

Workflow: Training

Toolkit 14.3

Technical, Employee and Team Training

target audience

Employees, and teams.

what it is

This toolkit focuses on the training and development of the individual employee and the team.

This includes two components:

- Technical competence – This includes task specific technical competence such as, picking, pruning, irrigation, scouting, etc.
- Teamwork – Here the aim is to develop the team, often with the supervisor, to be as independent and autonomous as possible.

why it is important

Continuous improvement will only happen if your employees and teams work as independently, autonomously, and effectively, as possible.

Packhouses present unique challenges regarding skills development. You may be faced with limited levels of literacy, environments with social problems (high unemployment), and even historically low expectations of what your employees and teams are capable of. All these hold you and your operation back. Furthermore, packhouses are increasingly sophisticated, automated operations that require highly skilled operators, and since skills are scarce, they may need to be developed.

It is important to train and develop your employees and teams to be the true backbone of your business; they work where the real action is, every day (particularly for repetitive tasks) is a moment of truth, and competent, motivated and committed employees make an enormous difference.

success factors

- **List all the technical skills** – Ensure that you have a comprehensive list of all the key technical areas of competence of the employee position.
- **A skills matrix** – Develop a skills matrix as part of the skills development plan:
 - Technical competence and knowledge – Areas of production such as, soil health, tree care, irrigation, nutrition, disease, and pest management, harvesting, quality control, etc.
 - Attitude and behaviour – Honesty, confidence, decisive, brave, objective, fair, etc.
- **Knowledge and access to training resources** – Ensure that you know and have access to all the training resources available. This includes the training material, courses, videos, etc., of the Citrus Academy, and other training service providers and resource material repositories. Also make sure that your staff knows how to access these resources for their own development.
- **Internal training expertise** – Assess your internal capacity to train and coach. This would include accounting for expertise of the strategic partner. Your level of expertise and the ability to pass it on is a sign of the level of maturity of your business.
- **A technical skills development plan** – Develop a comprehensive skills development plan for this category of staff.
 - Set priorities – Decide what is most important in a given time period. Training can be expensive and take time, so do not try to do everything within a year or two, and rather pace the training without neglecting or ignoring skills gaps.
 - Make sure that your staff actually do the jobs and fill the roles that they have been trained for.
- **Team training** – Focus on the effective functioning of teams. This includes:
 - Behavioural training
 - Effective meetings
 - Problem solving
 - Using and updating visual scoreboards
 - Etc.
- **Assessment** – Make sure that the training implemented meets the requirements for the job specifications and that the employee is able to show that they have acquired the necessary proficiency to do the tasks assigned.
- **Progression and reward** – It is very motivational and beneficial for both the employee and the business if training results in progression (higher skills, responsibility, and contribution) and higher reward (business performance and salary).
 - The Citrus Academy production learning material allows access to the agricultural sector and the citrus industry and gives access to the relevant agricultural qualifications, namely the National Certificates in Plant Production, NQF 2 to 4.
 - In terms of competencies, the employee will progress from general operational skills to basic managerial skills and then on to higher managerial skills.
 - The scope of practice increases, and an employee could even move to the secondary agricultural fields and gain access to further areas of specialisation.

execution steps

1. Compile a comprehensive list of all the key technical skills (areas of competence) of the employee position.
2. Develop a skills matrix as part of the skills development plan.
3. List and access all available training and learning resources.
4. Assess and list all your internal capacity to train and coach related competencies.
5. Develop a comprehensive skills development plan for technical as well as general staff.
6. Develop a training plan for teams and team building.
7. Assess training done for "fit for purpose".
8. Highlight continuous development interventions as means of career pathing and promotions.

assessment questions

Please Note: There is no minimum / maximum number of questions you can add.

1.	Have you compiled a comprehensive list of all the key technical skills (areas of competence) of the employee positions?
2.	Did you develop a skills matrix as part of the skills development plan?
3.	Do you have a list and access to all available training and learning resources?
4.	Have you assessed and listed your internal capacity (potential teachers and mentors) to train and coach related technical competencies?
5.	Have you developed a comprehensive skills development plan for technical as well as general staff?
6.	Did you develop a training plan for teams and team building?
7.	Have you made provision to assess if training done is "fit for purpose"?
8.	Have you highlight continuous development interventions to your staff as a means of career pathing and promotions?

resources

1.	Learning Aids and Resources (Citrus Academy)
2.	E-learning Courses (Citrus Academy)