Housatonic
TRAINING SYSTEMS

SAMPLE ASSESSMENT

Vandry Home Services

Training Systems Review

Torrington, Connecticut · 95 employees
Two-day review conducted 9–10 September 2026
Assessment delivered 16 September 2026

Prepared by Housatonic Training Systems
New Fairfield, Connecticut · housatonictraining.com

Vandry Home Services doesn't exist. The company, its people, its departments, and every number in this report are invented, so you can see what the method produces without us publishing a client's business.

SUMMARY

What We Found

Vandry trains its people well but cannot demonstrate that it does. Each of the four departments has built its own method of bringing somebody up, none of those methods is written down, and the company carries approximately **$354,000 a year** across four costs that a defined path reduces: ramp that runs longer than it needs to, the investment lost when a first-year hire leaves, senior hours spent training without a structure, and callbacks from people who weren't ready. About **$135,000** of it is reachable inside a year.

What's Happening

Nineteen hires against sixty-two field staff is a lot of churn for a company this size. We're not here to solve retention and a written path won't solve it alone — but it changes what each of those nineteen costs you, and it's the part you control.

Every department onboards its own people and each does it differently. This is not a criticism of the supervisors, who built something workable with nothing to work from. The difficulty is that the same job is taught in a different order depending on who is free that week, and nobody at Vandry can define what Independence means for a role without pointing to a particular person who has reached it.

Time from Day One to Independence averages fourteen weeks across the field roles. The range runs from six weeks to twenty-six. The difference tracks the trainer, not the hire.

Independence isn't licensure. A licensed trade runs on the state's clock — in Connecticut, four years and 8,000 hours for plumbing and heating-cooling, plus the required related instruction, and nobody compresses that. Independence is narrower and more useful: the point at which somebody can be sent to do a defined piece of work with nobody alongside them. A driver running a route on their own. A second-year apprentice doing the tear-out, drain-down and set on a boiler changeout while the licensed tech handles the gas and the venting — one job, two defined scopes, only one of them needing the license.

In a licensed trade, Independence is defined at the *task*, not at the job. The supervision requirement doesn't move, and nobody should want it to. What moves is how much of the work can be handed over inside it.

Those milestones sit *inside* the licensure track, and they're where the money is. A two-year apprenticeship with only two defined points — hired, and licensed — means nobody has written down what a person can safely do at month seven, or month fourteen. That costs twice: the work they could be doing alone but aren't, and the total loss when somebody leaves in month eleven and their replacement starts from nothing.

The same is true of the state's requirements. A registered apprenticeship stands on three legs:

- **Required related instruction.** The state specifies the hours, not what somebody can do at the end of them.
- **A school that delivers it.** The school teaches code and theory, not your trucks, your customers, or your routes.
- **On-the-job training.** The largest of the three by hours. It happens entirely inside your building, and it is the only one nobody has defined.

That third leg is the subject of this report.

What It's Costing

The company carries four costs that a defined training path would reduce:

- **Ramp time** that runs longer than it needs to.
- **The investment in a new hire**, lost when that person leaves inside the first year.
- **Senior technician hours** spent re-covering ground somebody else has already covered.
- **Callbacks**, which first-year technicians generate at more than twice the rate of established ones.

Excess ramp time, hires who stayed	$89,760
Lost to first-year departures	$131,992
Trainer hours	$110,160
Excess callbacks	$21,746
Gross annual cost	**$353,658**

On conservative assumptions about what's actually recoverable — set out in full on page 12 — **$135,489** of that is reachable inside a year. The arithmetic is shown so you can put your own numbers in.

Where You're Exposed

The propane delivery operation carries hazmat training records that show a name and a date. The federal rule asks for five things. Three of them aren't there. Separately, no role at Vandry has a written statement of what a person must be able to do before working alone. That document is the first thing an insurer or an attorney would ask for after an incident.

What We Recommend

Start with propane delivery. It's the role where the record gap is a regulatory gap rather than just an operational one, it has the clearest finish line, and it's the role Vandry is hiring into now. Three priced options are set out on page 15.

SCOPE

What We Did

Two days on site, weighted toward watching rather than asking — which means the days start when your trucks do.

Two days buys a sample, not a census. What follows is exactly how the time was spent, so you can judge what the findings rest on and what they don't.

