



TRAINING at NALCO

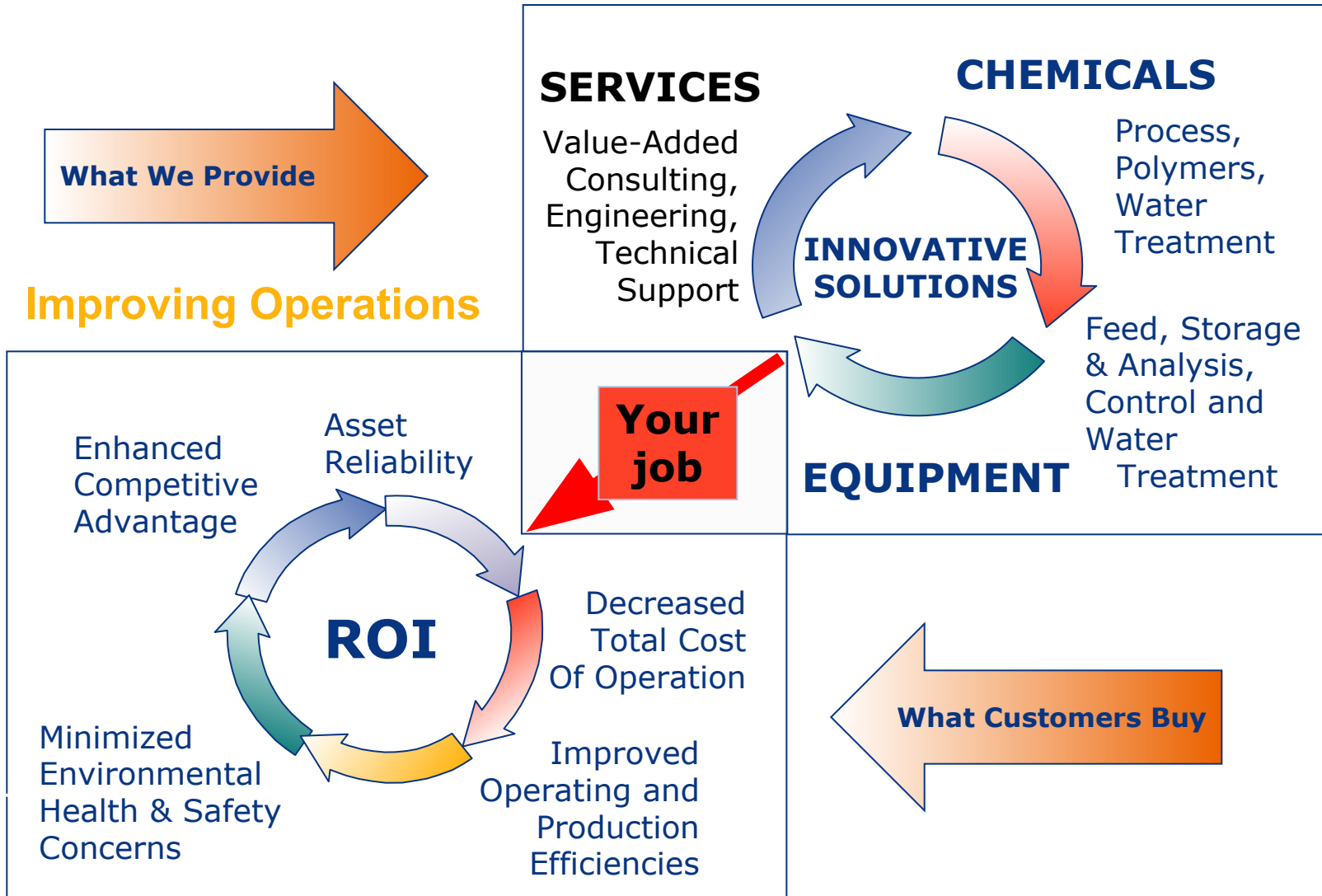
Core value : Continuous improvement

Message of the CEO

**As a new employee,
one of your first roles is to be a student.
Starting this week, and throughout your
employment, you will constantly be learning.**

