## ****Employee Training Program Development****

#### Introduction

Employee training is a critical process that an organization has to take for success. The Animal Care and Protection Act 2001 (ACPA) gives the definition of a legal ‘responsibility of care’ for individuals who are charged with handling birds in order to provide the needs of those birds in an effective way (Rosenberger, 2010). In order to enhance production, excellence and safety in the workplace, employees should be appropriately trained before starting their work. An assessment of the employees’ training development needs of the organization is also important in order to ascertain the effectiveness of the program. Hawthorne (2008) argues that training is an effective way of enabling employees to acquire new skills and knowledge, as well as enhance better working practices. This can impact change in the behavior at the workplace. Therefore, the training program should be designed with consideration of information on the specific workplace, like its location. The supervisors of employees may identify and schedule the program, through the use of discrete Performance and Development strategies. However, people may also pursue developmental opportunities in order to improve individual performance, which helps in the realization of the goals and objectives of the firm (Hawthorne, 2008).

#### Employee Training Goals

This training strategy will enable employees and others to meet the formulated standards, procedures, methods and practices by the organization. This is to make sure that the poultry farm operates in accordance with the relevant requirements while achieving the goals that are outlined in this plan.

It is important that employers should communicate to and guide their employees during the period of their initial assignments. However, the actual topics covered should be based on the particular incidents present at a particular place of work. The main topics addressed in an employee training program must be similar to all employers (Hawthorne, 2008). The plan for training must comprise of the following:

* Minimum training topics: Nutrient management, management of runoff, odor control, manure and waste management, employee and environmental safety.
* Employees to take part in the training
* Forms and frequencies of training

#### Training Objectives

Employees are the key resources of an organization. Gitman and McDaniel (2009) point out that employees help the firm in meeting its set objectives, as well as moral and legal obligations like provision and maintenance of a healthy and safe work environment. Therefore, employers should consider all reasonable criteria to offer the employees with appropriate information about their roles and welfare in the place of work. This training with therefore, emphasize on the following:

* Communicating the basic standards, procedures, methods and practices to employees with regards to the tasks and responsibilities that are assigned to them, disinfection and cleaning strategies and the procedures involved in the implementation of in-house composting.
* Communicating the basic permit requirements, local standards, specific procedures and practices to be adhered to.
* Communication of the elements of successful planning and response to poultry diseases, risks or infections and incident management structures.
* Provision of assessments of future training needs and participation in the design of annual training activities.
* Provision of up-to-date, science-based data that can effectively address critical management issues while focusing on nutrient management, runoff management, odor control, handling waste and manure, safety of employees and environmental incident response.

#### Training Design

Training activities will be premeditated in an effort to offer the required knowledge and skills for addressing specific needs of employees. Various training methods will be defined in order to ensure that information is effectively communicated. These methods shall include classroom sessions, the use of employee manuals, employee reading assignments and field exercises. Annual training activities will also be designed to meet the changes in requirements, standards, methods and procedures or practices. In this way, they will be able to accommodate detailed needs for training and provision of vital information on poultry facility management.

#### Requirements, Standards, Methods, Procedures and Practices

Employees will be accorded special training and other requirements on the regional sitting permit needs. The training will be based on the applicable standards, methods, procedures and practices to ensure conformity with the requirements of the license. Training will also involve other standards, methods, procedures and practices to the poultry facility as outlined by the training design of the organization.

The training will involve the use of checklists as a tool for monitoring and inspecting poultry farm operations. The farm operator will offer well written documentations that detail requirement standards, methods, procedures and activities that apply to permits.

#### Employee Training Topics

##### NUTRIENT MANAGEMENT

The aim of nutrient management is to maintain the benefits resulting from proper use of poultry feeds, litter, commercial fertilizer and sources of nutrients while preventing objectionable impacts from surplus nutrients (Rosenberger, 2010).

Various procedures, standards, methods and practices are set and must be adhered to by all employees on the farm including personal assistants and other people. For example, priorities must be accorded for monitoring the body weight of broiler breeders in various growths and laying phases for maximum yield.

#### Training Descriptions

* Key concepts of nutrients, including functions
* Commonly used raw materials that supply nutrients in poultry diets, like grains, minerals, vitamins and protein sources.
* Factors affecting intake of feed; diseases, production level and environmental temperature.
* An overview of methods of feed restrictions; Daily restriction of the amount of feed given to the birds with subject to the standards of body weight of the particular breed.
* Skip a day feeding strategy, for instance, skip feeding one day a week.
* Conservation planning
* Recording, documentation, analysis of manure waste applications and sample data.

#### Assessment Criteria

* Describe the main sources and functions of energy, vitamins, proteins and minerals
* Outlining the factors that impact nutrient requirements; growth rate, health status environmental temperatures and production level
* Explaining the nutrient uptake and transportation of nutrients
* Outlining the ovulation process and fertilization in poultry
* Identification of various parts of male and female reproductive system.

