



D9. Personnel Training

D9.1 Introduction

The four primary staff motivators are achievement, growth, recognition and responsibility. The quality assurance program provides equal opportunity for owners/operators and employees to document what they really do. For many individuals, this may represent the first time they actually have something in writing that outlines their particular responsibility.

The monitoring and records that go along with this program should make it easier to recognize achievement. Given that learning is part of growth, this program will encourage the industry — producers, feed manufacturers, researchers and processors alike — to work together to accumulate new knowledge and techniques that ensure the safety of pork products.

The first question on the Assessment Form asks that each person and their responsibility be listed. When delegating responsibility, most producers will assess the skills that are needed, the amount of training and experience necessary and the amount of authority each employee will have. During the training process, it is important that all barn personnel fully understand the importance and responsibility that goes with their job. Delegating an important activity does not relieve the producer of responsibility if the employee is not adequately trained.

A well designed training program will help to ensure that all your employees understand basic barn policies that contribute to safe production of pork, and will provide extra training for those employees whose responsibilities include critical areas of production (ie: medications, needle usage, sanitation).

Training programs should include the types of hazards that may be found in the unit, how they affect food safety, critical limits for each hazard, monitoring procedures in the unit, deviation procedures and records related to each hazard. Your employees should also be made aware of the consequences should a hazard fall out of control.

How employees are trained will vary from unit to unit as well as between employees. It is important to keep in mind that everyone learns differently, and at a different pace. Not all employees may be able to read, for example. A trainer that understands and appreciates diverse approaches to learning will be prepared to cross learning gaps and provide more complete training. Therefore, a flexible training program that allows your employees to learn at their own pace is most desirable.

It is recommended that a checklist be used to help trainers ensure that all responsibilities of each new employee are covered thoroughly. To that end, a sample checklist has been supplied at the end of this section. It is also recommended that both the trainer and the employee sign off on the checklist at the completion of each task. The manager should review the checklist routinely to ensure tasks are being completed. Depending on the task required, employees may be considered to have completed adequate training when able to describe and/or demonstrate the steps as defined in the On Farm Assessment Form to the satisfaction of the manager or staff trainer.

It is strongly recommended that managers set aside time for each new employee to discuss unit policies, protocols as well as the importance of the CQA® program at the beginning of employment. As well, managers or an appointed senior



staff member should spend time in the unit with new staff members, directly supervising them through their training period. Care should be taken to ensure that each new employee is able to complete designated tasks according to policy or protocol before allowing them to work unsupervised.

- For employees responsible for tasks identified as food safety risk areas (CCPs), management must ensure that employees are thoroughly trained in all aspects of the task before they are allowed to work unsupervised.

D9.1.2 General

- It is strongly recommended that producers consult with a swine veterinarian or swine specialist to help develop a plan or training program for all employees, especially where medications or other farm chemicals are used.
- All personnel must know what chemicals and medications are used in their production area and where, when and how they are used. More information is available in the sections entitled: Medicated Feed Mixing, Medical Supplies: Use and Storage and Sanitation and Building Design.
- All personnel must be made aware of potential hazards posed by foreign objects in feed-stuffs and bedding materials.
- It is strongly recommended that major areas related to animal welfare and the environment be incorporated, where possible, into employee training programs.

D9.2 Areas of Coverage

Training programs should be developed to fit each unit. However, there are some common aspects that will appear in any training program:

D9.2.1 General Hygiene Training:

- Trainers should ensure that all new employees understand the importance of good personal hygiene as it impacts food safety. For example, employees may carry germs or disease into the unit.
- Trainers should ensure that new employees understand that they are not only handling an animal, they are handling a food product. Care should be taken to maintain cleanliness of the animal and its environment.
- Personnel responsible for sanitation will need to be appropriately trained to understand the principles and methods required for effective cleaning and sanitizing.
- Training programs should also include additional training concerning specific unit protocols that may affect food safety.

