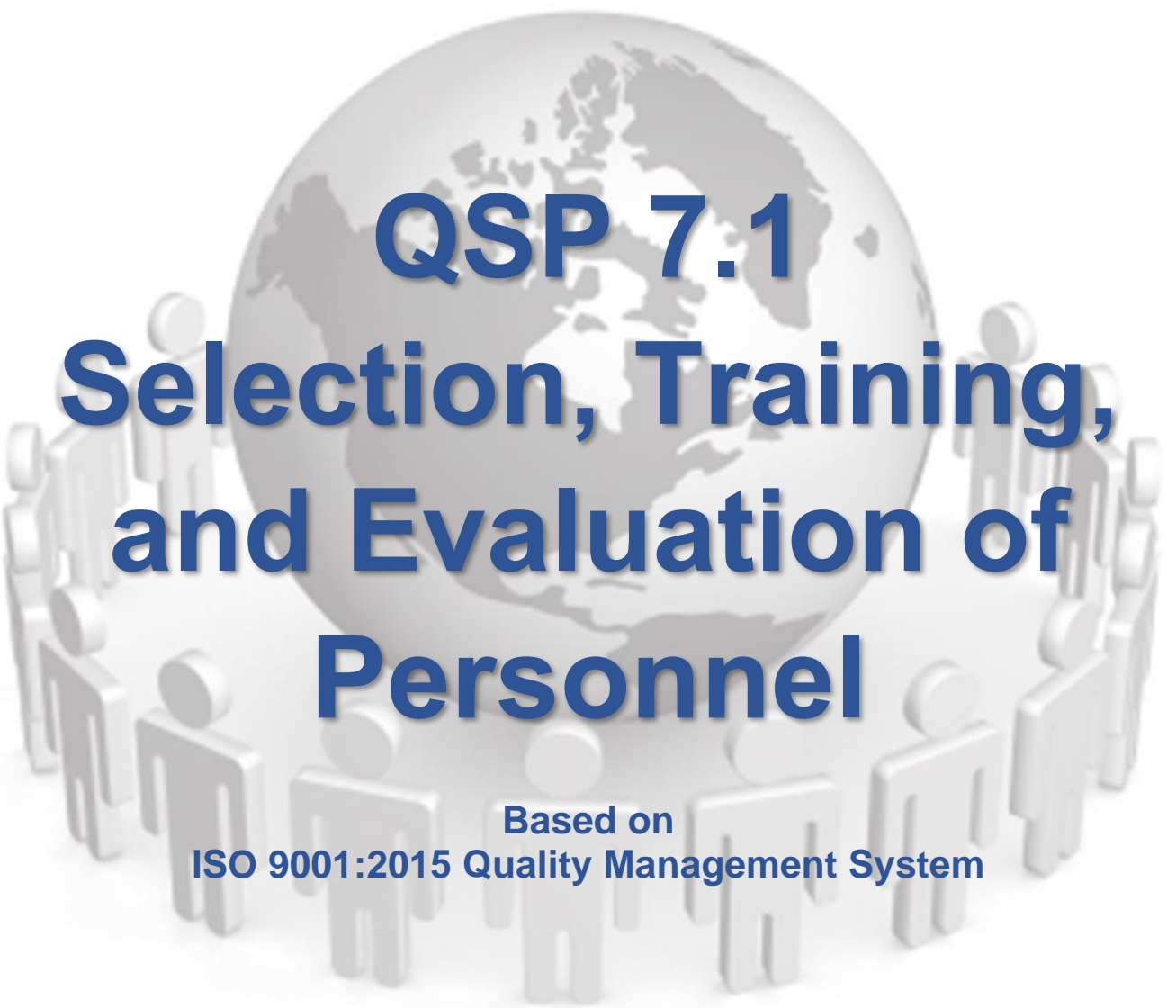




SYGNETICS

Success Through Synergy




QSP 7.1
Selection, Training,
and Evaluation of
Personnel

Based on
ISO 9001:2015 Quality Management System

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Revision Status

REV #	DETAILS OF CHANGE	DATE
0	Initial Release	1 Dec 2014
1	Changes were caused from Stage 1 Audit findings. Major rewrite. Refer to Stage 1 Audit Forms – 0411 dated December 22, 2014	5 Jan 2015
2	Updated to conform to 9001:2015 standard	1 Nov 2017
3	Updated process and flowchart to remove Personnel Requisition Form	11 Mar 2020
4	Updated Section 5.5 Performance Evaluations	26 Jan 2024

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1 Purpose

- 1.1 To ensure that Sygnetics identifies and selects competent employees.
- 1.2 To identify and provide training needed for all personnel who perform activities affecting quality.
- 1.3 To assess the effectiveness of the training employees receive.

