



TRAINING at NALCO

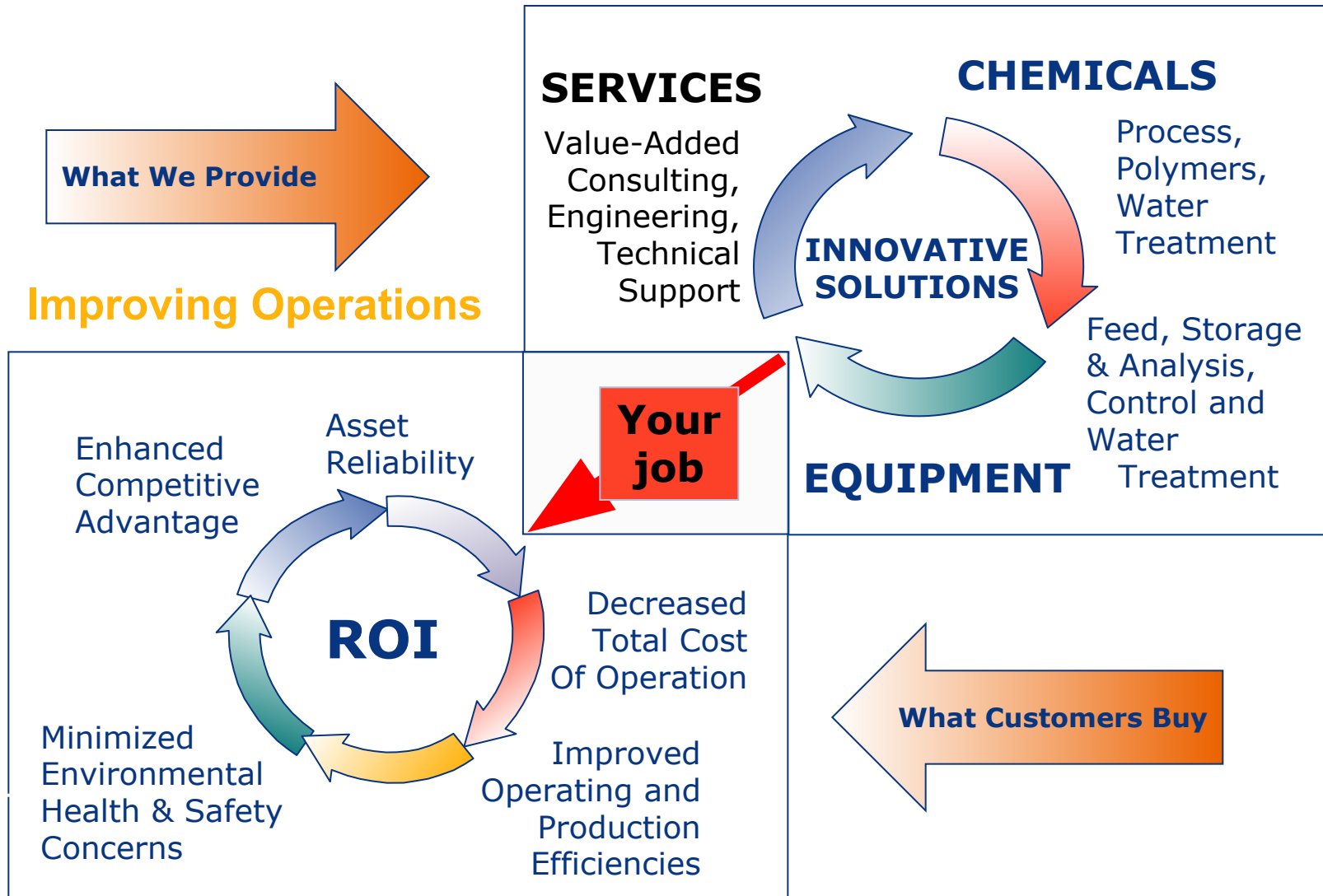
Core value : Continous improvement

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