D9.2.2 Technical Training:

Training programs should be appropriate for the complexity of the processes or tasks that each employee is responsible for. In some cases, having a new employee read and answer questions about barn protocols may be appropriate. In other cases, a “show and tell” type of demonstration may be more effective.

Training programs should be designed to address all aspects of a set task. While the steps involved in completing the task are essential, a good training program will also include critical limits, how the task will be monitored and what action will be taken if critical limits are not met. As well, they should be made aware of any necessary records associated with the task.

Personnel involved in maintenance and/or calibration of equipment that will affect food safety (for example, a mill used in the mixing



of medicated feed) must be appropriately trained to perform these functions. Part of their specific training program must include how to identify deficiencies that could affect food safety and the appropriate corrective actions to take.

D9.2.3 General

- Allow employees to read material and ask questions related to a task.
- Discuss with each new employee all tasks they will be responsible for. Asking questions will help ensure they understand what is expected of them.
- Use “show and tell” to demonstrate specific tasks.
- Allow your employees to attempt technical tasks under trainer supervision. Correct where necessary.
- It is recommended that employees be allowed to voluntarily undertake a “quiz” to demonstrate their understanding.
- It is strongly recommended that completion of training be recognized in writing. The use of certificates or letters of completion help reinforce learning.

D9.3 Training Specifics

In some units, certain personnel will be responsible for critical tasks. In these cases, it is important that the unit manager provides a more detailed training program. Depending on the time constraints of your trainer and the capabilities of a particular employee, training may consist of a reading component and a “showing” component, where the trainer will demonstrate the task for the new employee.

D9.3.1 Areas to Consider In Detail

D9.3.1.1 Feed Handling

- Training programs for personnel responsible for receiving, mixing or distributing feed must include the reading of the Feed Handling module in the CQA® Producer Manual, as well as a review of the rations fed on farm and their medications.
- Detailed demonstrations on the operation of the mill and any equipment for the measurement of feed medications must be included.
- New employees responsible for feed mixing must operate the mill under supervision during their training period and be corrected when necessary.
- Ensure that staff responsible for the mixing or distribution of medicated feed demonstrate their ability to read medication labels and/or prescriptions regarding the mixing of medicated feed.
- Staff responsible for the mixing of medicated feed must be able to legibly fill out Feed Mixing and Sequencing Records and to recognize when an error has been made. They must also be trained in, or have access to, protocols that deal with errors.
- All staff involved in the mixing or distribution of medicated feed must be adequately trained in the use of medications. This training program must ensure that staff understand their responsibility, as well as the risks of not using medications properly.

D9.3.1.2 Administering Medications

- Training programs for personnel responsible for recognizing and treating ill or injured animals will include reading the Medical Supplies: Use and Storage module in the CQA® Producer Manual, as well as a review of the Medication and Vaccine Usage Plan, associated treatment protocols and veterinary instruction.



- Detailed demonstrations on correct injection technique, preferably by the herd veterinarian, must be included. Your new employee should be observed by your veterinarian or trainer, to ensure correct technique.
- Ensure that staff responsible for the administration of medication have demonstrated the ability to read medication labels and/or written directions regarding the administration of medications.
- Staff responsible for the administration of medications must be adequately trained to weigh, if possible, livestock receiving an injection, and should be able to accurately calculate doses in order to avoid medication residues.
- All staff involved in the administration of medications must be adequately trained in the use of medications. Your training program must ensure that staff understand their responsibility and the risks of not using medications properly.
- Staff responsible for the administration of injectable medications must be made aware of the unit policy regarding the avoidance of broken needles and abscesses. This can be accomplished either by having new staff read the section of the On Farm Assessment Form dealing with injections and/or by discussion with and demonstration by your unit manager or trainer.
- Staff responsible for the mixing and administration of water medications must be trained to properly operate and calibrate water medicators, to ensure correct dosages. Supervised operation of the medicator, correcting the employee where necessary, is strongly recommended on the first attempt.
- Staff responsible for the administration of medications must be able to legibly fill out treatment records and to recognize when an error has been made. They should be trained in, or have access to, protocols to deal with errors.