DAY	TIME	WHAT WE WERE DOING
Wed 9 Sep	6:00–6:45	Yard at dispatch-out. Two drivers loading and running pre-trip, one of them with a five-week hire alongside
	6:45–9:30	Followed the first driver's route in our own vehicle. Pre-trip at the yard, then the first four stops
	9:45–11:45	Interviews: operations manager, propane supervisor, newest driver
	12:15–3:00	Met a second driver at the plant on a reload. Watched the load, then four stops on a different route
	3:15–5:00	Hazmat training file, the DQ file index and retention schedule, DVIRs and truck checklists
Thu 10 Sep	7:00–7:30	Yard. Third driver walked us through how they bring a new driver up — at the truck, not in an office
	7:45–11:00	Plumbing: two service calls with an apprentice and the technician training them
	11:15–1:00	Interviews: plumbing supervisor, HVAC supervisor, dispatch lead
	1:30–3:30	HVAC: one residential call, travel and diagnosis
	3:45–5:00	Certification spreadsheet, manufacturer letters, closing conversation with the owner

Who We Talked To

Eleven people: supervisors in all four departments, the newest hires in plumbing and propane delivery, the people who actually do the training — who in two departments turned out not to be the supervisor — and dispatch, because dispatch decides who rides with whom, which means dispatch is setting the training sequence without knowing it.

Several of those conversations happened in the field — at the tailgate between stops, not across a desk. That's deliberate. A driver four stops into a route describes the job differently than the same driver in an office, and the difference is usually the part worth writing down.

We don't ride in the truck. Federal rules restrict passengers in a commercial vehicle, and on a hazmat load it's a conversation with your insurer that nobody needs. We follow in our own vehicle and meet the driver at the stop.

At the stop we stay outside the transfer area and out of the customer's way. The transfer must be attended within twenty-five feet with an unobstructed view of the tank and hose. That is the driver's job, and we stay out of it. We ask you to choose stops where the account is comfortable with an observer, and we bring our own eye protection, gloves and boots.

What We Watched

The same job taught by different people, step by step. Two propane routes were observed in part — one from pre-trip through the first four stops, one from a mid-day reload through four stops. That's where the sequence a trainer uses becomes visible. A third driver's approach was walked through at the truck rather than followed on the route. Two plumbing service calls and one HVAC call were observed end to end.

In each case we recorded what got taught, in what order, and what got skipped.

What We Read

- The employee handbook
- Truck checklists and DVIRs
- The certification spreadsheet
- The hazmat training file
- The driver qualification file *index*
- The two most recent manufacturer audit letters

Not the payroll. We do not ask for financial records, and this report uses none.

We don't open driver qualification files. They carry medical certificates, motor vehicle records and prior-employer drug and alcohol testing history — confidential under 49 CFR Part 40 and Connecticut's personnel files act. What the records question needs is whether a file exists for every driver and how long it's kept, and your safety person can confirm that from the index in ten minutes. We look at the filing system, not the files.

What We Didn't Cover

Worth being straight about, because it bounds what the findings can claim:

- **No full route was observed start to finish.** Both propane routes were followed only as far as the fourth stop. What happens on stops nine through twenty is not in this report.
- **The on-call rotation was described, not observed.** It runs at night and on weekends. Everything in F–5 comes from what technicians told us about it.
- **Vandry doesn't run a second shift**, so there was no second shift to compare against. On-call is the nearest equivalent and it's the less supervised of the two.

- **The generator department was observed but not interviewed in depth.** It's four people and was mid-install both days.
- **Office, dispatch, and warehouse roles were out of scope**, apart from the dispatch conversation about training sequence.
- **September is the mildest version of the job.** We came now because it's when you hire and when the pre-season work is visible. Nothing here reflects a January no-heat call, an out-of-gas on a Sunday, or a tank under two feet of snow — which is where an unready driver actually fails. A driver who finishes the path before December should carry a provisional sign-off, reviewed after their first sustained cold stretch.
- **We did not examine your cargo tank or hose test records.** Those fall under a separate inspection regime on a different schedule. It is worth knowing that the two are not the same review.

A three-day review closes the first two gaps. Whether they're worth another day is a reasonable thing to disagree with us about.

A note on the numbers in this report. The cost model draws on three kinds of figure, and page 10 marks which is which: what we counted on site, what your own records gave us, and eight numbers we supplied ourselves. All eight are listed with a blank column beside them so you can put your own in. None of them came from payroll.