#### Environmental and Odor Management

Environmental and odor management involve several factors like location of the farm, buffer zones around the poultry facility and other management strategies and practices conducted to prevent odor, noise, light and waste impacts on others sharing the same environment. Rosenberger (2010) argues that the comfort of birds is one important factor to be considered for the efficiency of their growth and also to reduce the risks of diseases and deaths. Birds should be housed in a shad system that is insulated and designed with automated temperature control, humidity and ventilation to ensure favorable conditions.

Detailed standards, methods, procedures and practices aimed at odor management are already put in place. All the employees of the farm and personnel assistants must abide by these procedures, standards and practices. They must also make sure that all odor management practices are effectively working.

#### Training Descriptions

* Poultry cage ventilation: Mechanical ventilation, natural ventilation, air velocity, dust, louver openings, moisture, heat removal, curtain openings.
* Health management: Dust control, ammonia control
* Thermo- neutral atmosphere
* Light effects on the growth and egg production of birds
* Heat production and loss in birds: health loss through evaporation, radiation, convection, conduction.
* Introduction to odor, its causes and key management strategies
* Daily cleaning and maintenance activities and procedures for odor management
* Response to complaints about odor

#### Assessment Criteria

* Outline the main factors that affect efficiency of both natural and mechanical ventilation
* Explain the critical importance of ventilation in management of poultry health
* Discuss the nature of light
* Explain the impacts of extreme temperature on efficiency of production
* Discuss various heat production and heat loss mechanisms in birds
* Explain the formal odor control practices based on the license, for example, frequent facility cleaning.

#### Poultry Health Management

To effectively manage the health of birds, there are various procedures, methods and practices that have to be followed by all employees, personal assistants and other individuals.

#### Training Description

* Introduction to disease-causing organisms like bacteria, viruses, protozoa, parasites and fungi.
* An overview of factors that cause diseases like poor sanitation, poor nutritional and immune status, stocking density, fungus growth. Ammonia and other disease causing organisms.
* Ways of preventing factors that onset diseases like low exposure strategy, vector control strategy, and correct vaccination practices.
* Signs and symptoms of the common poultry diseases such as lameness, respiratory problems, bloody excretions, discoloration and misshapen of egg shells, airsacculitis and colisepticaemia.

#### Assessment Criteria

* Outline aggravating factors that may result into the onset of poultry disease
* Describe ways that can be pursued towards controlling the onset of poultry diseases
* Explain typical signs and symptoms for poultry diseases
* Name the nature of organisms that can cause diseases in poultry production.

#### Water Management in Poultry

According to Rosenberger (2010), water is the most basic nutrient for ensuring performance in broilers. It should be free from harmful bacteria and chemicals. The water quality provided to broilers is based on various chemical, physical and microbiological factors. Molds, bacteria, minerals and water additives mix in the water source and inside water pipes and drinkers. This quality often varies from one season to another based on the location and source. Variations in the quality of water may result from the extreme temperatures that facilitate the rapid replication of microorganisms. Some of the most popular practices that growers use for improving the quality of water for broilers include sanitation and acidification. It is crucial to understand that these practices can be integrated together in the management of water for birds (Rosenberger, 2010).

To effectively manage water for broilers, there are different standards, methods, procedures and practices that must be followed by the employees of the farm including personal assistants among others.

#### Training Descriptions

* Balancing water: Dehydration, cell and plasma content
* Maintaining the body temperature of birds
* Feed digestion and nutrients transport
* Maintaining mucous membranes
* Waste products excretion: Indigestible materials, uric acid
* Safe management of water: Bacterial and mineral contaminants

#### Assessment Criteria

* The benefits of balancing water in poultry farming
* The reasons for conducting water quality test
* Why water is essential for the digestion, nutrients transportation, temperature control and excretion of waste products in birds.
* Explaining the importance of water in regulating the respiratory tract bacterial infections.

#### Managing Runoff

Effective runoff of poultry lots and feed storage facilities requires well formulated standards, methods, procedures and practices. These facilities should be considered in keeping rainwater and runoff away from the cages of birds. Proper storage of litter ensures that wastes from birds are applied in appropriate conditions, for the protection of the environment. Thus, all employees, farm personnel assistants, and other individuals are required to understand and familiarize themselves with these standards, procedures, methods and practices. For instance, it is compulsory to collect poultry feeds storage facility leachate and be channeled to manure storage facility. Further, amenability must be observed with the given standards of performance, which are required in the regional sitting permit.

#### Training Descriptions

* Routine cleaning and maintenance of poultry shelter, gutters, drains and sediment sinks. This is aimed at preventing the building up of organic wastes that might cause respiratory problems and risks of infections to the birds.
* Effective feed and water hoppers and bunkers.
* Effective leachate management system operation.
* Proper cleaning of cage layer areas.

#### Waste storage, Handling, Management and Water Supply

Management of wastes is the main concern in poultry operation. Farmers have become sensitive to environmental impacts like odors, vermin and insects, facility runoffs, and any other elements that may carry risks to the environment. As a result, it is ideal that they set up a proper strategy that will cater for handling of wastes, their storage and management, as well as byproduct utilization (Rosenberger, 2010). Besides, the diversion of clean water is also another effective strategy that can be used in preventing precipitation contamination and surface flow, since it is channeled directly to the source of water.

