



# **The Home Depot #4935 Forklift Training Plan Proposal**

**A COLLABORATIVE LEARNING PROJECT FOR  
TRHRD 360/560 TRAINING SYSTEMS IN BUSINESS  
AND INDUSTRY**

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## **A. INTRODUCTION**

The Home Depot was founded in 1978 by Bernie Marcus and Arthur Blank with the first two stores opening on June 22, 1979, in Atlanta, Georgia. The vision for The Home Depot was of a one-stop shopping for the home improvement do-it-yourselfer. This concept, which included large stores and a wide variety of products, was a vast improvement over the average hardware store at that time.

The Home Depot associates (employees) offer the best customer service in the industry by guiding customers through projects such as laying tile or handling power tools. Not only do store associates undergo rigorous product knowledge training, but also offer clinics so customers can learn how to do these projects themselves.

### **1) Name of the Company**

The Home Depot

### **2) Business Sector**

Hardware and building materials

### **3) Primary Product/Service Provided**

Home improvement specialty retailer

### **4) Market Share**

The world's largest home improvement specialty retailer with stores in all 50 states, the District of Columbia, Puerto Rico, U.S. Virgin Islands, 10 Canadian provinces, and Mexico.<sup>1</sup>

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<sup>1</sup> The Home Depot <https://corporate.homedepot.com/Pages/default.aspx>



## **5) Revenue Generated**

The Home Depot reported an increase for 2012 in their fourth quarter fiscal revenues, reporting \$18.2 billion which is up approximately 6.2% from the fourth quarter fiscal of 2011.

From a sales vantage point; The Home Depot comparable store sales increased 7% in the fourth quarter of 2012 while US comparable store sales reported a 7.1% growth for the same period.

Sales figures for The Home Depot for the fiscal year 2012 were \$74.8 billion.

## **6) Number of Employees**

Reports dated August 2013 indicate that The Home Depot has 2,258 stores worldwide with a total amount of employees at just over 300,000.

## **7) Predominate Management Style**

The Home Depot's current management style would be categorized as a "coaching" style of management. The Home Depot focuses on developing employees to achieve business results. A coaching style of management helps us practice this value on a daily basis through a team approach where associate input is valued and encouraged.

## **8) Company's Mission Statement**

The Home Depot mission statement is:<sup>2</sup>

The Home Depot is in the home improvement business and our goal is to provide the highest level of service, the broadest selection of products and the most

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<sup>2</sup> *Mission Statement* retrieved from <http://ir.homedepot.com/phoenix.zhtml?c=63646&p=irol-faq#37549>



competitive prices. We are a values-driven company and our eight core values include the following:

- Excellent customer service
- Taking care of our people
- Giving back
- Doing the "right" thing
- Creating shareholder value
- Respect for all people
- Entrepreneurial spirit
- Building strong relationships

## **B. PERFORMANCE PROBLEM AND ANTICIPATED PERFORMANCE IMPROVEMENT RESULTS**

### **1) Problems**

An alarming trend has been identified at The Home Depot #4935, 2330 Crest View Drive, Hudson, WI 54016. Over the past year, a 20% increase in employee absenteeism (a total of 60 man-days lost) and a 30% increase in property and inventory damage (a total of \$38,000) has been realized. This has been attributed to Warehouse Associates with the additional duty to operate forklifts:

- Increased employee absenteeism due to:
  - injuries suffered by Warehouse Associates operating forklifts
  - injuries to others caused by Warehouse Associates operating forklifts
- Property and inventory damage due to improper forklift operations



## **2) Needs Assessment**

A needs assessment was conducted for The Home Depot #4935 and it revealed workman's compensation injury claims are increasing due to employees being injured either while operating a forklift, or caused by a Warehouse Associate operating a forklift. Additionally, an increase to property and inventory damage has been attributed to improper forklift operations. It appears that some of the assigned Warehouse Associates, with the additional duty to operate forklifts, lack the requisite knowledge, abilities and skills.

## **3) Problem Solution**

The solution is to provide safety and operations training to Warehouse Associates who have the additional duty of forklift operations. This training must be in compliance with all regulatory agencies. All currently assigned Warehouse Associates designated as forklift operators, and any new designated forklift operators, will be required to certify to operate the various model forklifts found at The Home Depot #4935 and will recertify annually.