Business Model Value Proposition

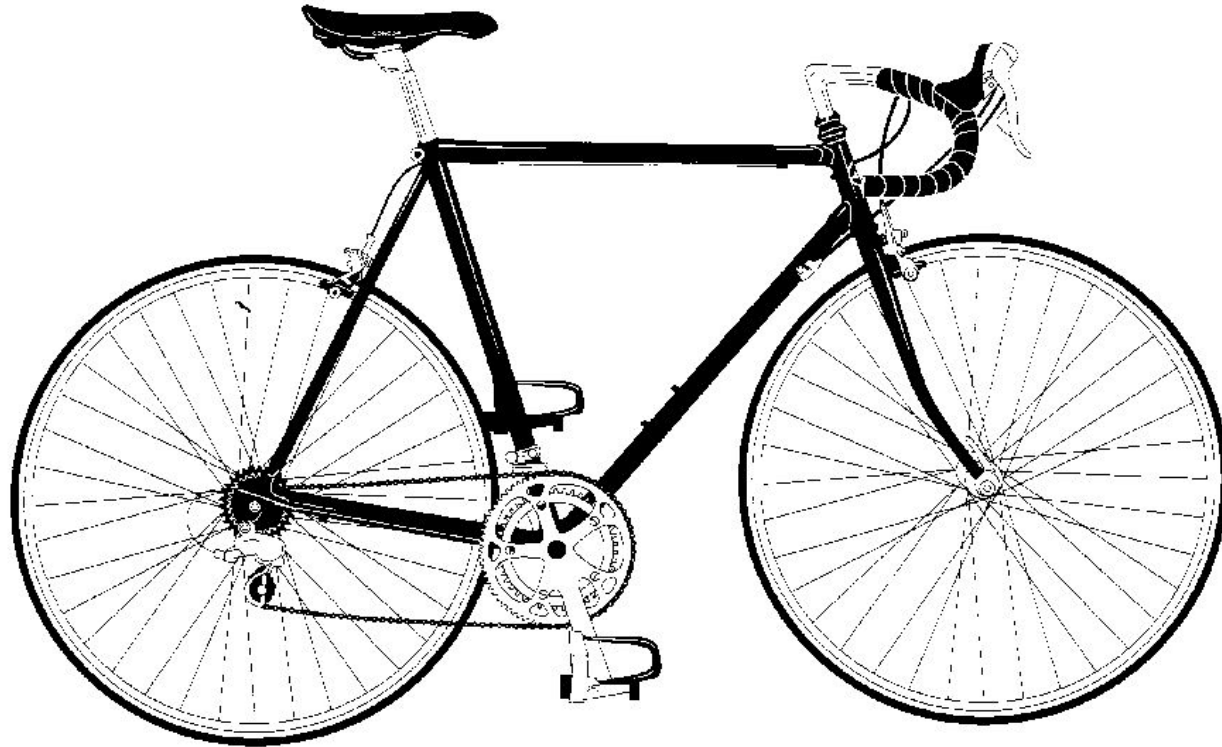
Selling chemicals



The Bicycle Model

© Wilson Learning Corp.