Comprehensively outlined procedures, methods and practices are outlined to ensure proper and effective management of poultry waste and manure. All employees, farm personnel assistants and others should understand and abide by these procedures and practices.

#### Training Descriptions

* Manure inspection and monitoring and storage channeling
* How to identify and properly use agitation points
* Various causes of water problems, like underground sewage system, waste water contaminants.
* Routine maintenance of layer areas
* Proper equipment cleanups.

#### Assessment Criteria

* Formulation of the correct waste handling measures like routine waste removal in closed containers, proper disinfectants and fumigation, and elimination of water leaks.
* Conducting inspections for identification of potential health risk situations.
* Formulation of bio-security measures, like mortalities handling, access control, vermin control and wild bird control.

#### Employee Safety

Safety training programs are critical in every organization. They key training should virtually cover all the aspects of the business, from productivity to financing (Rosenberger, 2010). To achieve the most from the employees, it is important to offer appropriate training on every aspect of the work covered by employees, as well as health and safety.

Employees have the responsibilities to make sure that their own safety is guaranteed, including that of their colleagues. All employees should understand and familiarize themselves with the standards, procedures, practices and the nature of risks linked to the feeds chemicals.

#### Training Descriptions

* Proper handling of birds
* Appropriate equipment
* Guidelines on reporting of accidents
* Working on limited spaces
* Proper handling of feds chemicals while preventing dangerous conditions
* Proper maintenance of fences, cages and protective facility areas.
* Compliance with the safety and health policies of the firm

Bear in mind that safety is the responsibility of everyone.

#### Assessment Criteria

* Explain the importance of standards, procedures, methods and practices for limiting potential problems related to production in the workplace, health and safety risks.

#### Incident Response

Formulated standards, methods, procedures and practices are set in compliance with the farm manual to ensure effective responses in case of any incident or danger like manure spill. However, a detailed document, including response procedures and emergency contacts, are made available to all the employees.

#### Training Descriptions

* Environmental Incident Response assessment plan
* Incident reporting and formulated action steps

#### Assessment Criteria

* Good practices in accordance to first line discipline
* Formulation of written responses to different incidents and good practices in line with the procedures in the event of grievance.

#### List of individuals to be trained

The table below shows the individuals to take part in the training by job category, depending on the number of employees in a given category.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Job Category** | **Number In The Category** | **Training Frequency** |
| 1 | Production Manager | 1 | Describes the timing schedule and scope of training according to the position’s duties and functions such as feed restrictions |
| 2 | Assistant Production manager | 1 |
| 3 | Chief Farm Operator | 1 | Describes the timing schedule and scope of training according to the position’s duties and functions, for example, training on poultry care, handling, transportation, equipment safety, and operation and maintenance |
| 4 | Assistant farm operator | 2 |
| 5 | Manure Handler | 1 | Describes the timing schedule and scope of training according to the position’s duties and functions, for example, manure handling procedures and emergency response procedures. |
| 6 | Assistant Manure Handler | 3 |
| 7 | Hatchery Personnel | 2 | Describes the timing schedule and scope of training according to the position’s duties and functions, for example, break timing, vaccination, cleaning, and sanitation of incubators, hatchers, and other equipment. |
| 8 | Farm Maintenance Officer | 1 | Describes the timing schedule and scope of training according to the position’s duties and functions, for example, shed system, pipefitting work, welding, and other minor maintenance work. |

#### Duties and Responsibilities

The table below outlines the basic training topics, topic lesson duration, and lesson presenters. However, it does not give a detailed lesson breakdown structure.

|  |  |  |  |
| --- | --- | --- | --- |
| **Day** | **Unit / Topic** | **Duration** | **Presenters / Resources** |
| Day one | Introduction to Poultry Management | 2 hours | Manager |
| Nutrient Management | 2 hours | Feed Consultants, Professional Associations |
| Day Two | Environmental and odor management | 2 hours | Professional Associations, Government Staff Agency |
| Poultry Health Management | 2 hours | Professional Associations, Feed consultants, Government Staff Agency |
| Day Three | Water Management In Poultry | 2 hours | Feed Consultants, Manager |
| Runoff Management | 2 hours | Government Agency staff,Agronomy Consultant |
| Day Four | Incident and emergency Response | 2 hours |  Government Staff Agency, Agronomy Consultant |
| Employee Safety | 2 hours | Government Agency staff, Agronomy Consultant |
| Summary | 30 minutes | Manager |

#### Conclusion

Taking care of our birds is top priority to each one of us. We are working closely with various government agencies, agricultural institutions, industry players and the Animal Welfare Task force in order to provide effective husbandry practices and establish the general welfare of our birds and our employees. Employees are required to sign the organization’s Poultry Employee Code of Conduct yearly and observe other policies that are related to the emergency and incident reporting, or any other issues that are related to the handling of birds for the reinforcement of the impact of these policies. Therefore, they are encouraged to raise alarm on any questionable matters that concern the welfare of birds to the senior operation management. In summary, the firm strives to offer the best care to birds, while also providing employees with relevant information for maximization of production.

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