2 Scope

- 2.1 This procedure covers all personnel who perform activities affecting the quality of Sygnetics' products and services. The procedure addresses the identification of qualified personnel, the assessment of training needs, the process of issuing different types of training to qualified people to perform tasks on the basis of education, training, skills, and/or experience, the mechanisms for delivering training and follow-up, and the means to document training results.

3 Responsibilities

3.1 Process Owner - Recruiting Office

The Recruiting office is responsible for:

- Identifying candidates
- Ensuring new hires possess qualifications, such as education, experience, and professional credentials, which meet the requirements specified by Position Descriptions.

3.2 Human Resources (HR)

Human Resources is responsible for the following activities:

- Hiring personnel
- Ensuring that employees receive training in the Sygnetics Quality System
- Maintaining personnel records
- Providing formal training for personnel and organizations as requested
- Retaining records of required training and completed training,

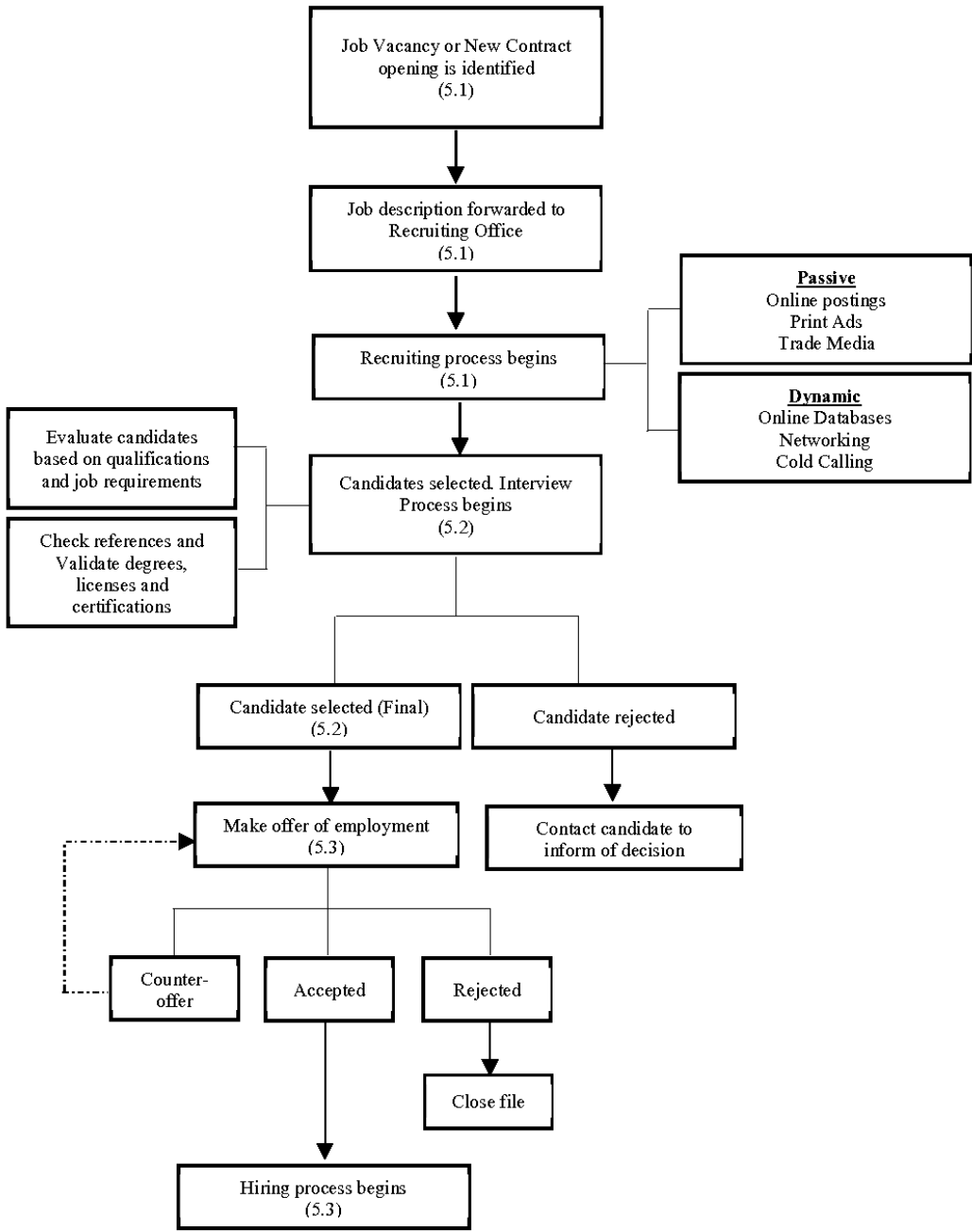
3.3 Program/Project Manager (PM) or Supervisor