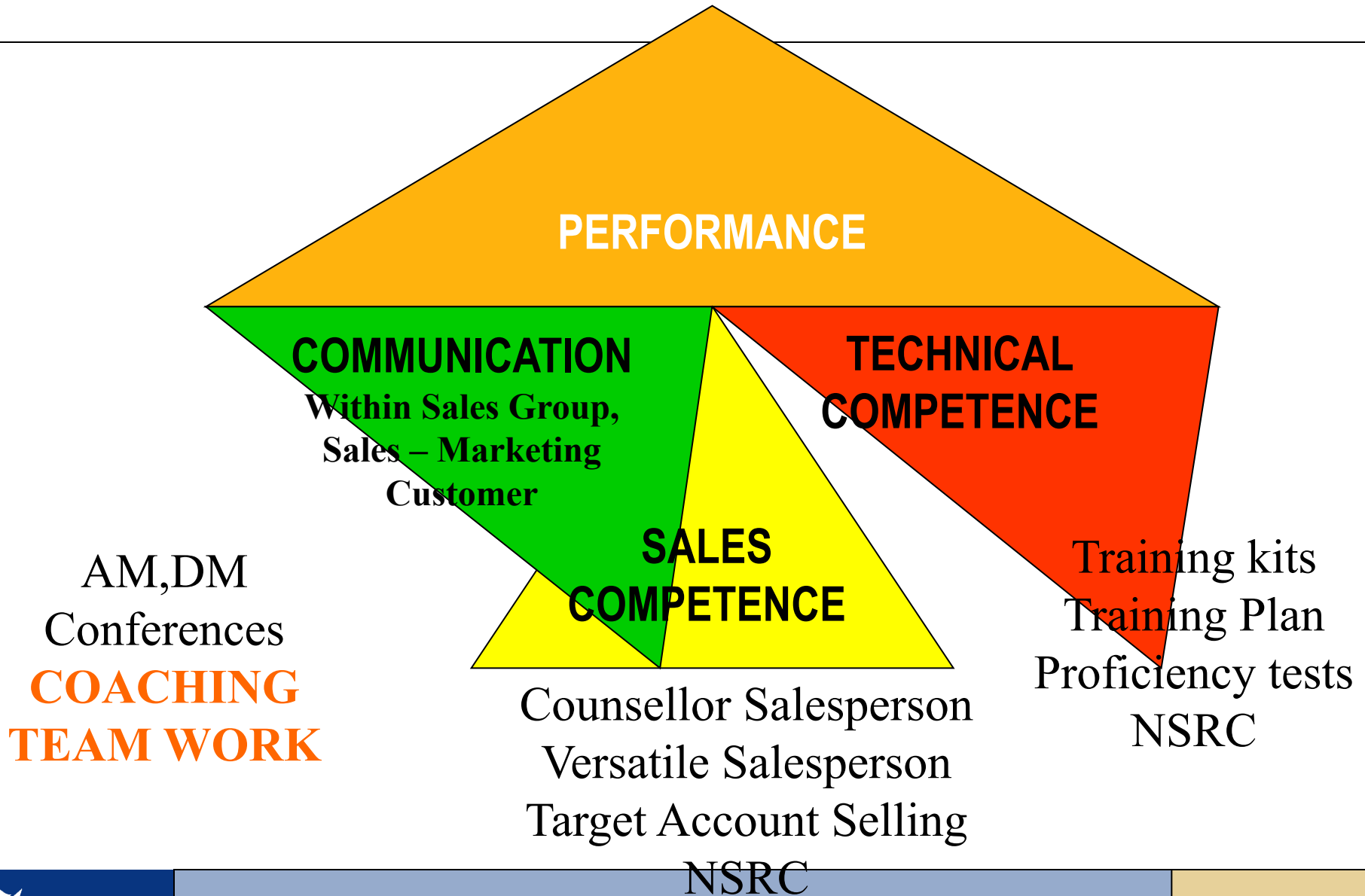
Learning Models



Back Wheel
(Product Knowledge)

Front Wheel
(People Skills)

Emerging Markets Training Model



Emerging Markets Training Matrix

Training Schedule Emerging Markets						
	within 3 months	within 12 months	within 18 months	within 24 months	within 36 months	within 36 months
Safety Bag(PPE) and H&S Induction(prior to field work)						
Safe INet(prior to field work)						
Onboarding						
Safety on Site						
SH&E Training & Refreshers						
24 weeks Technical Training						
PAC 1,2,3 Proficiency tests						
Counselor Sales Person						
New Sales Engineer Conference						
Versatile Sales Person						
Target Account Selling						
Industry trainings						
Area Manager Conference						
District Manager Conference						
Technical Training I&S PAC 1,2,3 ADV 739						
Technical Training Paper Services Bk 383						
Technical Training ES Downstream Bk 346,Bk 372						
Divisional Technical Training ES Upstream						
Service Technician	M				M	
Application Engineer	M	M	O	O	M	O
Sales Engineers	M	M	M	M	M	M
Other Field Personnel(Engineering and Consulting)	M	O	O	O	M	O
Account Manager	M	M	M	M	M	M
Area Manager	M	M	M	M	M	M
District Manager	M	M	M	M	M	M
Sales Manager	M	M	M	M	M	M
Marketing Field Personnel	M	NA	O	NA	M	O
LEGEND	M	M	Mandatory (time frame as of hiring date resp. promotion)			
	O	O	Optional			
	NA	NA	Not appl.			

