

TRAINING AND CERTIFICATION IMPLEMENTATION PROCEDURE

IRI supports and assists our customers in the implementation of a Training and Development Program. This includes providing services both on-site and from IRI corporate offices in Biloxi, MS. Services that are provided include but are not limited to:

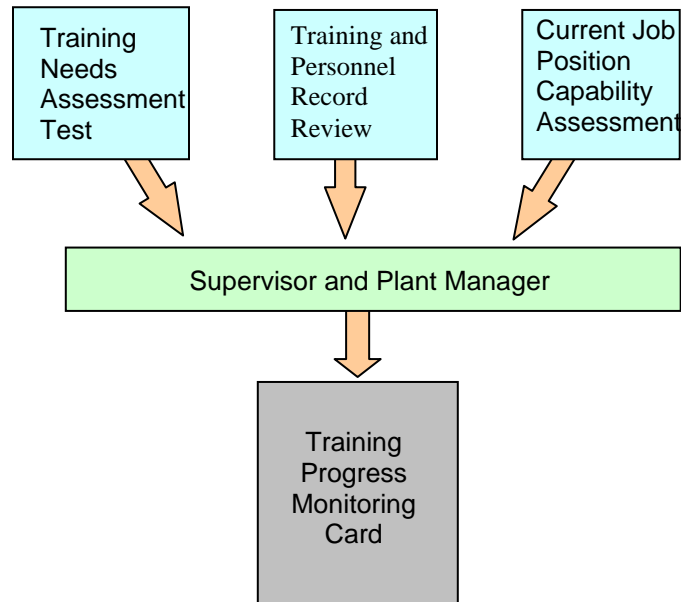
- Provide Presentations on Training and Development Program for Operations and Maintenance personnel
- Assist in the Installation of Learning Management Programs and files on Plant LAN System
- Assist in installing System Descriptions and Maintenance Description files on Plant LAN System
- Provide training in use of Testing and Learning Management Programs
- Preparing Training Needs Assessment Tests
- Assist in preparing Individual Training and Development Plans for all Plant Operators and Maintenance Technicians

The initial step in implementing a Training and Certification program consists of assessing what training is needed and preparing individual Training Progress Monitoring Cards (TPMC) for each individual Plant Technician based on their training needs and current job capabilities.

Preparing Training Progress Monitoring Cards (TPMC)

For each individual Plant Technician an individual Training Progress Monitoring Card must be prepared. This requires determining what the employee's training needs and certification requirements are, and then specifying those needs and requirements on the TPMC. This is done through use of Training Needs Assessment Tests, by a review of individual training and personnel records, through use of JPMS to assess current capabilities and from Team Leader and Plant Manager recommendations. The TPMC that results will therefore allow for the employee's previous experience and knowledge as well as provide a method of defining the training and certification requirements they

need to meet for their job assignment. The process for preparing the TPMC is illustrated below.



As illustrated, using this process each Plant Technician's training and certification requirements are specified on the Training Progress Monitoring Card (TPMC). In most cases, current employees will use the TPMC for the next higher level job position. However, their individual TPMC may have additional items added from a lower level job position if it is determined that additional training or certification is needed in specific areas.

Training Needs Assessment Tests

Training Needs Assessment Tests are used to determine the skills gap that exists between what an employee needs to know and what the employee already knows. The Training Needs Assessment Test is based on the Plant Technician job knowledge requirements. Administering the Training Needs Assessment Test will help to determine current knowledge and skill levels of the employee.

However, because the Training Needs Assessment test is somewhat limited in the number of questions that can be included from each module, and is limited to testing

basic knowledge of the plant, it should only be used as a general indicator of areas where an employee needs training.

The Training Needs Assessment Test is most useful in determining training needs for a group of employees through evaluation of the data in terms of for which training modules the group had the most incorrect responses.

Training and Personnel Record Review

This step consists of reviewing individual records to ensure that an individual is given credit for previous accomplishments. This includes accomplishments both as a Plant Technician and in other related job positions. The information obtained as a result of this review should be documented in the employee's current training record.

When reviewing training records, it is important to remember that the content of the previous training should be taken into account as well as trying to match previous training courses with module titles on the TPMCs. To more clearly define what training is required for a particular module listed on the TPMC review the training module outline and then compare that to the course outline. If specific items were not covered by a previous course, they can be individually noted on the individual's TPMC.

The review of Personnel Records may also require interviewing the employee to determine if un-documented training or certification that is relevant to the employee's current job position was required by a previous employer. Also training and certification requirements at other generating stations should be included in the review and documented as necessary.