The Program/Project Manager or Supervisor is responsible for the following activities:

- Identifying and documenting the required education, experience, and professional credentials
- Determining the amount and type of training needed by comparing the employee's current skill level to the skill level required by the situation or task
- Identifying continuing training requirements such as additional formal training, on-the-job training (OJT), and certification

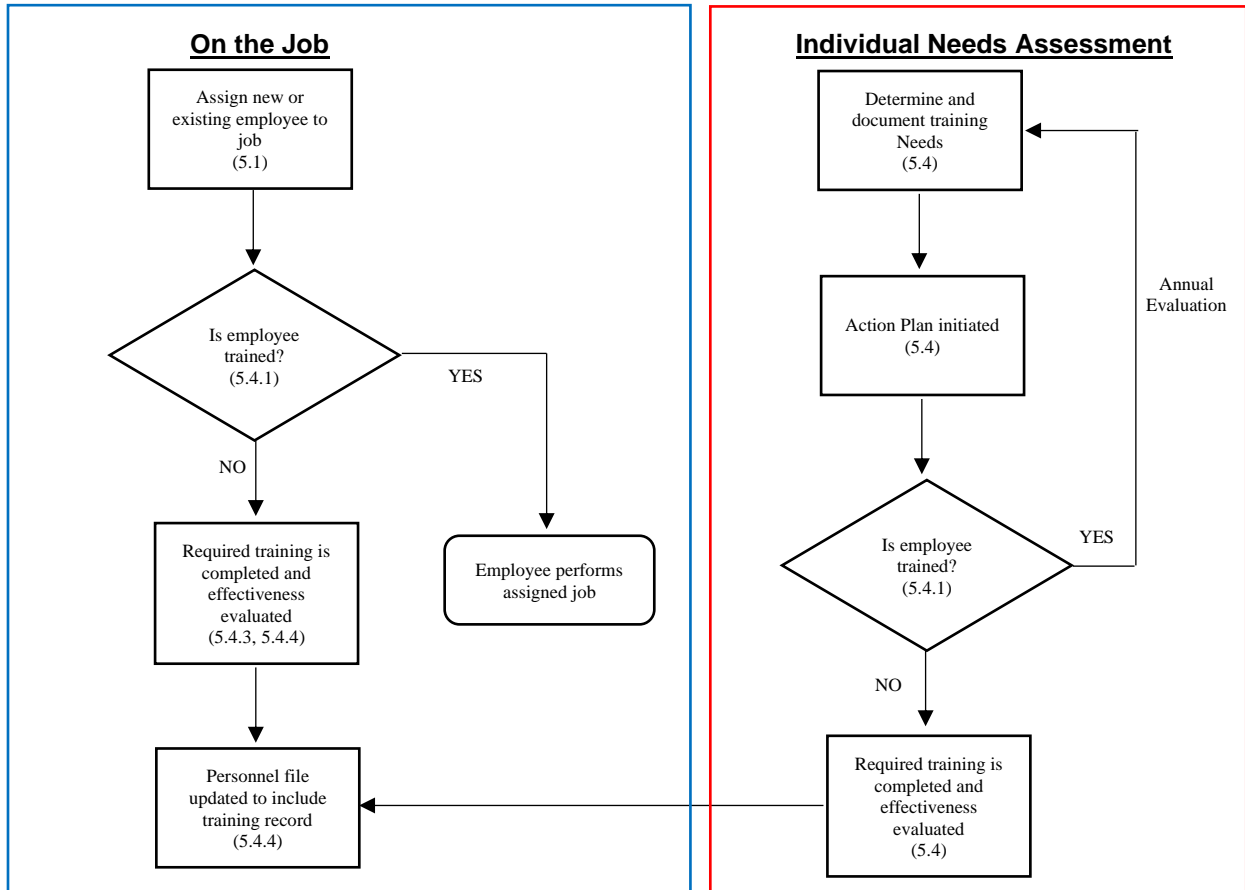
- Developing training plans that address any gaps between current and required knowledge, skills, and competencies needed to perform assigned tasks
- Conducting performance evaluations