D9.3.1.3 Shipping

- Training programs for personnel responsible for the shipping and marketing of animals should include reading of the Animal Handling and Medical Supplies: Use and Storage modules in the CQA® Producer Manual, as well as a review of the Medication and Vaccine Usage and associated treatment protocols and veterinary instruction.
- Training for shipping staff must include how to identify treated animals and read treatment records, to ensure that no animals with residue are marketed for food.

D9.3.1.4 Sanitation

- Training programs for personnel responsible for pen and barn sanitation should include reading of the Sanitation and Building Design module in the CQA® Producer Manual, as well as the sanitation protocol for the unit.
- Personnel responsible for unit sanitation should be adequately trained in the use of sanitation equipment (ie: pressure washers, backpack sprayers, etc.) as well as proper handling and use of chemicals used in disinfection.

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Big Sky Farms. 2000. Big Sky Farms Inc. Canadian Quality Assurance Training Manual.

Canadian Food Inspection Agency Appendix I: Prerequisite Programs Evaluation Sheets. Canadian Food Inspection Agency FSEP Implementation Manual Volume Three — Application of HACCP Generic Models 2nd Edition Online: <http://www.inspection.gc.ca/english/ppc/psps/haccp/manu/vol3/form4e.shtml>



Task Number	Description	Completed (Initials)
1.	Employee has read and/or discussed unit policy on hygiene	
2.	Employee has read and/or discussed unit sanitation protocol	
3.	Employee responsible for mixing of medicated feed has read and/or discussed Medicated Feed Mixing module of Producer Manual.	
4.	Employee responsible for mixing of medicated feed has read and/or discussed sequencing protocol for the unit.	
5.	Employee responsible for mixing of medicated feed has read and/or discussed Rations Used on Farm form.	
6.	Employee responsible for mixing of medicated feed has demonstrated ability to correctly read labels/prescriptions for medications.	
7.	Employee responsible for mixing of medicated feed has demonstrated correct operation of the milling equipment.	
8.	Employee responsible for mixing of medicated feed has demonstrated ability to fill out associated records.	
9.	Employee responsible for administering of medications has read and/or discussed Medical Supplies: Use and Storage module of the Producer Manual.	
10.	Employee responsible for administering of medications has demonstrated ability to read labels/veterinary instructions regarding medication use.	
11.	Employee responsible for administering of medications has demonstrated ability weigh animals and accurately calculate dosages.	
12.	Employee responsible for administering of medications has demonstrated proper injection technique.	
13.	Employee responsible for administering of medications has read and/or discussed unit policy for broken needles.	
14.	Employee responsible for administering of water medications has demonstrated ability to calibrate and/or set water medicating equipment.	
15.	Employee responsible for administering of medications has demonstrated ability to fill out associated records.	
16.	Employee responsible for shipping or market hogs/cull breeding stock has read and/or discussed Medical Supplies: Use and Storage module of Producer Manual.	



Task Number	Description	Completed (Initials)
17.	Employee responsible for shipping or market hogs/cull breeding stock has demonstrated ability to identify animals that have been treated.	
18.	Employee responsible for shipping of market hogs/cull breeding stock has demonstrated ability to review records and identify animals requiring additional withdrawal times.	
19.	Employee responsible for sanitation has read and/or discussed Sanitation and Building Design module of Producer Manual.	
20.	Employee responsible for sanitation has read and/or discussed unit sanitation protocol	
21.	Employee responsible for sanitation has demonstrated ability to operate and/or calibrate equipment used in unit sanitation.	
22.	Employee responsible for sanitation has demonstrated safe handling of chemicals associated with unit sanitation.	