



POLICIES & PROCEDURES

NUMBER PP 1501

SECTION: TRAINING

SUBJECT: Service Center Training Meetings

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Approved By: Tony Massey

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Policy Owner: Senior Director of Learning & Development

Training serves as the mechanism by which we standardize efficient methodologies for delivering exemplary customer service through proficient job knowledge. A structured training program enhances and refines the technical skills, job knowledge, and capabilities of our team members.

Team members reap the benefits of increased efficiency in addressing customer needs and expectations. Managers gain from a reduction in the time required to provide additional services to customers. The organization, in turn, realizes advancements towards its growth and profitability objectives. Furthermore, we have both a legal and ethical obligation to provide initial and ongoing training for all team members.

Consequently, planned meetings are not optional training opportunities for service centers; they represent an essential component of the operational philosophy of Massey Services, which is to excel as the premier service provider for our customers.

Service centers will provide two types of training meetings:

- Service center training meetings for all team members
 - Management
 - Customer service specialists
 - Inspectors/account managers
 - Technicians/specialists
- Service center sales training meetings for all sales related team members
 - General manager and sales manager
 - Inspectors/account managers

It is expected that every team member commits to the training program from the moment they commence their employment with Massey Services. The following program outlines the minimum requirements aimed at the continuous enhancement of our service.

Planned training meetings should adhere to and reflect the specified meeting format outlined herein.

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VERIFIABLE TRAINING MEETINGS**Scheduling**

- Team member training meetings will be scheduled between the hours of 7am to 9am.
 - Sales training meetings will be scheduled on Tuesday.
 - Service center training meetings will be scheduled on Thursday.
 - The goal is to not have training meetings scheduled on two consecutive days. However, the general manager may adjust the meeting day as needed to accommodate service center needs.
- A morning meeting is scheduled of obvious reasons:
 - Ensures that work schedules are more easily adjusted to accommodate this time.
 - This is some of your most valuable time and team members will be more mentally alert and receptive to learning.
- Time allowed for these meetings must be:
 - Minimum of one hour
 - Any less will not allow adequate coverage of the subject matter
 - Maximum of two hours
 - Any more may result in loss of interest by the participants.
- The format of a meeting such as this should be:
 - Fifteen minutes (or less) of general sales, general service center, or company information and team member recognition.
 - Forty-five minutes or more of the meat of the meeting including pre-test, study material & post-test. (95% of service meetings should be on technical areas or service procedures. Areas necessary to help team members do their job better)
 - Fifteen minutes (or less) of wrap-up including housekeeping or other general information.

General Manager Responsibility

- Provide a minimum of three verifiable sales training meetings and three verifiable service training meetings each month.
 - The meetings will be conducted during the first three weeks of the month. The fourth week will be reserved for making up a missed meeting. If no meetings are missed, the fourth week is at the general manager's discretion.
 - This schedule is exclusive of any required end of month application training meetings.
 - Except for field training classes (i.e. performing a fumigation, subterranean termite treatment, commercial kitchen service, etc.) these training sessions should not exceed two hours in length. A verifiable training program is one where the objectives of the session are set forth by way of a pre-test, the program is conducted and then followed by a post-test (which is graded and added to the team member's personnel training file.)
- Assure that the test results are reviewed with the team members. Anyone not scoring at least 75% on the post-test will require additional training in that topic until they can pass the test.

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Service Manager Responsibility

- Assist the general manager in preparing and conducting the planned training meetings.
- Provide the general manager with topics that are necessary to be covered, usually based on the service center's current experience or time of the year.
- Evaluate progress of each team member and reinforce training during daily contact.

Team Member Responsibility

- Attendance/participation in a minimum of three verifiable classroom training meetings each month.
- After initial training, completion of at least one category plus entire series in their specialty of the Massey verifiable training program each year. Categories are: (the order is to be determined by the team member and the general manager),
 - Termite Initial Training
 - Landscape Initial Training
 - Pest Initial Training Program
 - Irrigation Initial Training
- Dedicate themselves to always finding the answer to questions asked by customers and communicating these answers back to the customer in a timely and professional manner.

Setting Up a Training Meeting

- Select a location that minimizes interruptions and provides for comfortable space and seating.
- Prepare an agenda, include all subjects to be discussed and time period for each subject. An agenda will help you stick to the subject matter and maintain control of the meeting. Make the agenda well ahead of time to give you a chance to prepare handouts and gather materials needed for the meeting. If inviting a guest speaker, communicate with them at least seven days in advance. Make sure you ask them what visual aids will be necessary.
- Make sure everyone who is to attend is notified. (Date, time and place of meeting)
- As a rule, the person conducting the meeting should prepare him/herself with the subject matter with a minimum of one hour preparation time for every thirty minutes of presentation time.
- Set up for the meeting at least thirty minutes ahead of the start time of the meeting. Arrange seating so everyone can see and hear the meeting conductor. Set up a flip chart or chalk board and any other visual aids prior to the meeting.

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