Performance improvement, and the effectiveness of the safety and operations program, will be measured by assessments including observations, written examinations and hands-on competency of Warehouse Associates. Another indicator of the effectiveness of the program will be by the reduction of the loss of days at work associated with forklift injury and the reduction or elimination of property and inventory damage due to forklift operations. A review of the program will be conducted monthly in conjunction with the review of the workman's compensation report for The Home Depot #4935.





### **C. DESCRIPTION**

The Home Depot #4935 Forklift Training program will provide assigned Warehouse Associates with the skills and knowledge needed to properly inspect, identify, and operate forklifts (also known as powered industrial trucks), along with the required personal protective equipment (PPE), to ensure safe warehouse working conditions and operations. Warehouse Associates will be able to perform preventative maintenance and pre-operational checks on all forklift models and equipment used at The Home Depot #4935. Warehouse safety procedures in this training program are OSHA compliant will aid in reducing workplace-related accidents, injuries and deaths.

Part of the Warehouse Associate training will be conducted in a classroom. This involves instructor presentations and discussions, safety literature review, and videos. It will provide a general overview of all forklift equipment (including PPE), OSHA regulations, and safety procedures. This is followed up with hands-on activities in a warehouse environment. Warehouse training will provide opportunities for Warehouse Associates to gain hands-on experience operating all forklift equipment currently in use at Home Depot Store #4935.

Upon completion of this training, Warehouse Associates will demonstrate their ability to effectively and efficiently operate all models of forklifts used at The Home Depot #4935. Warehouse Associates will demonstrate a working knowledge of all mechanical equipment, tools, and protective equipment to ensure warehouse tasks are performed in a safe and efficient manner, and in accordance with OSHA regulations and The Home Depot policies and procedures.



As a result, this will increase warehouse safety and productivity, reduce the number of forklift-related injuries to forklift operators, employees, or other personnel, reduce forklift equipment failure or damage, and reduce damage to other property or inventory. In turn this will lead to a reduction in lost mad-days and workman compensation claims. Costs associated with maintenance and repairs, damaged or destroyed property, and damaged or destroyed inventory will also be reduced. Properly trained and efficient Warehouse Associates can also lead to an increase in revenue.

#### **D. GOALS**

In order to stay current with The Home Depot's mission statement and shareholder's investments, it has been brought to the attention of the management team that it is a violation of Federal law for anyone UNDER 18 years of age to operate a forklift or for anyone OVER 18 years of age who is not properly trained and certified to do so.<sup>3</sup>

In an effort to reduce injuries and cost and to stay compliant with federal law, all employees of The Home Depot #4935, that will be operating forklifts, shall receive forklift safety training and certification. The methods used to reduce forklift accidents include: driver training, safety procedures, equipment maintenance, and restricted/ designated areas of operation.

It is The Home Depot's goal through forklift training to:

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<sup>3</sup> *Powered Industrial Trucks* retrieved from <https://www.osha.gov/SLTC/poweredinustrialtrucks/index.html>



- Reduce/eliminate personal injuries which require workman's compensation claims and employee time off
- Reduce/eliminate loss of inventory due to mishandling of goods
- Reduce/eliminate forklift damage, property damage, and down time due to accidents

In accordance with OSHA research, 70% of all forklift accident are avoidable when using proper safety.<sup>4</sup> Therefore it can be projected that The Home Depot #4935 may see a decrease in forklift accidents by 70% after safety training. This will lead to a reduction in injuries and damages to personnel and property. In addition, The Home Depot #4935 will realize the reduction of costs associated with forklift accidents and that will positively affect the bottom line (profit margin) for the store. Effectively trained and skilled Warehouse Associates (forklift operators) can lead to an increase in store revenue with their enhanced capabilities to assist and service our customers.

## **E. FORKLIFT OPERATOR TRAINING PROGRAM COURSE OUTLINE**

- I. Lesson 1 - Introduction
  - a. Overview of the program
  - b. Goal of the program: to provide a training program based on the Warehouse Associate's prior knowledge, the types of vehicles used in The Home Depot, and the hazards of The Home Depot.