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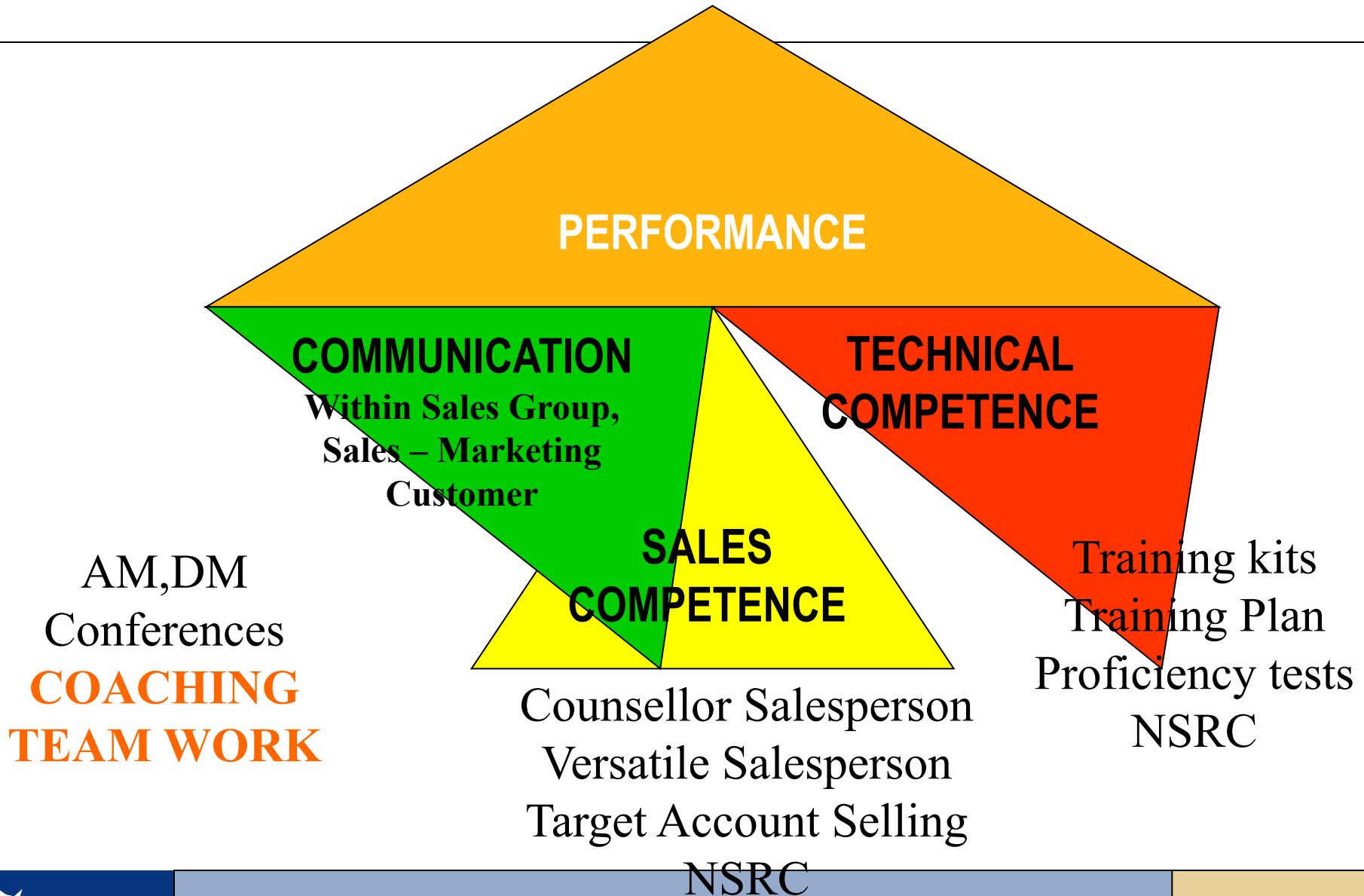
Learning Models