What we asked you to pull. A hire-and-termination list with dates for the trailing twelve months, and a job export with the technician and the repeat-visit flag. Both came from your existing systems; neither took your office more than an hour.

FINDINGS

What's Actually Happening

Six findings. The first one is the one everything else comes from.

F–1

The Same Route Is Taught Three Different Ways

We looked at how three drivers bring a new driver up — two followed on their routes, one walked through at the truck. All three are good at the job. None of them teaches it the same way.

The three sequences differ from the first step:

- **From the truck outward** — pre-trip, gauges, hose handling, then the customer.
- **From the customer back** — the stop first, the equipment second.
- **From what has gone wrong on that route historically.** The most useful of the three and the least repeatable, because it exists only in that driver's head.

Across the steps we counted, fewer than half appeared in all three sequences. Two steps that one driver treats as non-negotiable were never mentioned by the other two — and one of those two is a leak check step.

Two sequences observed directly, one described. We've separated those because they aren't the same grade of evidence: a driver describing their method tends to give you the tidy version.

At present a new driver's competence is determined by which trainer happened to be available.

F–2

Nobody Agrees What Independence Means

We asked three supervisors the same question: how do you know a new hire is ready to work alone? We got three answers, and none of them was a list.

> *"You can just tell. You ride with them enough, you know."*

That is true, and it is also the difficulty. Readiness rests on a judgment that cannot be transferred to anyone else, cannot be checked, and departs with the person who holds it. Two of the three supervisors told us they expect to retire within five years.

It also means two supervisors can disagree about the same hire and both be right, because they're measuring different things.

F–3

The Hazmat Training File Wouldn't Survive Being Asked For

Vandry's propane operation keeps a training file. It's better than nothing and better than we often see. Each entry shows a name and a completion date.

49 CFR 172.704(d) asks for five things in a hazmat employee's training record: the name, the most recent completion date, a description or location of the materials used, the name and address of whoever provided the training, and certification that the person was trained *and tested*.

Vandry's file has two of the five. The training happened — we're not suggesting otherwise. The record of it is three elements short, and the record is what gets asked for.

Two things widen it. A hazmat employee isn't only a driver: it covers the plant operator loading the bobtail and whoever prepares or signs shipping papers, which here is dispatch. Vandry's file covers drivers only. The rule also requires recurrent training at least every three years; the file records a completion date but nothing establishes the next one.

Retention is a second issue. The rule requires the record be kept for as long as the person is a hazmat employee plus ninety days, covering the preceding three years. The driver qualification file is a separate requirement with a separate clock: employment plus three years. Right now both live in the same folder and get cleared out on the same schedule.

F–4

The Path Follows Who's Available, Not What's Next

New hires are assigned to whoever has room that week. The effect is that the sequence of what somebody learns is set by the schedule board rather than by what builds on what.

The HVAC supervisor described a current hire who had been shown commercial rooftop work in week two and hadn't yet done a residential boiler or furnace changeout in week nine. That's backwards, everyone involved knows it's backwards, and it happened anyway because that's who was free.

F–5

On-Call Is Training, and It's Taught by Omission

The on-call rotation is where a technician first handles a call with nobody beside them, at night, at a customer's house, on a problem nobody triaged. Every supervisor described it as a milestone. Nobody described it as training, and nothing prepares anyone for it specifically.

Technicians going on call for the first time told us they had been given a phone number and told to use it. That is a genuine safety net, but it is not a standard.

F–6

What Your Best Trainer Knows Isn't Written Anywhere

Six of the eleven people we spoke to, across two departments, named the same person unprompted when we asked who taught them. The approach is genuinely good — it's sequenced, it checks for understanding, and it adjusts to the person.

None of it exists outside that person. No outline has been written, no checklist, and no notes. When that person is on a job, training stops; when that person retires, it stops permanently.

COST MODEL

What It's Costing

Four costs, built from what Vandry already knows. Every line shows its own arithmetic so you can put your own figures in and watch the total move.

The Assumptions

Eight numbers in this model came from us rather than from you. They're listed here so you can replace any of them. The four that move the total most are marked.

WHAT WE ASSUMED	OUR FIGURE	YOURS
Fully loaded cost of a field hour — moves everything	$68	
Output during ramp, against an established technician — moves everything	45%	
Achievable Day One to Independence on a defined path, blended across the four field roles	9 weeks	
Trainer hours a week, per person who trains	6	
Weeks a year with somebody in ramp	30	
Cost to replace a departure — advertising, interview time, onboarding admin	$2,400	
Hours consumed by a callback — drive, diagnose, correct	2.6	
Working week	40 hrs	

A flat 45 percent is a simplification — week one is nearer zero and week thirteen nearer full. It's roughly the area under that curve. Modelling the curve properly moves the total by less than five percent.