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<sup>4</sup> *Towards Improved Forklift Safety* retrieved from <http://www.nist.gov/el/isd/ms/upload/PerMIS-09-Forklift-Safety-WhitePaper.pdf>



- c. Course will utilize video, group discussion and hands-on practice. Each operator must obtain the knowledge and skills needed to do their job correctly and safely.
- II. Lesson 2 - Types, Features, and Physics
- a. Familiarize each operator with the basic types and functions of forklifts.
  - b. Develop an understanding of the information shown on a data plate.
  - c. Understand the critical truck measurements that affect safety.
  - d. Understand the forces that cause tipovers, and the truck design considerations and safety ratings that help prevent them, including the "stability triangle."
- III. Lesson 3 - Inspecting the Vehicle
- a. Understand the purpose and importance of pre-operational checkouts.
  - b. Provide a basic understanding of areas covered during a pre-operational checkout.
  - c. Familiarize each operator with a checklist for pre-operational checkouts, and what to do if a problem is discovered.
- IV. Lesson 4 - Driving the Truck
- a. Understand the elements of safe movement of a forklift.
  - b. Understand the differences between an automobile and a forklift.
  - c. Recognize the safety hazards associated with operating a powered industrial.



- V. Lesson 5 - Load Handling
  - a. Understand the elements of load lifting safety.
  - b. Understand the safe operating procedures for raising and lowering loads in aisles.
  
- VI. Lesson 6 - Liquid Petroleum Gas (LPG) for Lift Trucks
  - a. Discuss LPG and its properties.
  - b. Understand the elements and procedures of safely refueling internal combustion vehicles.
  - c. Describe tank components: service valve, surge valve, relief valve, etc.
  - d. Discuss related safety issues.
  
- VII. Lesson 7 - Battery and Charging
  - a. Understand the elements and procedures of safely changing and charging batteries.
  - b. Discuss filling procedures and maintenance.
  - c. Discuss related safety issues.
  
- VIII. Lesson 8 - Safety Concerns
  - a. Review/reinforce potential of serious injury,
  - b. Review/reinforce safety procedures in your facility.
  
- IX. Lesson 9 - Specific Truck and Workplace Training/Hands-On
  - a. Review features of specific forklifts to be operated.



- b. Review operating procedures of specific forklift's to be operated.
- c. Review safety concerns of specific forklifts to be operated.
- d. Review The Home Depot conditions and safety concerns of areas where forklifts will be operated.
- e. Learn/practice actual operation of specific forklifts to be operated and specific The Home Depot conditions where forklifts will be operated.
- f. Demonstrate proficiency performing the forklift operator duties specific to the Warehouse Associate's position and The Home Depot conditions.

X. Lesson 10 - Certification of Completion of the Course

## **F. INSPECTING THE VEHICLE LESSON PLAN (LESSON 3)**

### **1) Subject**

Inspecting the Vehicle

### **2) Training Performance Objectives**

- 1. Understand the purpose and importance of pre-operational checkouts.
- 2. Provide a basic understanding of areas covered during a pre-operational checkout.
- 3. Familiarize each operator with a checklist for pre-operational checkouts, and what to do if a problem is discovered.

**Audience:** The Home Depot Warehouse Associates (forklift operators).

**Behavior:** Recognize unsafe forklift conditions and faulty equipment.



**Condition:** Given a Toyota 7BNCU20 Electric Stand-up Rider forklift with safety issues and equipment faults.

**Degree:** In accordance with The Home Depot Innovation Center Policies & Procedures manual (July 2012), appropriate OSHA safety guidelines and 29 CFR 1910.178(l)(1).

**Therefore, this lesson is concerned with teaching you to:** Inspect, analyze and assess the condition of a forklift prior to usage.

### 3) Teaching Aids

- Pre-test to assess existing skills of trainees
- PowerPoint presentation outlining key safety and performance areas of the equipment
- Computer, projector and screen
- Diagrams of equipment to point out specific areas of concern
- Laser pointer to focus areas of discussion
- Post-test

### 4) Materials

- Pre-operation inspection checklist forms
- OSHA guideline
- Schematics of equipment specifying points of safety concern
- Step-by-step summary of inspection process



## 5) Example Evaluation Questions

1. During the pre-operational inspection you should check:
  - a. Hydraulic system
  - b. Brakes
  - c. Tires
  - d. All of the above
2. Operators are required to inspect their forklifts:
  - a. Monthly
  - b. Daily
  - c. Weekly
  - d. Before each shift
3. It is part of your job to complete the \_\_\_\_\_ after you have thoroughly inspected your forklift.
  - a. hold harmless waiver
  - b. The Home Depot loyalty oath
  - c. pre-operation inspection checklist
  - d. post-operation inspection checklist
4. The most important safety device on your lift truck is \_\_\_\_\_ .
  - a. Horn
  - b. Seat belt
  - c. Warning light
  - d. Back up light
  - e. You





