

# T.E.A.M.

## Training, Education and Management

An education and training  
self-assessment and recognition program  
for ABC chapter members



Associated Builders and Contractors, Inc.  
Eastern Pennsylvania chapter  
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(610) 279-6666

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

## 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 - use the scoring key to the right if your program falls between two scores. Write/type the points on the submittal form, complete page two of the application, and return pages 7 and 8 to ABC.

*ABC treats this information as confidential.*

## TEAM Award Scoring Key

0	
0.5	Slightly More than 0
1.0	Equal Mix
1.5	Slightly Less than 2
2.0	
2.5	Slightly More than 2
3.0	Equal Mix
3.5	Slightly Less than 4
4.0	
4.5	Slightly More than 4
5.0	Equal Mix
5.5	Slightly Less than 6
6.0	

<b>A. <u>MANAGEMENT COMMITMENT</u> - Management Demonstration of Belief in the Value of Training Programs</b>	
0 Points	<ul style="list-style-type: none"> <li>Management does not participate in training or a peer group and does not consistently support training</li> <li>Leaves training to training coordinator or supervisory personnel</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Management wants and supports training, but does not participate</li> <li>Provides funds for training activities</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Management participates in training programs or a peer group</li> <li>Requires feedback on program</li> <li>Provides funds for training</li> <li>Supports a written training program</li> <li>Has written annual goals to attend a specified number of hours in training</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Management actively participates in the training program</li> <li>Sets and communicates objectives for employee training</li> <li>Requires results-oriented feedback on training program</li> <li>Budgets and provides necessary funding</li> <li>Participation in training is part of company-wide performance appraisals</li> <li>Achieves written annual training goals</li> </ul>
<b>B. <u>MANAGEMENT'S POLICY STATEMENT ON TRAINING</u> - Written Commitment to Support Training</b>	
0 Points	<ul style="list-style-type: none"> <li>No policy exists</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Policy is in writing</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Policy is in writing; exists as part of general procedures</li> <li>Is referenced when itemizing evidence of performance management</li> <li>Employees are given written procedures and procedures are posted</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Is in writing and posted conspicuously on a bulletin board or intranet</li> <li>Is communicated to all employees at least annually</li> <li>Is part of training / Human Resources manual</li> <li>Is referenced when itemizing evidence of performance management</li> <li>Sets parameters and expectations for training program</li> <li>Emphasizes management approach</li> <li>Approved and signed by CEO/President</li> <li>Identifies person responsible for managing the training programs</li> </ul>

<b>C. RESPONSIBILITY FOR TRAINING DEFINED - Management Assigns Responsibilities</b>	
0 Points	<ul style="list-style-type: none"> <li>Responsibility for training has not been defined within the company</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Training coordinator has full responsibility for results of the training program</li> <li>Supervisors look to training coordinator to perform training activities</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Responsibility for training defined for all levels of company Is not in writing</li> <li>Operating supervisors have key responsibilities</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Responsibility for training defined for all levels of company</li> <li>Is in writing and is part of training/Human Resources manual</li> <li>Operating supervisors have key responsibilities</li> </ul>
<b>D. <u>TRAINING NEEDS ANALYSIS</u> - Determination of Employee Training Needs</b>	
0 Points	<ul style="list-style-type: none"> <li>No employee training analysis</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Informal determination of training needs</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Formalized survey of managers and supervisors regarding training needs</li> <li>Compile a list of results, analyze and develop a program</li> <li>Organization has identified the need for training</li> <li>Sets up committees/task forces to address training needs</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Annually survey all employees on training needs</li> <li>Compile a list of results, analyze and develop a program</li> <li>Sets up committees/task forces to address training needs</li> <li>Skill development needs identified in performance review process</li> <li>Provide professional trainers to deliver quality programs</li> <li>Provide all training deemed necessary to support business strategies</li> </ul>
<b>E. <u>TRAINING BUDGET</u> - Company Funds Spent on Education or Training Activities</b>	
0 Points	<ul style="list-style-type: none"> <li>No money is allocated for training; employee pays for own training</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Money is taken from general funds as needed for training</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>An annual training allocation is established but not necessarily based on planned activities</li> <li>Training budget is adjusted based on expenses from previous years and business demands</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>An annual training budget is established</li> <li>Budget is based on planned program and needs analysis</li> <li>Operating personnel aware of training budget</li> </ul>