Reference is made to following Quality Procedures in SECONDS Europe:

Emerging Markets

Human resources

Safety Health and Environment

TRAINING

TOOLS(first day)

- SAFETY – SOS, On-Boarding/Locally Safety Bag(receipt)
- BASIC TRAINING – New Rep Training kits
 - Book # 322 *I&IS - EUROPE New Hire Sales Rep Kit*
 - Book # 384 *PAPER DIVISION New Hire S. Rep Kit*
 - Books # 373, 374, 376, 377 *EN. SERV. New Rep Kit*
- LAPTOP, TEST KIT

SAFETY

- **SafeTNet**
- **Personal Protective Equipment(PPE)**
- **Safety on Site(SOS) 2days**
- **Safety-refresher training 3years interval**
- **Safety Champions**

The ongoing learning process...

- **SAFETY**
- **TECHNICAL TRAINING**
- **SALES TRAINING**
- **CONFERENCES**

TECHNICAL TRAINING

- **Basics**
24-weeks training plan
Trainings box, Primary trainer
Water/Paper/Energy
- **Basic training** finishes with PROFICIENCY TESTS
- **Industry specific trainings**
Power, Refinery, Chemical Processes...
- **Roll outs** of new technologies

What is in a Training Box?

"All the resources you they need for learning"



What's in the Technical Training Box?

- Fundamental literature
- Technical resources- manuals
- Training Plan
- Value tools
- Selling tools
- Analytical tools
- Safety Tools
- IT Tips

Box size is:
11" X 12" X 18"

SALES TRAINING

- **Six Service Standards, Return of Investment**
Create Value for the Customer
- **Counsellor Salesperson (CSP)**, after 6 months
Basic Sales Strategy
- **Versatile Salesperson (VSP)**, after 1 year
Communication skills
- **Target Account Selling (TAS)**, after 2 years
Tactical Selling

CONFERENCES

- **New Sales Engineer Conference**
- **Area Manager Conference**
- **District Manager Conference**