4 Flowchart
4.1 Recruiting





4.2 Training



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5 Procedure

5.1 Selecting Personnel

Employees are selected and hired based on a job vacancy or new contract. A new contract opening is completed by human resources and a job vacancy opening is completed by the program/project manager.

A job description is forwarded to Recruiting Office. Recruiting methods are determined (i.e, online postings, networking, cold calling, etc.). Potential candidates are identified for the open position based on qualifications noted in job description.

5.2 Interview Process

After selection of potential candidates, the recruiting office will forward resumes to HR or the PM based on opening. Potential candidates will be reviewed and determination of candidates to be interviewed will be made.

Following the interview/screening process, the applicant is either recommended to be hired or is rejected.

5.3 Hiring

After selection of final candidate an Offer of Employment is made. The candidate has the option of accepting, rejecting, or negotiating the offer. If the offer is accepted, it is signed and returned to HR.


Human Resources is responsible for providing all new employees with orientation training. An Employee Orientation Checklist is used to cover the orientation topics. Once the orientation training has been completed, the Employee Orientation Checklist is filed in the official personnel file.

5.4 Training

5.4.1 Identification of Training Needs

The need for training is identified and triggered primarily by contractual agreements. The agreements should include specified funding, timelines to indicate priorities and other related situations such as the following:

- Introduction of new technology
- Hiring of new employees
- Significant change in procedure
- Job reassignment or cross training
- Observation of performance problems
- Request by employee
- Employee performance review
- Employee individual development plan

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- Corrective or preventive action processes
- Management review process
- Customer request

If the employee's supervisor determines formal training (i.e. training which requires more than simple instruction) is required, the supervisor and employee jointly determine the background and skills necessary to successfully comply with requirements.

5.4.2 Implementation of Training

The supervisor and employee should identify the appropriate course/seminar and appropriate methods/media to meet the defined needs. Moreover, the supervisor and/or employee should make the necessary arrangements for either external or in-house training.

Individual employee training needs at Sygnetics are identified on a case-by-case basis and are documented on Personnel Training Requirements form. Each supervisor is responsible for identification, scheduling and delivery of required training.

5.4.3 Training Effectiveness

The supervisor is responsible for follow-up training and support to determine the effectiveness of the training.

Any number of methods can assess the effectiveness of an employee's training. Assessment tools may include any of the following: written test, oral test, simulated work environment, on-the-job assessment, and further follow-up performance reviews.

The supervisor records the results of the training effectiveness assessment on the training roster.

5.4.4 Completion of Training

After the required training is complete and effectiveness evaluated, the complete Personnel Training Requirements form will be filed in the employee's personnel file with certificates received from the training.

All training records are maintained in the employee's personnel file according to QSP 4.2.3 Document Control.

5.5 Performance Evaluations

Performance reviews/evaluations are continuous. Frequent conversations let employees know how they're performing right away, so they can adjust behaviors as needed. Continual feedback helps employees track goals and objectives while providing an updated basis for making improvements.

Constant communication with government or commercial supervisors allows Sygnetics to become aware of any problems that may arise with an employee and if steps are necessary to implement an action plan for improvement.

6 Quality Records

Required Record	Custodian
Job Description	Human Resources
Employee Orientation	Human Resources
Employee Training Requirements	Human Resources

7 Forms

Forms related to this document are:

Title
Employee Orientation Checklist
Employee Training Requirements