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	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	Mandatory	(time frame as of hiring date resp. promotion)				
	O	Optional					
	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

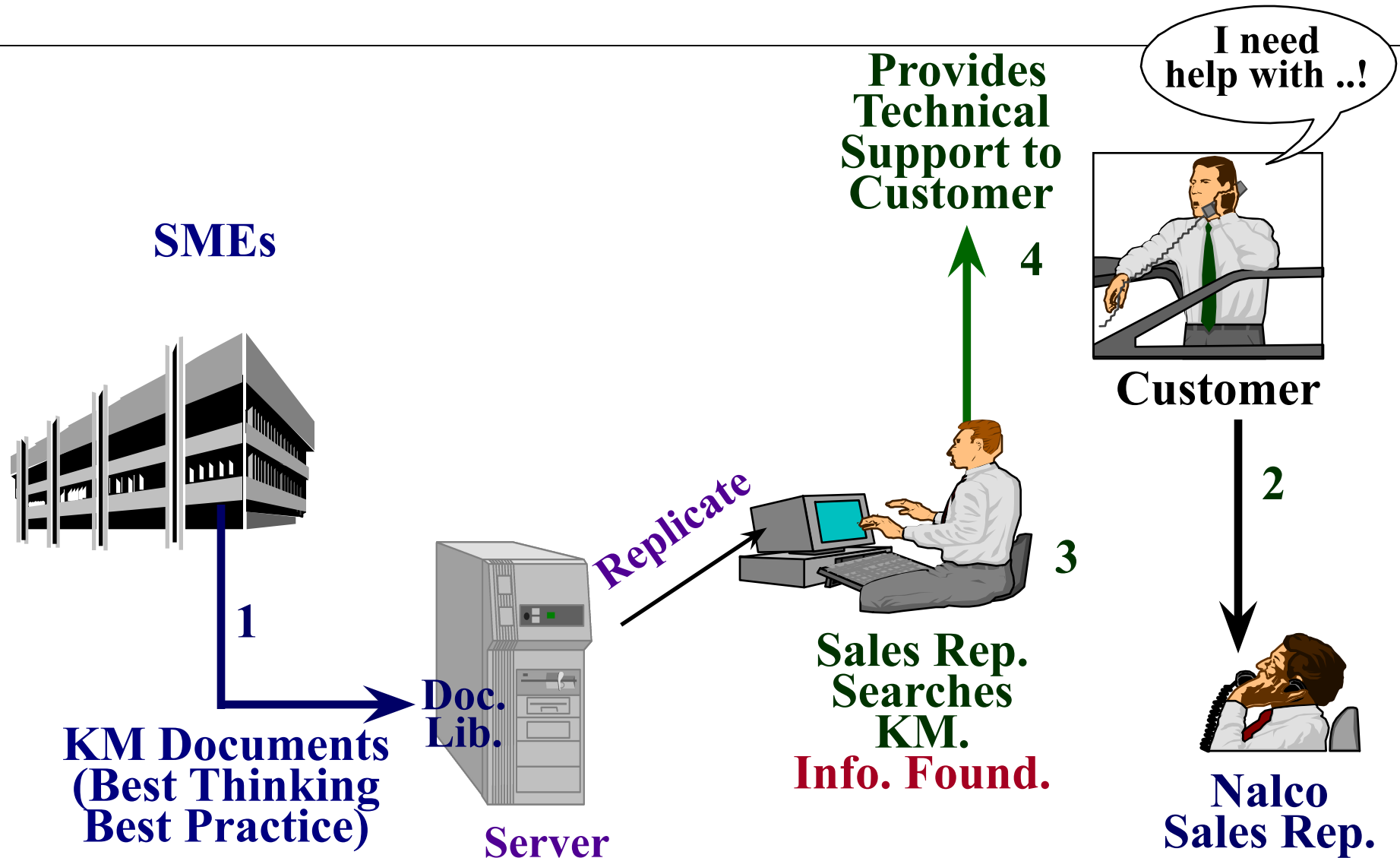
**Timeline -- <input type="checkbox"/> Content	New Hire - Year 1 Training	Year 1 – 2 Training	Year 3 – 4 Training	Year 5 – 7 Training	Year 8+ Training
Sales Process and Skills (Global sales training team owns)	<ul style="list-style-type: none"> •Sales and Service Orientation Conference •CSP Portal (English) •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**