The Big Picture: Timeline for Sales Engineer Development

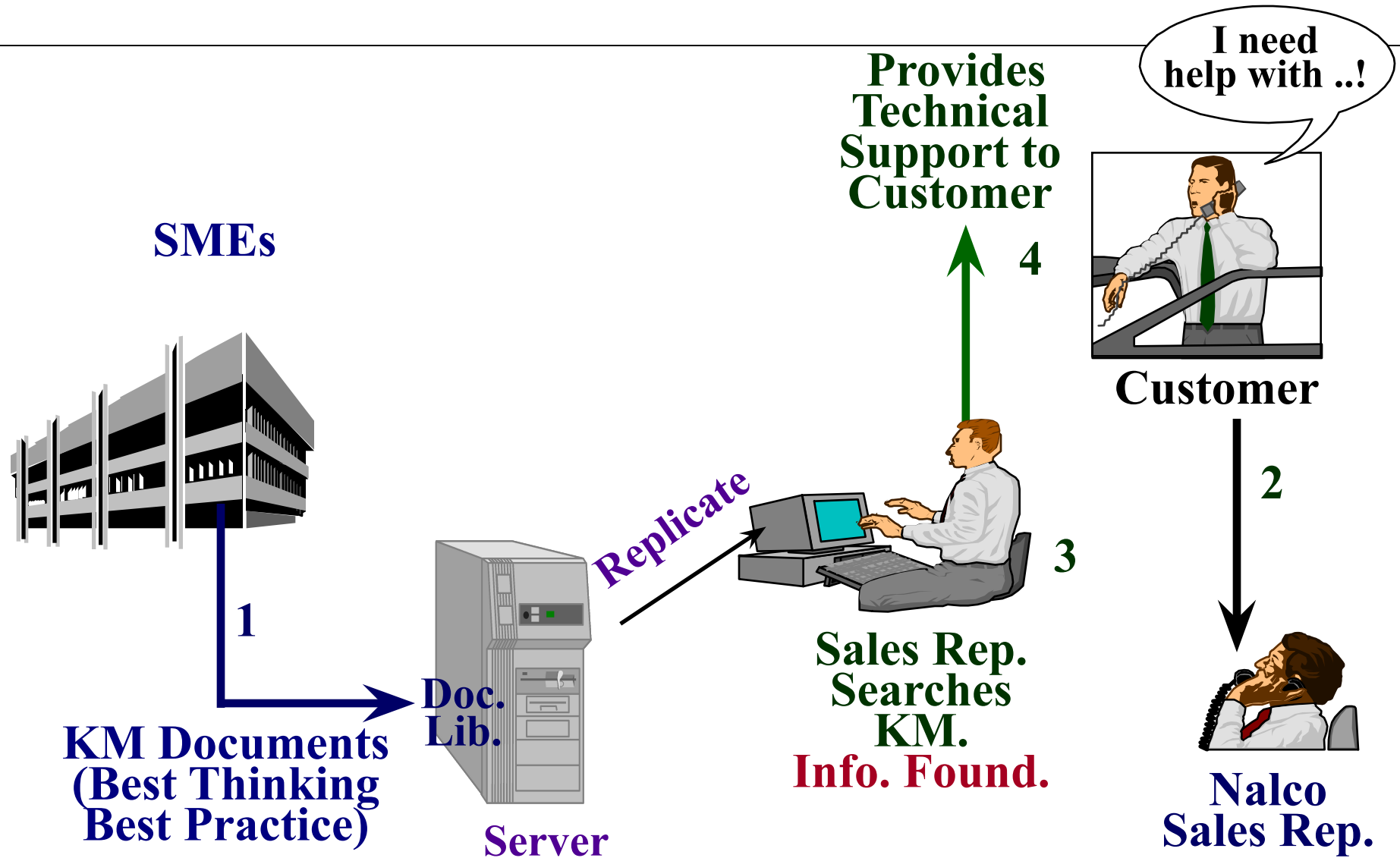
**Timeline -- <input type="checkbox"/> Content	New Hire - Year 1 Training	Year 1 – 2 Training	Year 3 – 4 Training	Year 5 – 7 Training	Year 8+ Training
Sales Process and Skills (Global sales training team owns)	<ul style="list-style-type: none"> •Sales and Service Orientation Conference •CSP Portal (English) •24 week training plan IIS, PSD, or CAPEX •New Sales Engineer Conference (NSEC) 	<ul style="list-style-type: none"> •NSEC •VSP •Target Account Selling (TAS) 	<ul style="list-style-type: none"> •Advanced Discovery •TAS •Primary Trainer Workshop 	<ul style="list-style-type: none"> •Area Manager program (if on manager track) •Becoming a Leader Manager •Coach at NSEC 	<ul style="list-style-type: none"> •District Manager Program(if on management track) •Coach at NSEC
Industry Knowledge (Division/SBU owns)	<ul style="list-style-type: none"> •NIFTI •CAPEX •Nalco Corp University 	<ul style="list-style-type: none"> •E.g. Power 200 •Sales Meetings •Regional/Local training 	<ul style="list-style-type: none"> •E.g.Power 300 •Sales Meetings •Regional/Local training 	<ul style="list-style-type: none"> •E.g. Power •Sales Meetings •Regional/Local training 	<ul style="list-style-type: none"> •Sales Meetings •Regional/Local training
Technical Competency (Division, Divisional Services, R&D owns)	<ul style="list-style-type: none"> •24-week Training Plan for IIS, Paper • Capex College •Competency Exam •PAC manuals/Best practices 	<ul style="list-style-type: none"> •Competency Restoration plan •District Meeting Updates •Sales Meetings •DM Coaching 	<ul style="list-style-type: none"> •Sales Meetings •Regional/Local training •DM Coaching 	<ul style="list-style-type: none"> •Sales Meetings •Regional/Local training •DM Coaching 	<ul style="list-style-type: none"> •Sales Meetings •Regional/Local training
Safety and Admin (SHE and functionally owned)	<ul style="list-style-type: none"> •SOS and other relevant training •Computer skills •Expense reporting 	<ul style="list-style-type: none"> •Annual safety updates •Technology updates •District meeting 	<ul style="list-style-type: none"> •Champion role •Annual safety updates •Annual Meetings •District Meeting 	<ul style="list-style-type: none"> •Champion role •Annual safety updates •Annual Meetings •District meetings 	<ul style="list-style-type: none"> •Champion role •Annual safety updates •Annual Meetings •District Meetings

E-learning

- **Knowledge Management System(KM)**
- **Important Databases outside KM-search**
- **Nalco Corporate University**
- **Various Homepages**
- **Nalco Online Books**

Knowledge Management System

KM Document Library Usage Model



Important Databases outside KM-Search

- **MSDS** – Material Safety Datasheets
- **SECONDS**- Europe and Local – Quality system
- **Lit Forms Directory**
 - Case Histories, Brochures, Reprints, Monitor
 - Analytical Procedures
 - Reprints
 - Forms
 - Manuals
 - Product Bulletins
- **FORUM**


Nalco Corporate University

What is Nalco Corporate University?

