors Workshop	X						NIMS 400	X						Maintenance for Operators	X	X	X	X	X	X	X	X	X	X	X	X
Performance Management Plans	X						NIMS 700	X						Generators	X	X	X	X	X	X	X	X	X	X	X	X
Management Development							Regulatory							Electricity for Non-Electricians	X	X	X	X	X	X	X	X	X	X	X	X
Train the Trainer	X						Consent Decree	X					X	Instrumentation/Control & Electrical												
Organizational Management	X						Certification	X					X	Low Voltage	X	X	X	X	X	X	X	X	X	X	X	X
Presenting Issues and Solutions	X						EPD Environmental	X					X	Electrical Motors	X	X	X	X	X	X	X	X	X	X	X	X
Work Place Feedback and Recognition	X						EPA Safe Drinking Water	X					X	RS-View	X	X	X	X	X	X	X	X	X	X	X	X
Counseling and Disciplinary Methods	X						EPA Clean Water Act	X					X	Industrial Ethernet	X	X	X	X	X	X	X	X	X	X	X	X
Writing Job Standards and MPO	X						Sedimentation and Erosion Control	X					X	Allen Bradley PLC	X	X	X	X	X	X	X	X	X	X	X	X
Leadership Series Workshop	X						MINGAWPD Guidelines	X					X	Electrical Drives	X	X	X	X	X	X	X	X	X	X	X	X
Leadership and You	X						County Ordinances	X					X	Medium Voltage	X	X	X	X	X	X	X	X	X	X	X	X
Manager Supervisor Updates	X						Stormwater Ordinances	X					X	Generators	X	X	X	X	X	X	X	X	X	X	X	X
Positive Communication and Leadership	X						Billing Rates/Process	X					X	Grounding	X	X	X	X	X	X	X	X	X	X	X	X
Quality Problem Solving	X						Laboratory	X					X	Lightening Protection	X	X	X	X	X	X	X	X	X	X	X	X
Strategic Planning	X						Safe Dams	X					X	High Voltage	X	X	X	X	X	X	X	X	X	X	X	X
Achieving Measurable Performance Standards	X						Underground Storage Tanks	X					X	IBC Training for Operators	X	X	X	X	X	X	X	X	X	X	X	X
County Policy Updates	X						Spill Prevention Control Plans, NPDES	X					X	Laboratory												
Travel Policy	X						Land Application Site	X					X	Water Analysis	X	X	X	X	X	X	X	X	X	X	X	X
General Employee Development							GOOT	X					X	Wastewater Analysis	X	X	X	X	X	X	X	X	X	X	X	X
Being Proactive	X						Utility Protection-Safe Digging	X					X	Mass Spectrometer	X	X	X	X	X	X	X	X	X	X	X	X
Effective Speaking I	X						Heavy Equipment							Environmental Monitoring	X	X	X	X	X	X	X	X	X	X	X	X
Effective Speaking II	X						Heavy Equipment Operations	X					X	Biological Analysis	X	X	X	X	X	X	X	X	X	X	X	X
Conflict Resolution	X						CDL Drivers License	X					X	Sample Collection Techniques	X	X	X	X	X	X	X	X	X	X	X	X
Business Writing	X						Jet Rodder Truck Operation	X					X	QA/QC	X	X	X	X	X	X	X	X	X	X	X	X
Productive Meetings	X						Rigging Training	X					X	Water Plant Operations Lab	X	X	X	X	X	X	X	X	X	X	X	X
Effective Meeting Facilitation	X						Portable Pumps and Equipment	X					X	Wastewater Plant Operations Lab	X	X	X	X	X	X	X	X	X	X	X	X
Positive Communication	X						Fleet Operations	X					X	Safety												
Basic Math	X						General Field							Avoiding Carpal Tunnel	X	X	X	X	X	X	X	X	X	X	X	X
GED	X						Field Customer Service	X					X	Back Safety	X	X	X	X	X	X	X	X	X	X	X	X
Computer Programs							OUT Equipment Training	X					X	Blood Borne Pathogens	X	X	X	X	X	X	X	X	X	X	X	X
MS Word	X						Reading Maps and Plans	X					X	Chemical Safety	X	X	X	X	X	X	X	X	X	X	X	X
MS Word II	X						Field Surveying	X					X	Chemical Hygiene Plan	X	X	X	X	X	X	X	X	X	X	X	X
MS Excel Beginning	X						Field Hydraulics	X					X	Confined Space	X	X	X	X	X	X	X	X	X	X	X	X
MS Excel Intermediate	X						Job Site Set-up	X					X	Compressed Air and Explosive Gas	X	X	X	X	X	X	X	X	X	X	X	X
MS Outlook	X						Water Distribution System Repair							CPR, First Aid, AED	X	X	X	X	X	X	X	X	X	X	X	X
MS Power Point	X						Water Distribution	X					X	Crane Safety	X	X	X	X	X	X	X	X	X	X	X	X
Kronos	X						Water Line Construction	X					X	Defensive Driving	X	X	X	X	X	X	X	X	X	X	X	X