From the first two: one ramp week costs $40 \times 0.55 \times \$68 =$ **$1,496**.

What We Counted

Field technicians and drivers	62
Field hires in the last twelve months	19
Of those, left inside twelve months	7
Day One to Independence, average	14 weeks

Day One to Independence, range	6–26 weeks
Achievable on a defined path	9 weeks
People who regularly train	9
Callback rate, established technicians	3.1%
Callback rate, first-year technicians	7.4%

The Four Costs

COST	ARITHMETIC	ANNUAL
Excess ramp time The 12 hires who stayed, each carrying 5 weeks more ramp than a defined path needs	12 hires × 5 weeks × $1,496	$89,760
Lost to first-year exits 7 departures, leaving on average in week 11, plus the cost of replacing them	7 × 11 weeks × $1,496 = $115,192 plus 7 × $2,400 replacement = $16,800	$131,992
Trainer hours 9 people, 6 hours a week, across the 30 weeks a year somebody is in ramp. Only time that *isn't* alongside production: debriefs, paperwork, and ground re-covered because nobody recorded what was covered last time. The hours riding together aren't counted — the work gets done on those	9 × 6 × 30 = 1,620 hours 1,620 × $68	$110,160
Excess callbacks 2,850 service calls completed by first-year technicians, at 4.3 points above the established rate. Your system doesn't separate callbacks by tenure — these rates are the service manager's estimate, and we have used the conservative end of the range	2,850 × 4.3% = 123 callbacks 123 × 2.6 hours × $68	$21,746
Gross annual cost		**$353,658**

What's Actually Recoverable

Not all of it is recoverable. A defined path shortens ramp time rather than eliminating it, and trainers will still spend hours training. The figures below are deliberately conservative, and each states the assumption on which it rests.

SOURCE	ASSUMPTION	RECOVERABLE
Excess ramp time	60% of the 5 weeks is captured	$53,856
First-year exits	7 departures become 5. Two of the seven told their supervisor some version of “I never knew where I stood.” If neither was really leaving for that reason, take this line to zero — the other three still total $97,777	$37,712
Trainer hours	30% of trainer hours re-cover ground somebody already covered	$33,048
Excess callbacks	Half the excess closes	$10,873
Reachable inside twelve months		**$135,489**

That represents 38 percent of the gross figure. We would rather give you a number you can defend to your own people than the largest one the arithmetic permits.

RISK REGISTER

Where You're Exposed If Someone Asks

This register is about proof, not about whether the work is being done well. Each row is somebody who can ask Vandry for a document, and what they'd find.

WHO ASKS	WHAT THEY ASK FOR	WHAT EXISTS TODAY	THE GAP	SEVERITY
A DOT compliance review, a hazmat-qualified roadside inspector, or the one that happens every year — your insurer's loss control visit at renewal	Training records under 49 CFR 172.704(d), covering the preceding three years	A file with each driver's name and completion date	Three of five required elements missing: materials used, provider name and address, certification that the person was trained and tested	Severe
An insurance carrier, after a loss	Proof the technician was trained on the task that went wrong	General onboarding acknowledgement in the personnel file	Nothing role-specific and nothing task-specific. No document ties a person to a competence	Severe
A plaintiff's attorney	The written standard Vandry held the person to	Supervisor judgment, described verbally	The standard isn't written, so there's nothing to show it was met — or that it exists	Severe
An equipment manufacturer, or the EPA	Current certification for each technician on their equipment, and a current EPA Section 608 card for anyone handling refrigerant	A spreadsheet, last confirmed accurate at an unclear date	No renewal tracking. Two certifications appear to have lapsed	Moderate
A commercial customer's safety pre-qualification	A training matrix by role	Assembled by hand each time it's requested	Days of work per request, and the answer changes depending on who assembles it	Moderate

WHO ASKS	WHAT THEY ASK FOR	WHAT EXISTS TODAY	THE GAP	SEVERITY
Connecticut DOL	A registered apprenticeship agreement for each unlicensed person doing licensed-trade work, and a filed sponsor plan: work processes, hours, wage progression, supervision ratio	Not filed — Vandry isn't a registered sponsor	CGS § 20-334 permits work in these trades by a license holder, or by someone holding a card of registration and subject to the apprenticeship regulations. We observed unlicensed people on licensed-trade work and no sponsor registration. We're describing what we saw, not giving a legal opinion — this one belongs with your counsel before anything else on this page	Unknown

The pattern. In every severe row the training happened and the proof did not. That distinction matters, because none of what follows requires Vandry to train better. It requires the training that already happens to leave a record behind it.