- **The Nalco Corporate Learning Management System used to support key components of the Training & Development Process**
- **Website you will use to register on-line for many of the OMD Training Conferences and Courses**
- **Website access: <http://www.nalcoedu.com>**
- **Provides 24/7 access to on-line technical training, safety training, legal training, and more to come**
- **Corporate platform for storage and tracking of employee training records**

[KM Home](#) [KM](#) [E-Mail Link](#) [Search](#)

Knowledge Management System Maintenance
 Adomite | Chemicals - 1&S | RFM Homepage | Environmental Systems | Finishing Tech. | Food/Bev/Pharma | Mining & Metals | Institutional | Manufacturing | OFC | Power | CPI Home Page-Energy |



Helpful Tips & Newsworthy Items

- SEARCH NOT WORKING WELL? TOO SLOW? INCORRECT DATA RETURNED? IF SO, CLICK HERE.
- IF MOVING AROUND YOUR LOCAL KM DATABASE IS SLOW, CLICK HERE TO LEARN HOW AND WHY YOU SHOULD REBUILD YOUR VIEW INDEXES.
- NOT ALL LINKS WITHIN THIS DATABASE MAY WORK FOR YOU. EACH DOCUMENT HAS SECURITY WHICH CONTROLS WHETHER YOU CAN VIEW THAT DOCUMENT OR NOT. AS WELL, THE DOCUMENT MAY BE DRAFT STATUS, WHICH YOU ALSO CANNOT ACCESS, PLEASE REPORT ANY AND ALL LINKS YOU CANNOT ACCESS.
- IF YOU FEEL THAT YOU SHOULD HAVE ACCESS TO A SECTION THAT YOU CANT READ, PLEASE USE THE FEEDBACK BUTTON AT THE VERY BOTTOM OF THIS PAGE.
- IF YOU HAVE ANY COMMENTS, QUESTIONS, CONCERNS, OR OTHER FEEDBACK ABOUT THIS DATABASE, PLEASE USE THE FEEDBACK BUTTON AT THE VERY BOTTOM OF THIS PAGE.

Knowledge Management Home Page

Bionvenide Welkom Benvenuto Willkommen Bienvenue Welc

[Home](#) | [Corporate](#) | [Energy/Div](#) | [1&S Div](#) | [Paper Div](#) | [Service Org](#) | [Equipment](#) | [Analytical](#) | [What's New](#)

KM Notice Board

The New PAC-2 Boiler Application & Best Practices Manual (BOOK 314) Is Now Available. Click [HERE](#) For The Table Of Contents.

Water and Steam Properties Program (WASP)

Check this out. It's well worth your time!! →

Saturated, Superheated, entropy, enthalpy
Get the exact number you need using this program!!

Lotus Notes Database Links

Ever received a new or "loaner" computer that is missing Database links on your Lotus Notes Workspace? Can't find a database you used to have? If so, click [here!](#)

NOTE To Document Owners, Editors and Marketers:

Don't forget to tick the "Notify Subscribers" action button whenever you substantively change a document's content. Unless you do so, the document's subscribers will not be notified of important changes.

CHECK OUT THE NEW "COMPETITORS CORNER"

CHECK OUT OUR NEW "KM Journal"

How to Use KM

Click [here](#) to learn how to use and find what you need in the KM system (preliminary).

Click [here](#) to learn how to build / maintain information within the KM system (preliminary)

Click [here](#) to see latest user training (Advanced, UPDATED Apr. 25)

Click [here](#) to see latest content provider training (Advanced, UPDATED, Oct., 2006)

Let Us Hear From You!

Take a minute to give us your thoughts on the new KM system. Feel free to provide ideas that would further improve this tool!

Use the Feedback button on the bottom of every document to identify and report BROKEN LINKS on that document to KM Support.

Ensure that you replicate your local replica of KM to the server, or are working on the server, after you have completed your feedback form. Until you do, KM Support will not be able to see your feedback.