5. During your pre-operational check a hydraulic leak is detected. You should lockout/tag-out the forklift, remove the keys, and report to the \_\_\_\_\_.
- Corporate Safety Department
  - Direct Supervisor
  - Co-workers
  - Customer Service Manager

#### 6) References:

- The Home Depot Innovation Center Policies & Procedures manual (July 2012) [https://homedepotlink.homedepot.com/en-us/Related20Documents/IC\\_Policies\\_and\\_Procedures\\_2012.pdf](https://homedepotlink.homedepot.com/en-us/Related20Documents/IC_Policies_and_Procedures_2012.pdf)
- Sample Powered Industrial Truck (PIT) Operator Training Program Outline [https://www.osha.gov/dte/library/pit/trg\\_outline.html](https://www.osha.gov/dte/library/pit/trg_outline.html)
- Powered Industrial Trucks – Forklift Trucks <https://www.osha.gov/SLTC/powerindustrialtrucks/>
- 29 CFR 1910.178(l)(1) [https://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_id=9828&p\\_t able=STANDARDS](https://www.osha.gov/pls/oshaweb/owadisp.show_document?p_id=9828&p_t able=STANDARDS)

#### 7) Time to Complete Lesson

(1-Hour)

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##### I. **PREPARATION** (10 minutes)

1. Give a pretest to assess the existing skill level of the trainees.



2. Discuss any concerns trainees may have regarding the focus of the training.
3. Outline the structure of course indicating evaluation exercise.
4. Clarify that each operator must obtain the knowledge and skills needed to continue onto the hands on portion of training (assessed in evaluation exercise).
5. Discuss course outcome: Each operator will obtain the knowledge and skills needed to perform their job safely.

II. **PRESENTATION** (20 minutes)

1. Inspecting the forklift.
2. Understanding the purpose and importance of the pre-operation inspection and checklist.
3. Provide a basic understanding of areas covered during a pre-operation inspection.
4. Familiarize each operator with the pre-operation inspection checklist, and what to do if a problem is discovered.
5. Group Discussion to identify vague points.

III. **APPLICATION** (10 min)

1. Complete practice form using a pre-operation inspection checklist while inspecting a forklift.



2. Determine if forklift is safe to operate and if not determine the problem and what to do.

#### IV. **SUMMARY/REVIEW** (10 min.)

1. Review/reinforce potential of serious injury of not using the pre-operation inspection checklist.
2. Review/reinforce forklift safety procedures.

#### V. **EVALUATION** (10 min)

Post-test

#### **8) Assigned Student Reading for Next Lesson**

N/A

#### **9) The Next Lesson Is**

Lesson 4 - Driving the Truck

### **G. TIME SCHEDULE**

#### **1) Commencement Date**

Training for all current Warehouse Associates with forklift duties (a total of 20 employees) will be conducted during the second and third full weeks in January 2014. There will be two 1<sup>st</sup> Shift and two 2<sup>nd</sup> Shift sessions with five employees per session.

Three additional training sessions are scheduled for the second full weeks of April, July and October. These sessions are for new Warehouse Associates that are hired and will have forklift duties. If there are not a minimum of three students for a particular training session, that session will be cancelled and the students will be scheduled for the next session.



ID	Task Name	Duration	Start	Finish
1	Forklift Operator Training (1st Shift)	8 hours	1/13/2014	1/13/2014
2	Forklift Operator Training (2nd Shift)	8 hours	1/13/2014	1/13/2014
3	Forklift Operator Training (1st Shift)	8 hours	1/20/2014	1/20/2014
4	Classroom/Written Test (2nd Shift)	8 hours	1/20/2014	1/20/2014
5	Forklift Operator Training (1st Shift)	8 hours	4/14/2014	4/14/2014
6	Forklift Operator Training (2nd Shift)	8 hours	7/14/2014	7/14/2014
7	Forklift Operator Training (1st Shift)	8 hours	10/13/2014	10/13/2014

## 2) Duration of Training

The length of the training is eight (8) hours with scheduled lunch break. Employees will be rotated through so adequate staff can be scheduled in the department.

## 3) Anticipated Completion Date

Every Warehouse Associates with forklift duties will be certified and/or recertified annually to operate a forklift. New employees are required to attend the forklift training session and successfully pass the exam prior to operating a forklift. New employees will attend the closest forklift training session to their hire date.