Current Job Position Capability Assessment

To help evaluate employee current capabilities the written Evaluation Tests and JPMs may be used. These tests evaluate a representative sample of employee knowledge and skills and should be only one factor considered when preparing the TPMC.

When preparing a written Evaluation Test, five (5) evaluation questions are drawn from the computerized test bank at random for each training module. When using written Evaluation Tests as part of the initial development of TPMCs the test should include items for all modules to the level the employee's current job position. The written Evaluation Test items are constructed in a variety of formats. They include multiple choice, true-false, short answer and fill in the blank, matching, essay or any combination of these.

For certification, successful completion of the job position level Evaluation Test requires a minimum of three (3) correct responses to items for each module and an overall test score of 70% or better. When using the evaluation test to prepare an initial individual TPMC this requirement may be modified in that the purpose of the test is not to determine a pass or fail score but only to determine TPMC requirements.

JPMs from each level may also be used for the initial assessment. The JPMs should also only be selected from the levels up to the employees current job position.

Job Performance Measures (JPMs) are used to evaluate practical skills and abilities. To prepare the TPMCs in an efficient manner requires that only key selected skills and abilities be evaluated using JPMs. A standard list of JPMs that evaluate critical skills and key job functions that will be used as part of preparing TPMCs should be developed over time as experience with the program is attained. The listed JPMs may be changed or expanded as new equipment or requirements become known.

Team Leaders and Plant Manager Recommendations

Although Assessment and Evaluation Tests and JPMs offer an objective method for determining an individual Plant Technician's capabilities, there is also a need for a subjective evaluation by the individual's Team Leader and Plant Manager. After a draft of the individual's TPMC has been prepared it will be submitted to the Team Leader for review and comment and to the Plant Manger for final approval.

Preparing the Individual Training Progress Monitoring Cards (TPMC)

Using the information and data obtained as described in previous paragraphs, an individual TPMC is prepared for each Plant Technician. It consists of a listing of the various requirements that must be met by the employee to successfully complete the Training and Certification Program. The TPMC will be included as part of the individual's Training and Certification Program Book.

The Training and Certification requirements listed on the TPMC will be met by attending classes or self-study and successfully completing the written tests for each module, Evaluation Tests and JPMs. The employee's progress in completing the requirements listed on the TPMC is verified by his Team Leader or the classroom instructors signing and dating the TPMC as each requirement is met. A separate TPMC is used for Associate Plant Technician, Plant Technician and Senior Plant Technician.

When the requirements on the TPMC have been listed and approved by the Plant Manager, the Training Coordinator should meet with the individual and discuss the training and certification requirements and the process by which those requirements can be met.

Training and Certification Program Administration

After all employees have been initially evaluated and TPMCs prepared, each Plant Technician is given their personal copy of the appropriate Plant Technician Training and Certification Book. It contains specific instructions on the procedures for becoming certified including time limits for completing the requirements.

Training Classes and Self-Study

Training Classes will be presented for some modules based on need, complexity of the training or difficulty in learning. If training classes are not presented, the training materials (i.e. videotapes, etc.) will be available for self-study as requested by the individual employee.

Self-study is the responsibility of the individual employee. The goal of the self-study is to learn the knowledge, skills and abilities needed to successfully perform the job requirements of Plant Technicians as listed on the TPMC. In addition to studying the prepared training materials that are available for each module, it will be necessary to learn on-the-job by observation, walking down systems, interacting with more experienced Plant Technicians and studying plant reference materials such as P&ID drawings, logic drawings and equipment technical manuals.

Certification Requirements

Successful completion of the requirements listed on the TPMC includes completing the required training, passing a Team Leader's evaluation, performing JPMs, successfully, completing Evaluation Tests and Oral Boards.

Because the program is progressive, successful completion of the evaluation test and successful performance of the JPMs for each level is required prior to certification at that level. However, in that the evaluation tests and JPMs only sample job capabilities, it is important to remember that the training for each module must also be completed, evaluation using tests and JPMs is only one factor to be considered for certification.

For example, to be certified as a Senior Plant Technician an individual must successfully complete all three level evaluation tests, perform all of the JPMs and complete required training modules from all three levels.

To be certified as a Plant Technician requires successfully completing the first two levels of evaluation tests, JPMs and training modules. To be certified as an Associate requires completion of only the first level Evaluation Test, JPMs and training modules.

Training and Certification Documentation

As the employee progresses through the Training and Certification Program their progress is documented on the TPMC. At the completion of the Training and Certification Program all requirements for the job position will have been met and the training requirements completed.

TPMCs will be collected on a monthly basis and the data entered into a computerized Training Management database. Reports from this database will be provided to the Plant Manager and the Operations Team Leaders as needed.