

TEST Tools: Training and Awareness Raising Plan

Training the employees of a company on the TEST approach is pivotal in building the necessary awareness, developing the required skills and ensuring a proactive engagement to effectively support the external service provider (as well as company management) in the implementation of resource efficiency plans. Company employees are responsible not only for the implementation of the TEST action plan, but are key in its design, by undertaking the necessary measurements, by collecting the necessary data and processing them, by participating in detailed analysis and review of technical reports, and by participating in the development and validation of identified improvement measures. The final goal is to build in-house capacities which will enable the company to continue with the next TEST cycles on its own.

The training can be delivered in two main modalities:

- A)** A series of common plenary trainings targeting 8-10 companies at once (2+2+1 man/days of training) interspersed by the delivery of technical assistance. The advantages of this approach are summarized below:
- Reduced project time and project resources allocated to training companies
 - Sharing of knowledge and experience among companies
 - Increased focus of the company staff as they will be away from their day-to-day tasks

However, this modality may not be effective if there are major concerns regarding data sharing and confidentiality issues or if company management does not allow their employees to be taken away for two full consecutive working days.

- B)** A series of in-company seminars following the TEST step-by-step methodology with limited common plenary training at beginning and at the end of the cycle. The advantages of this approach are summarized below:
- More focus on specific company needs and tailored assistance
 - The TEST methodology is better digested step by step by company staff
 - More people in companies can be trained (e.g., staff supporting the TEST internal team)

This modality can present some challenges in terms of higher time of external consultants who have to train each company individually, as well as less attention of the company staff due to the fact that they can be distracted by production issues during the sessions.

In both modalities, the training should be delivered within a period of 9 months or less, depending on the level of commitment of the company and its size.

The two tables below provide an indicative structure for delivering basic TEST training to company staff following the two different modalities. The tables do not include additional specific in-company trainings on EMS-EnMS, which needs to be planned according to the level of progress and existing management systems.

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Training modality A) – focus on cumulative trainings for group of 8-10 companies

Title	Agenda	Duration/ Timeline	Target audience	Mode
Kick Off Meeting	TEST steps 1.2 and 1.3 <ul style="list-style-type: none"> - Overview/planning - Designation of the TEST Team - Policy statement - Stakeholders mapping 	3-4 hours At project's start	Management of the company	In company session
1st training of TEST team	TEST steps 1.4 to 1.7 <ul style="list-style-type: none"> - Identification of priority flows - Selection of focus areas - Detailed analysis - Start of option generation 	1.5-2 days One month after project's start	TEST internal Team	Cumulative for a group of max. 8 to 10 companies Participants: 2/3 per company
Awareness raising meeting	<ul style="list-style-type: none"> - Overview of project - Importance of data collection - Expected benefits - Timeline of the project 	2 hours	All company staff	In company session
2nd training of TEST team	TEST steps 1.7, 1.8 to 3.0 <ul style="list-style-type: none"> - Sharing experience on 1.4-1.7 (company presentations, priority flows and areas, options generation) - Completion of option generation and prefeasibility analysis - Saving catalogue & Action Plan - Monitoring Plan - Implementation and monitoring 	1.5-2 days At month 5 after the project's start	TEST internal Team	Cumulative for group of max. 8 to 10 companies Participants: 2/3 per company
Awareness raising meeting	<ul style="list-style-type: none"> - Project's results - Reflection on these results and experience including the policy statement - Operational Procedures 	2 hours	All company staff	In-company session
3rd training of TEST team	TEST step 4 and follow up <ul style="list-style-type: none"> - Sharing experience from implementing steps 1.8-3.0 (company presentations, discussion) - Reflection on the TEST experience at strategy level - Sustaining and follow up actions - Expansion of TEST 	1 Day At month 9 after the project's start	TEST Internal Team	Cumulative for group of max. 8 to 10 companies Participants: 2/3 per company

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Training Modality B) – focus on in-company trainings

	Agenda	Duration/ Timeline	Target audience	Mode
Overview of TEST	<ul style="list-style-type: none"> - Overview of TEST approach - Highlights of TEST steps and tools - Project's timeline, planning and expected results - Case studies (success stories) on RECP business case 	1 day	TEST internal team (to be appointed in advance)	Cumulative for group of max. 8-10 companies Participants: 2/3 per company
1st workshop	TEST steps 1.2 and 1.3 <ul style="list-style-type: none"> - Detailed company planning - Supporting TEST Team members - Policy statement - Stakeholders mapping 	3 hours Within the first month after project's start	TEST team and supporting staff	In company session
2nd workshop	TEST steps 1.4 <ul style="list-style-type: none"> - MFAC tool, Benchmarking - Identification of priority flows - Calculation of Total Non-product output costs for previous fiscal year - Input-output at company system boundary 	3-4 hours At month 2 after project's start	TEST team and supporting staff	In company session
3rd workshop	TEST steps 1.5 and 1.6 <ul style="list-style-type: none"> - MFAC tool (allocation of NPOs to cost centers) - Identification of priority areas and SEUs - Energy, water and material balances - root cause analysis - Information system for priority flows/areas – KPIs and OPIs 	3 -4 hours At month 3 after project's start	TEST team and supporting staff	In company session
4th workshop	TEST steps 1.7 <ul style="list-style-type: none"> - Brainstorming session on RECP options generation - BATs 	2 hours At month 4-5 after project's start	TEST team and supporting staff	In company session
5th workshop	TEST steps 1.8 and 1.9 <ul style="list-style-type: none"> - Feasibility analysis - Action Plan - Monitoring Plan 	2 hours At month 5 - 6 after project's start	TEST team and supporting staff	In company session
6th workshop	<ul style="list-style-type: none"> - Presenting and discussing the saving catalogues to management - Selecting retained measures for implementation - Getting commitment for implementing the TEST Action Plan - TEST steps 2.0 and 3.0 (implementing and monitoring) - Step 4.0 Sustain TEST 	2-3 hours At month 7-8 after project's start	TEST team and supporting staff Management	In company session
Common experience sharing	Sharing experience and results implementing TEST among companies	1 day At month 9 after project's start	TEST internal teams	Cumulative for group of max. 8-10 companies Participants: 2/3 per company