Brings you to
www.knovel.com

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Knowledge Management Home Page
Bienvenido Welkom Benvenuto Willkommen Bienvenue Welc

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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 "loane" 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"

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

- Adomite • RFM • CPI (Energy Division) • OFC
- Chemicals (I&IS 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

KM Connect

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

Here is
link to
On-line
books

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-728
PAC Code Reference

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



All of the reference materials, forms, tech manuals and literature should (not be found)

Personal Service Report and Various Other Types of Forms



Fundamental Literature Corporate



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 Materials
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-307 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 Plot 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 Six Service Standards
 - Writing Customer Personal Service Reports
- Sales Training
- Analytical Training
- Safety Training
 - Videos
 - Vehicle Safety
 - PPE





Nalco Company
1445 West Grand Road
Naperville, IL 60563-1198
www.nalco.com

Customer Service Phone Number
1-800-380-8875

Regulation Solutions Tech Support
Group Phone Number
For sales rep: 1-820-948-3387
For customer: 1-800-333-8441

FOR NALCO EMPLOYEE USE ONLY

ATV-TSD 04/05

EXCEL TRACKING TOOL

(e-mail from Ed Flock or Carolyn)

Training Schedule for:

Rep Name:

Start Date:

End Date:

Training Schedule		Training Schedule	
Day	Topic	Day	Topic
Mon	Introduction to Nalco	Mon	Introduction to Nalco
Tue	Technical Lessons	Tue	Technical Lessons
Wed	Administrative Training	Wed	Administrative Training
Thu	Sales Training	Thu	Sales Training
Fri	Analytical Training	Fri	Analytical Training
Sat	Safety Training	Sat	Safety Training
Sun	Review	Sun	Review

Week 1

Theme: Introduction to Nalco

Technical Lessons:

- Read 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 (7 pages)

"Real Life Experiences" assignment:

- Take a "Real Time" tour with a Nalco engineer possible
- After trip, you 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 signed by DM
 - The card is appropriate person in HR
- Read Policy & Procedures for the U.S.A. and power reporting system
 - Go through all of Knowledge Management - List on Employee Resources Page and find last 3 or 4 pages
 - Review what procedure the sales rep & Nalco Customer Credit Card - Add last 3 or 4 pages

Account Management Experience:

- Review with Primary Trainer (PT) or Nalco Six Service Standards (SSS)
- Take a personal tour through Book Six & Product 099

Sales Training:

- Review 6 Training Signals (ATV-TSD) with District Manager (DM)
 - "What are they?"
 - "Examples of signals?"
- Conduct an overview of Customer Sales Process (CSP) with PT or DM

Analytical Training:

- Conduct Workforce Availability Continuity & JH training in-site available
- Review Book 200 Analytical Procedures for "Water" - pages 401-402
- Read Analytical Procedures (AP) 099 in the Literature Forms Directory (located on Lotus Notes)
- Review your Water Test Kit with help of the Primary Trainer

Safety:

- Complete Safety. New training for the 3 new personnel safety with one hour of on-site training procedure
 - It typically takes about 5 days to complete the on-site safety training
- Evaluate your "Yellow Safety Flag" to make sure everything is there
- Online safety quiz that you do and have your P-100 located in the Literature Forms Directory (located on Lotus Notes, Knowledge, 1-100 procedure, Safety video)

Test or Review:

- By 10:00 AM on PT the information provided in Bulletin 30, 34 and 40

ATV-TSD 04/05

FOR NALCO EMPLOYEE USE ONLY

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