This register is a description of what we saw in two days, not a legal opinion. Whether a particular requirement applies to Vandry is a question for the company's counsel.

RECOMMENDATIONS

Priced Options

Three ways to begin. Each produces the same three documents for every role it covers: the standard, the path, and the record.

Option A — Propane Delivery Driver

One role, the one where the record gap is regulatory rather than operational, and the one Vandry is hiring into now.

Propane delivery is roughly a quarter of your field hiring. On the same assumptions, Option A reaches about **$30,000** of the $135,489 — a little over three times its fee in the first year — and it tells you whether the method works here before you spend the rest.

Duration	Six weeks
Fee	**$9,500**
You end up owning	A written standard for the role. A six-stage path with named stage owners. A signed record form carrying all five elements 172.704(d) requires. A one-page guide for the drivers who do the training
What it doesn't do	Nothing for plumbing, HVAC, or generators. The other departments keep onboarding the way they do now

Option B — Three Roles

Propane delivery first, then plumbing service, then HVAC service, each built on what the previous one established. By the third role Vandry's own supervisors are doing most of the drafting.

Duration	Nine months, in three blocks
Fee	**$25,500**
You end up owning	All of Option A, plus the same three documents for plumbing service and HVAC service. A single record format across all three so the training matrix assembles itself. A defined handover point where Vandry takes over authoring
What it doesn't do	Generators and on-call stay uncovered

Option C — All Field Roles, Plus the People Who Train

Every field role including generators and the on-call rotation, and a layer that most companies skip: preparing the people who do the training to use what's been built.

Duration	Twelve months
Fee	**$51,000**
You end up owning	All of Option B, plus generators, plus a written standard for the on-call rotation, plus a short program for the nine people who train — which is what stops F–6 from recurring
What it doesn't do	Office, dispatch, and warehouse roles stay out of scope

After the Build — Keeping It True

A standard written in 2026 describes 2026. Equipment changes, a role splits, somebody retires and takes a stage of the path with them. Companies that treat this as finished find the documents quietly stop matching the work inside about two years — which is worse than not having them, because by then there's a signed record saying somebody met a standard nobody follows any more.

Annual upkeep	**$7,500 a year**
What it covers	A working day on site each quarter. Standards re-checked against what the job has actually become, records audited the way somebody asking for them would, new roles added as they appear, and the path adjusted when a stage owner changes
Starts	Twelve months after the last document is signed off, not before

This is optional and worth declining if the work genuinely is not changing. In this industry it generally is.

What We'd Actually Do

We would recommend Option A, not because it is the least expensive but because it establishes whether the method works at Vandry before you commit a year to it. Six weeks from now you would have a finished standard for one role and would know whether your supervisors use it. If they do not, that is worth discovering for $9,500 rather than $51,000.

If you go on to Option B within six months, Option A's fee comes off it. Starting small shouldn't cost you more than starting big.

> The review is $4,500 for a company this size, half on booking and half on delivery. The second half is credited against any option above, and if this report wasn't worth what you paid for it, that half is refunded — say so and it's done.

APPENDIX

One Role, Finished

This is what Option A produces for the propane delivery driver. It's included so you can see the end product rather than a description of it.

WHAT THIS PATH ASSUMES

A driver arriving with a Class B CDL, hazmat and tank endorsements, and a current medical card. **If you hire unlicensed and sponsor the credential, the licensing track runs in front of this path** — entry-level driver training from a registered provider, the TSA threat assessment for the hazmat endorsement, the learner's permit holding period, a road test — and that is months, not weeks, before week one starts. The six weeks below begin the day the endorsement is in hand. We establish which of your hires are which before we quote.

The Standard

What Independence means for this role. Written so two supervisors would agree on whether somebody's ready.