Oracle Financials	X						Water Line Rehab	X					X	Electrical Safety	X	X	X	X	X	X	X	X	X	X	X	X
Compliance Suite	X						Major Line Repair	X					X	Ergonomics and Manual Handling	X	X	X	X	X	X	X	X	X	X	X	X
Peoplesoft	X						Booster Pumping Stations	X					X	Fall Protection & Heights	X	X	X	X	X	X	X	X	X	X	X	X
LIMS (Laboratory Information Management System)	X						Line Testing and Cleaning	X					X	Fire Safety	X	X	X	X	X	X	X	X	X	X	X	X
FDG Tracking Program	X						Valve Installation and Maintenance	X					X	Flagging	X	X	X	X	X	X	X	X	X	X	X	X
Scheduling (Project or Primavera)	X						Fire Hydrant Installation	X					X	Forklift Safety	X	X	X	X	X	X	X	X	X	X	X	X
ESRI Mapping	X						Flushing	X					X	Groundsweeping	X	X	X	X	X	X	X	X	X	X	X	X
Hydraulic Model	X						Repair Planning	X					X	Hazard Communication	X	X	X	X	X	X	X	X	X	X	X	X
OPSWH	X						ARV Installation and Maintenance	X					X	Heavy Equipment	X	X	X	X	X	X	X	X	X	X	X	X
Associated Systems-Computer							Water Meter Repair/Installation							Hot Taps	X	X	X	X	X	X	X	X	X	X	X	X
SRVIO Introduction and Completion	X						Water Meter Repair	X					X	Hot Work Procedures	X	X	X	X	X	X	X	X	X	X	X	X
SRVIO generation and tracking	X						Large Meter Repair/Replacement	X					X	Housekeeping and Sanitation	X	X	X	X	X	X	X	X	X	X	X	X
CMIS Planning/Scheduling	X						Meter Calibration/Testing Programs	X					X	Ladders and Scaffolds	X	X	X	X	X	X	X	X	X	X	X	X
Report Generation	X						Radio Read Meters	X					X	Lock Out / Tag Out	X	X	X	X	X	X	X	X	X	X	X	X
Asset Management	X						FLENET AM	X					X	Material Handling and Storage	X	X	X	X	X	X	X	X	X	X	X	X
Inventory Management System	X						Meter String	X					X	Night Work	X	X	X	X	X	X	X	X	X	X	X	X
Warehouse Basics	X						Meter Installation	X					X	Noise and Hearing Conservation	X	X	X	X	X	X	X	X	X	X	X	X
Warehouse Ordering	X						Wastewater Collection System							Office Safety	X	X	X	X	X	X	X	X	X	X	X	X
Security System	X						Collection System Operations	X					X	Personal Protection Equipment	X	X	X	X	X	X	X	X	X	X	X	X
Security System Maint.	X						Water and Wastewater Technical Terminology	X					X	Power Tools	X	X	X	X	X	X	X	X	X	X	X	X
Dispatch Program	X						Grease Management Methods	X					X	Rotating Equipment	X	X	X	X	X	X	X	X	X	X	X	X
Construction Contracts/Specifications							Main Line Stoppage	X					X	Slip, Trip and Fall Safety Section	X	X	X	X	X	X	X	X	X	X	X	X
County Construction Standards	X						Mechanical Roofing	X					X	Spills and Secondary Containment	X	X	X	X	X	X	X	X	X	X	X	X
County Specifications	X						Jet Rodder Cleaning	X					X	Trenching	X	X	X	X	X	X	X	X	X	X	X	X
Paving Repair Contracts	X						Manhole Inspection	X					X	Ultraviolet Safety	X	X	X	X	X	X	X	X	X	X	X	X
Concrete/Wall Repair Contracts	X						Manhole Clearing	X					X	Walking and Working Surfaces	X	X	X	X	X	X	X	X	X	X	X	X
Fire Hydrant Repair Contracts	X						Manhole Closure	X					X	Water Safety	X	X	X	X	X	X	X	X	X	X	X	X
Line Isolation/Repair Contracts	X						Manhole Surcharges	X					X	Welding Safety	X	X	X	X	X	X	X	X	X	X	X	X
Testing Contracts	X						Repair/Replace Sewer Mains	X					X	Working Outdoors	X	X	X	X	X	X	X	X	X	X	X	X
Cleaning Contracts	X						Cavity / Sinkhole Repair	X					X	Inspection & Testing												
Meter Installation	X						Concrete Grouting	X					X	CCTV Sewer Inspection	X	X	X	X	X	X	X	X	X	X	X	X
Construction Management	X						Line Abandonment	X					X	Pole Camera Sewer Inspection	X	X	X	X	X	X	X	X	X	X	X	X
Plant Operations							Manhole Construction	X					X	Elevated Creek Crossing Inspection	X	X	X	X	X	X	X	X	X	X	X	X
Screening	X						Raising / Lowering Manholes	X					X	Right of Way and Easement Inspections	X	X	X	X	X	X	X	X	X	X	X	X
Pre-Treatment	X						Manhole Sealing	X																		