<b>F. <u>TRAINING PROGRAM GOALS</u> - Goals, Objectives, Outcomes Achieved Through Training</b>	
0 Points	<ul style="list-style-type: none"> <li>No goals or objectives are set for accomplishment through the training program</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Informal goals are set for accomplishment through the training program</li> <li>Results are discussed at least annually</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Goals and objectives are set for the training program</li> <li>The goals and objectives are published</li> <li>Feedback is required from those involved</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Accomplishment of business objectives include training goals</li> <li>A strategy is developed to accomplish goals</li> <li>Feedback from those responsible for achieving results is required</li> <li>Audits are made to measure performance</li> <li>Both long - and short -term goals are established</li> </ul>
<b>G. <u>EDUCATION / TRAINING STANDARDS</u> - Training Results Communicated</b>	
0 Points	<ul style="list-style-type: none"> <li>No meetings are held with supervisory personnel by management where training is on the agenda</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Information is given to supervisors on training</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Occasional meetings are held with supervisors where training is on the agenda</li> <li>Supervisors give a status report on job site training activities</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Quarterly meetings are held by management with supervisors where training is on the agenda</li> <li>Management gives an overview of training activity</li> </ul>
<b>H. <u>NEW EMPLOYEE ORIENTATION</u></b>	
0 Points	<ul style="list-style-type: none"> <li>No orientation is given to new employees</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Orientation is given to employees, but no training records are maintained</li> <li>Orientation covers company policies and procedures</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Orientation is given to new employees that includes information on training, policies and procedures</li> <li>A record is maintained showing items covered</li> <li>Job safety requirements are stressed</li> <li>Orientation covers company policies and procedures</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Formal orientation program is in effect for all new or transferred employees</li> <li>A record is maintained showing date, person doing orientation and items covered</li> <li>An overview of the operation and history of the business, relevant reporting relationships, and important policies and benefits are included</li> <li>Management concern for safe job performance is stressed</li> <li>Employee signs record sheet</li> <li>Orientation includes information on training opportunities</li> </ul>

<b>I. <u>CLASS EVALUATION</u> - Written feedback from participants about the quality of the training experience</b>	
0 Points	<ul style="list-style-type: none"> <li>No evaluations are taken</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Informal, usually verbal, solicitation of feedback</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Distribute anonymous questionnaire for in-house classes</li> <li>Company evaluates and acts on responses</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Evaluations of classes held outside the company require responses</li> <li>Employees who take outside classes may give a summary to others upon return</li> <li>Distribute anonymous questionnaire for in-house classes</li> <li>Company evaluates and acts on responses</li> </ul>
<b>J. <u>EMPLOYEE PARTICIPATION</u> - in training program</b>	
0 Points	<ul style="list-style-type: none"> <li>No employee participation program</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Employee participation is encouraged</li> <li>Information is given to supervisors on how to involve employees</li> <li>Employee suggestion /comment program implemented</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Training provided for supervisors to facilitate employee participation</li> <li>Employees encouraged to participate on a voluntary basis</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Employee participation program in place</li> <li>Procedures set up for employees to meet career path goals</li> <li>Training provided for supervisors to facilitate employee participation</li> <li>Employees encouraged to participate on a voluntary basis</li> </ul>
<b>K. <u>EMPLOYEE EDUCATION/TRAINING INCENTIVES</u> - Ways to encourage participation</b>	
0 Points	<ul style="list-style-type: none"> <li>There are no standards or incentives</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Employees attend on-site/off-site classes</li> <li>Tuition paid by company</li> <li>Training is on employee's time</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Pay for tuition</li> <li>Monitor attendance</li> <li>Training/Education opportunities provided on company time</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Provide meaningful (financial or non-financial) incentive to pass</li> <li>Monitor attendance and act on absences/reward excellent attendance</li> <li>Pay for tuition and books (percentage based on grade awarded)</li> <li>Company-wide recognition for participation</li> <li>Increased wages potential upon passing exam/completing degree</li> <li>Training/Education opportunities provided on company time</li> </ul>
<b>L. <u>RECORD KEEPING</u> - Documentation for employee, company, and related uses</b>	
0 Points	<ul style="list-style-type: none"> <li>No records are kept</li> </ul>
2 Points	<ul style="list-style-type: none"> <li>Keep records of required training only</li> </ul>
4 Points	<ul style="list-style-type: none"> <li>Keep records on outside training only</li> </ul>
6 Points	<ul style="list-style-type: none"> <li>Keep records on all training and education completed</li> </ul>

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



# 2020 T.E.A.M. Application

## Bronze, Silver, and Gold Levels

**Submit by August 14, 2020 in order to qualify for an award.**

*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 pages 7/8 of the application, and return them to ABC for review and scoring. 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: \_\_\_\_\_

Average number of employees in 2020 (Check one):

- \_\_\_\_\_ Up to 50
- \_\_\_\_\_ 50 to 100
- \_\_\_\_\_ 100 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 the Gold Level, the top level, additional information is required with your application.**

Provide additional information for each of the 15 categories that authenticates your training program and the scores you've provided. You may submit samples. Written documentation should explain how the score was achieved.

## 2020 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.) \_\_\_\_\_

Does your company enroll employees in ABC classes? \_\_\_\_\_

If not, what keeps you from utilizing ABC classes? \_\_\_\_\_

Do you feel that your training program has helped you to effectively recruit high quality employees? (Explain) \_\_\_\_\_

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 2020 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.)? \_\_\_\_\_

What feedback would you provide to other ABC members about the value of this TEAM application? \_\_\_\_\_

Fax the two-page application (pages 7 & 8) to (610) 279-7052  
or email: [mkrebsbach@abceastpa.org](mailto:mkrebsbach@abceastpa.org)

or mail to:

Associated Builders and Contractors, Inc. Eastern PA chapter  
430 West Germantown Pike  
East Norriton, PA 19403

Call (610) 279-6666 for more information

Submit by: August 14, 2020