Use the feedback button at the very bottom of this page to contact us and to submit ideas to make KM better

go here to get to Nalco Water Handbook on-line

Quick Links

- Manuals
- View By Industry
- View By Application
- KM Plus (Large File Library)

Key Application Hompages

- 3D Trasar
- Global Technical Resources
- Saved Search Application Homepage-PAC's 1-3

SBU HOMEPAGES

NOTE THAT THE TRIS SBU LINKS BELOW AND IN THE TOP BANNER ARE TO THE AMERICAS AND EUROPE SBU HOMEPAGES ONLY. TO ACCESS ASIA/PACIFIC TRIS HOMEPAGES, GO TO THE TRIS REGIONAL A/P HOMEPAGE.

Adomite • RFM • CPI (Energy Division) • OFC

- Chemicals (1&S Div.)
- Manufacturing
- Food/Beverage/Pharma
- Mining & Metals
- Power
- Institutional
- EHS
- FTG
- Emerging Markets
- Nalco Services (N.A. only)

New/Revised Technical Manuals

- PAC-1 Technical Manual
- PAC-2 Technical Manual
- PAC-2 Application & Best Practices Manual (new)
- PAC-3 Technical Manual
- PAC-3 Application & Best Practice Guide
- Combustion, Fireside & Fuel Additives Manual - 2002 Edition

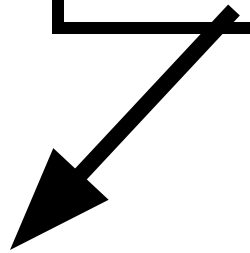
Other Helpful References

- Advanced Search Help Tips (NEW)
- Onboarding IT Computer training (NEW)
- Competitors Corner (NEW)
- Foreign Search Terms (NEW)
- Marci's Library Information
- Product Marketing
- Vantage V100 Homepage
- Value Documentation Tools
- Engineering Approach
- Extranet (N. Amer. only)
- CFS and Walker Surveys
- Nalco Library Links
- NBT Information for Sales

Other Helpful Databases

- Global Water Tech Forum
- Literature Forms Directory
- MSDS
- Membrane Solutions

Here is link to On-line books



Brings you to www.knovel.com

Your Challenge and your Responsibility

**We are in a global marketplace
that requires you and Nalco to **improve every day**
in order to remain a
leading, world-class company.**



Details of technical training I&IS Division

What is in a Training Box- 321(water)?

"All the resources you need for learning"

Manuals, Reference Books, Analytical Procedures



ADV-738
PAC Code Reference

Fundamental Literature for PAC-2, PAC-3 and PAC-1



All of the reference materials, forms, tech manuals and literature shows can be found

Personal Service Report and Various Other Types of Forms



Fundamental Literature Corporate



IT Tips for using lap top

- How to use T-tablet
- Installing printer
- Setting up home network
- Software requests
- Buying a CD-ROM
- Download software from SMS
- Data set up
- Hotel Network

ITEM	SHORT DESCRIPTION
BK 001	PAC-1 Technical Manual
BK 002	PAC-2 Technical Manual
BK 003	PAC-3 Technical Manual
BK 010	Nalco Water Handbook
BK 011	Value Added Troubleshooting
BK 077	Program Administration Binder and Tabs
BK 129	Boiler Failure Analysis Textbook
BK 170	Cooling Failure Analysis Textbook
BK 171-V	Boiler Inspection CD
BK 300	Industry Norms/Rules of Thumb (U.S.)
BK 302	Value Documentation Guide
BK 303-A	Six Service Standards, Participants Guide
BK 306	Urban Water Analysis Analytical Test Procedures (Mini)
BK 307	DR/890 Analytical
BK 308	DR/2400 Analytical
BK 309	Seminar Material
BK 313	Cooling Water Analysis
BK 316	Boiler Operator
BK 317	Safety Training
BK 318	Cooling Water Analysis
BK 319	3D TRASAR Installation
BK 332	DR/2800 Analytical
B-030	Intro to Boiler Chemicals
B-034	Intro to Cooling Water Chemicals
B-040	Intro to Water Clarification
B-357	Nalco's PORTA-FEED System
B-447	Nalco at a Glance
B-522	Equipment Catalog
B-676	Responsible Care in Transportation
F-148	Two pads (Nalco Engineering Quad-Ruled pads)
F-925-A	Precall Planner
F-929	SafeTnet Training, how to start
F-930	Quick Reference Guide
F-930-A	Plt I.T. Computer Related Training
F-941	Counselor Sales Person Overview
ADV-652	Proper disposal of field samples/reagents
ADV-726	Six service Standards elements and key steps
ADV-728	3D TRASAR, Selling
ADV-737	Six Warning signals, how to handle
ADV-738	PAC Code Quick Reference Guide
ADV-834	Driver Handbook (U.S. version)
ADV-835	How to use the Literature Directory
ADV-847	Water, Microbiology and Solids/Metallurgy Analytical Quick Ref
ADV-852	Service New Sales Rep's Training Kit List
TK-147	3D TRASAR, Introduction to