## H. BUDGET (COST VS. BENEFIT)

### 1) Training Cost Breakdown

#### Manpower

ID	Task Name	Manpower Cost Per Hour	Duration	Cost Total	Start	Finish	Resource Name
1	Forklift Operator Training (1st Shift)	\$100	8 hours	\$800	1/13/2014	1/13/2014	Trainer 1



ID	Task Name	Manpower Cost Per Hour	Duration	Cost Total	Start	Finish	Resource Name
2	Forklift Operator Training (2nd Shift)	\$100	8 hours	\$800	1/13/2014	1/13/2014	Trainer 2
3	Forklift Operator Training (1st Shift)	\$100	8 hours	\$800	1/20/2014	1/20/2014	Trainer 1
4	Forklift Operator Training (2nd Shift)	\$100	8 hours	\$800	1/20/2014	1/20/2014	Trainer 2
5	Forklift Operator Training (1st Shift)	\$100	8 hours	\$800	4/11/2014	4/11/2014	Trainer 1
6	Forklift Operator Training (2nd Shift)	\$100	8 hours	\$800	7/14/2014	7/14/2014	Trainer 2
7	Forklift Operator Training (1st Shift)	\$100	8 hours	\$800	10/13/2014	10/13/2014	Trainer 1

## Training Session

### Cost per Training Session

Category	Description	Cost
<b>Manpower</b>	Trainers and trainees: $(\$25 + (\$15 \times 5)) \times 8$ hrs	\$800
<b>Consumable Materials</b>	Participant's pre and posttests - 5 x \$2.00 for both tests	\$10
	Participants/Presenters Power Point Handout - 6 x \$3.00 per handout	\$18
	Pre-operation inspection checklist forms - 5 x \$3.00	\$15
	Lunch for attendees and trainer - 6 x \$6.00	\$36
	<b>Total Cost</b>	<b>\$879</b>

### Annual Training Cost

\$879 x 7 sessions	\$6,153
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## 2) Costs due to Forklift Accidents at The Home Depot #4935 for 2013



Category	Description	Cost
Personnel	Average incurred cost of forklift injury - \$4,862 <sup>5</sup> 12 employees injured in 2012 due to forklifts	\$58,344
Forklift	Toyota 7BNCU20 Electric Stand-up Rider Unrepairable – Total loss due to accident	\$22,000
Forklift Maintenance	Repairs on forklifts	\$10,000
Equipment	Damaged Pallet Rack System (shelving)	\$ 1,000
Merchandise	Damaged inventory (non-resalable)	\$15,000
	<b>Total Cost</b>	<b>\$106,344</b>

### 3) Return on Investment (ROI)

According to OSHA, 70% of all forklift accidents are preventable. After training we can reasonably expect a reduction of 70% of forklift accidents and associated costs.

Category	Description	
<b>Benefit</b>	\$106,344 x 70%	\$74,440.80
<b>Annual Training Cost</b>	\$879 x 7 sessions	\$6,153
<b>ROI</b>	\$74,440.80 /\$6,153	12.10

For every \$1 spent on training we get \$12.10 in return.

## I. MATERIALS AND FACILITIES

### 1) Training Site

- a. Classroom with 10 seat minimum
- b. Warehouse area in store for training

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<sup>5</sup> SAIF Corporation. *Safety Zone*. Retrieved from [http://www.saif.com/\\_compnews/0603PDFs/SafetyZone0603.pdf](http://www.saif.com/_compnews/0603PDFs/SafetyZone0603.pdf)



## **2) Materials for Training Facilities**

- a. White board with dry eraser
- b. Four color markers
- c. Smartboard/Starboard with integral DVD player
- d. Mock pallets
- e. Storage racks
- f. Forklifts
  - i. Toyota 7BNCU20 Electric Stand-up Rider
  - ii. Toyota 8FGCSU20 Internal Combustion

## **3) Materials for Instructor**

- a. Instructor manual
- b. Training DVD Forklift safety
- c. Laser pointer
- d. Required personal protective equipment (PPE)
- e. Safety glasses
- f. Hardhat

## **4) Materials for Trainees**

- a. Forklift training manual one per student x 35 (20 initial + 15 possible new hires)
- b. Required personal protective equipment (PPE)
- c. Safety glasses
- d. Hardhat



## J. REFERENCE LIST

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