A Vandry propane delivery driver works independently when they can, unaccompanied and without prompting:

1. Complete a pre-trip inspection and correctly identify a defect that takes the vehicle out of service, stating what it is and who to call
2. Confirm the truck's placards, markings and 1075 identification are present and legible, and that the shipping paper and emergency response information are aboard, accessible, and match the load — and say where an officer would expect to find them
3. Fill a residential tank correctly at a tank they haven't seen before: confirm it's fit to fill (data plate, re-qualification date, relief valve, regulator and vent orientation, overall condition), position and chock the truck, control ignition sources, bleed the fixed maximum liquid level gauge and stop the fill at 80 percent, stay with the transfer throughout, check the connection, then disconnect and secure the hose
4. Identify an unsafe fill condition and stop — obstructed vent, damaged relief valve, questionable tank date, no clear escape path
5. Recognize an interruption of service and follow this company's out-of-gas procedure, including whether our drivers perform the leak test and relight or lock off and hand it to service
6. State what to do in the first sixty seconds of a release, without looking it up

7. Complete the delivery ticket and the daily log so that someone who wasn't there can reconstruct the stop
8. Explain to a customer why a fill was refused, without escalating it

Eight items, each of them observable. Stages 1 to 5 are signed on the basis of what the stage owner watched. Stage 6 is signed on the record plus one audited day. That is the intention: by the final stage the paperwork must be good enough to stand in for a supervisor's eyes.

The Path

What they learn, in what order, who teaches it, over how many weeks.

STAGE	WHAT GETS COVERED	WHO TEACHES IT	DURATION	SIGNED OFF WHEN
1	Vehicle, pre-trip, defects, out-of-service criteria	Fleet lead (backup named)	Week 1	Two unassisted pre-trips, one with a planted defect
2	Product, hazards, the first sixty seconds	Operations manager	Week 1	Verbal walkthrough, unprompted
3	Paperwork: shipping papers, placarding, delivery tickets, the daily log	Dispatch lead	Week 2	Three tickets completed and checked
4	Residential fills, observed then assisted	Assigned driver	Weeks 2–4	No fewer than ten full route days assisted, including at least one underground tank, one tank not seen before, one found out of gas, one fill stopped or refused, and one delivery in weather. The trainer signs each day, not the stage
5	Refusals, unsafe conditions, the customer conversation	Assigned driver	Week 4	One refusal handled, or simulated if none occurs
6	Solo route under check-in	Operations manager	Weeks 5–6	Five consecutive solo route days: tickets and DVIRs complete and legible, gallons reconciling to the truck meter, no check-in call needing a second person to attend, and one route day audited behind the driver by the fleet lead

Six weeks against the fourteen Vandry averages now. Nine weeks is the blended target across all four field roles in the cost model — propane delivery is the fastest of them at six, HVAC service the slowest. The gain isn't speed for its own sake; it's that the order stops depending on who's free.

The Record

Signed and dated proof that each person completed it. **Two documents, on purpose.** Page one is the hazmat training record and nothing else — the five elements 49 CFR 172.704(d) requires, which the current file doesn't carry. Page two is the competency record: stages, stage-owner signatures, the standard met.

They're separate so that when a hazmat investigator asks for the training record, you hand over page one. Page two is for your insurer and your counsel, and it goes out when they ask, not when somebody else does. The form below is page one.

TRAINING COMPLETION RECORD — PROPANE DELIVERY DRIVER

Employee name	
Hire date · Date this record covers	
Most recent training completion date	
Training materials used Title and location, or a copy attached	
Training provided by Name and address	
Stages 1–6 complete Each signed and dated by the named stage owner on the attached path sheet	
Certification I certify that this employee has been trained and tested on the requirements above and meets the written standard for this role.	
Supervisor signature · Date	
Retention Hold for employment plus 90 days, covering the preceding three years. Driver qualification file is separate: employment plus three years.	

One page per person, held in a single folder. If somebody asks for proof, it is as easy as handing over that folder.

HOUSATONIC TRAINING SYSTEMS

What Happens Next

If this is worth continuing, the next step is a conversation about which role to begin with, rather than a proposal.

We build structured on-the-job training for companies in the industries where the work is real and almost none of it is written down. A written standard for each role, a path to reach it, and signed records that prove each person completed it. One role at a time, built on your own work rather than a template.

We stay small deliberately. The person who scopes your review is the person who conducts it, and there is no account manager between you and the work.

Call or text	(301) 943-9854
Email	nic@housatonictraining.com
Web	housatonictraining.com

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