New Sales Rep Training

Also available in Europe and in Service version



Training Plan and Schedule

For New Nalco Sales Engineers





Weekly Theme

- Technical Lessons
- Real Life Experiences
- Administrative Training
 - Knowledge Management Database
 - Literature Forms Directory Database in Lotus Notes
 - SS Catalog featuring every available Nalco training and sales video (CD and DVD)
- Account Management
 - Nalco Site Service Standards
 - Writing Customer Personal Service Reports
- Sales Training
- Analytical Testing
- Safety Training
 - Videos
 - Vehicle Safety
 - PPE

Nalco Company
 1481 West Third Road
 Naperville, IL 60563-1108
 www.nalco.com

Customer Service Phone Number:
 1-800-380-8975

**Equipment/Technical Truck Support
 Group Phone Number:**
 For sales rep: 1-820-948-3387
 For customer: 1-800-333-8481

FOR NALCO EMPLOYEE USE ONLY

ATV-750-0480

EXCEL TRACKING TOOL (e-mail from Ed Flock or Carolyn)

Training Schedule for:

Rep Name:

Start Date:

End Date:

Week	Start	End	Topic
1	1/24/05	2/7/05	Introduction to Nalco
2	2/7/05	2/21/05	Technical Lessons
3	2/21/05	3/7/05	Administrative Training
4	3/7/05	3/21/05	Account Management
5	3/21/05	4/4/05	Sales Training
6	4/4/05	4/18/05	Analytical Testing
7	4/18/05	5/2/05	Safety Training

Week 1

Theme: **Introduction to Nalco**

Technical Lessons:

- Review Bulletin 30 "Introduction to Bridge Water Treatment"
- Bulletin 34 "Introduction to Drinking Water Treatment"
- Bulletin 40 "Liquid Solids Separation"
- Read Nalco Water Handbook Chapter 1 - The Water Molecule (7 pages)
- Read Nalco Water Handbook Chapter 2 - Water Sources & Use (17 pages)

"Real Life Experiences" assignment:

- View a "Real Time" tour of a Nalco-employee facility.
- After the tour discuss your understanding of Nalco with Primary Trainer (PT) or District Manager (DM)

Administrative Training:

- Get your Customer Credit Card set up.
 - Make sure Credit Card approval form is in file before going by DM.
 - Be read to appropriate person in HR.
- Read Policy & Procedures for the U.S.A. of power reporting system.
 - Get to know Knowledge Management - List of Employee Resources (Print and Download) file path.
 - Review who purchases the drive for a Nalco Corporate credit card. Allowed - Not allowed.

Account Management Experience:

- Review with Primary Trainer (PT) the Nalco Site Service Standards (SSS)
- Take a general tour through Bank, BSA & Product 099.

Sales Training:

- Review 6 Training Signals (MTV 311) with District Manager (DM)
 - "What are they?"
 - "Example of signal"
- Conduct an interview (IC) with the Sales Person (SP) with PT or DM.

Analytical Testing:

- Conduct Hardness, Alkalinity, Conductivity & pH testing in-site. Students
- Review Form 200 (Analytical Procedures for "Water" - page 60-62)
- Use Analytical Procedures (AP 099) in the Literature Forms Directory database on Lotus Notes
- Review our Water Test Kit with help of the Primary Trainer.

Safety:

- Complete Safety. The training for the safety personnel starts with the lock out/tag out procedure. It typically takes about 8 days to complete the entire safety training.
- Review your "Safety Safety Bag" to make sure everything is there!
- Online safety quiz that you do not have until P-100 located in the Literature Forms Directory database. Examples: Hardhat, Knitgaps, Eye protection, Safety shoes.

Test or Review:

- By 1:00 PM on PT the information provided in Bulletin 30, 34 and 40.

FOR NALCO EMPLOYEE USE ONLY