




System Operating Procedures

SOP-RTMKTS.0200.0035

Analyze OPTI Training Needs

Effective Date: July 18, 2011
Revision No. 1

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1. Objective

NOTE


Before implementing any modification to current Operational Performance, Training and Integration (OPTI) group policies, procedures or practices recommended by auditors or outside authorities, equivalent existing procedures or practices must be compared to the recommended change and evaluated for value added, applicability to ISO and cost effectiveness by the Manager, OPTI and affected OPTI staff.

The objective of this procedure is to define and document the process the Operational Performance, Training and Integration (OPTI) group uses to analyze the training needs potentially identified by requests for training or changes to training (See SOP-RTMKTS.0200.0015 - Request OPTI Training and Changes to Training). This procedure applies to the following OPTI programs: TOPP (Initial System Operator Training), Continuing System Operator Training, and OPTI Instructor Training Programs. The Program Descriptions for each of the programs are located on the Enterprise Document Library (EDL) in Real Time Markets, Related Documents.

2. Background


OPTI is responsible for providing training programs for System Operations Control Room System Operators and selected training for other ISO personnel and personnel outside of ISO.

System Operations Control Room System Operator training programs are developed and executed in accordance with North American Electric Reliability Corporation (NERC) Reliability Standards, Northeast Power Coordinating Council Inc. (NPCC) documents (Directories, Criteria, Guides, & Procedures) and ISO Policies, Manuals and Procedures. As such and particularly in conformance with both the letter and intent of NERC Reliability Standard PER-005 - System Personnel Training, OPTI assumes responsibility for the development and implementation of the processes and standards necessary to ensure the validity and reliability of the training programs by adopting a systematic approach to training (SAT) process for training related programs within its purview. A SAT process requires that training needs are analyzed.

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3. Responsibilities

1. The Manager, OPTI is responsible for:
 - A. Establishing the standards and processes for the analysis of the training needs in all OPTI training programs.
 - B. Ensuring adherence to those standards and processes by monitoring the instruments used to document training needs
 - C. Assigning responsibility for conducting a training needs analysis for all training requirements/performance problem issues identified through the Training/Training Change Request process.
 - D. Appointing an OPTI member to perform the functions of Training Change Coordinator (TCC).
 - E. Review and approval of Training Needs Analysis Form.
2. The responsible Business Owner is responsible for
 - A. Providing or designating a Subject Matter Expert (SME) to provide support with request clarification and determination of training requirements
 - B. Reviewing and approving Training Needs Analysis Form.
3. OPTI Training Coordinators (TCs) are responsible for:
 - A. Conducting training needs analysis for all assigned training requirements/performance problem issues.
 - B. Verifying the existence of training needs for all assigned training requirements/performance issues.
 - C. Informing the Training Change Coordinator of any required updates to the Job and Task Analysis (JTA) that have been verified by a training needs analysis for assigned training requirements/performance problem issues.
 - D. Categorizing new tasks or knowledge/skill requirement by training program allocation and training type.
4. OPTI Training Administrator (TA) is responsible for:
 - A. Filing each reviewed and approved Attachment A - Training Needs Analysis Form and Attachment B - Job and Task Analysis Change Form (JTA) in accordance with SOP-RTMKTS.0200.0025 - Maintain OPTI Records.

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4. Controls

1. Training Needs Analyses will be conducted for all identified training requirements/performance issues by established deadlines.
2. Training program effectiveness evaluation data will reflect positive values for the validity and reliability of instruction generated from training needs analyses.

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5. Instructions

5.1 Assignment of Needs Analysis Responsibility

1. The Manager, OPTI (or designee) shall:
 - A. Assign a training needs analysis project to an OPTI TC.
 - B. Ensure the electronic availability of the following to the assigned OPTI TC:
 - (1) An approved Training/Training Change Request Form (See SOP-RTMKTS.0200.0015 - Request OPTI Training and Changes to Training, Attachment B - OPTI Training/Training Change Request Form),
 - (2) Attachment A - Training Needs Analysis Form.
 - (3) Attachment B - Job and Task Analysis (JTA) Change Form
 - (4) Attachment C - Task-to-Training Matrix

5.2 Conduct a Needs Analysis

1. The assigned OPTI TC shall meet with and/or communicate with the Business Owner and/or designated SME and determine if the expressed training requirement/performance problem issue is best addressed by:
 - Training
 - Change to a process, procedure, practice, or work environment
2. If a training needs analysis of the training requirement/performance problem issue is determined to require a change in a process, procedure, practice or work environment, rather than training, the responsible OPTI TC shall develop a written justification for the decision.


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3. If it is determined that the training requirement/performance problem issue is best addressed with training or a change to training, the responsible OPTI TC shall perform the following in conjunction with the Business Owner and/or assigned SME:
 - A. Identify each Task and/or Knowledge and Skill (KS) associated with the training requirement/performance problem issue.
 - B. If Job and Task Analysis (JTA) data exists:
 - (1) Determines if there is a new task and/or KS or a change to any existing task and/or KS.
 - (2) Complete Attachment B - Job and Task Analysis (JTA) Change Form.
 - (3) Submit Attachment B - Job and Task Analysis (JTA) Change Form to the Manager, OPTI for review and approval
 - C. Define the target audience for the training
 - D. Determine which of the following methods will be used to address the training requirement/performance problem issue:
 - Informal training (Read and Sign, Job Aid, Information Dissemination session)

NOTE

Formal, tested training is to be prescribed for all requirements involving a change to the JTA.


- Formal, tested training
- E. Request the following actions be performed by the Business Owner and/or SME:
 - (1) Provide appropriate resource material.
 - (2) Add the name of the assigned OPTI TC to appropriate meeting and/or mailing list
4. Using Attachment C - Task-to-Training Matrix the assigned OPTI TC shall perform the following actions:
 - A. Determine the training type within the method used to address the training requirement/performance issue.

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- B. Designate the requirement as one of the following:
 - No Train
 - Train (initial training only)
 - Overtrain (continuing training).
5. The assigned OPTI TC shall
 - A. Record all gathered information on Attachment A - Training Needs Analysis Form and Attachment C - Task-to-Training Matrix and
 - B. Submits Attachment A - Training Needs Analysis Form and Attachment C - Task-to-Training Matrix electronically to the Business Owner/SME (or designee) and the Manager, OPTI (or designee) for review and approval.
6. When both the Business Owner/SME and the Manager, OPTI (or designee) have reviewed, approved and dated Attachment A - Training Needs Analysis Form and the Manager, OPTI has reviewed, approved and dated Attachment B - Job and Task Analysis (JTA) Change Form and Attachment C - Task-to-Training Matrix, the Manager, OPTI shall
 - A. Provide the completed electronic versions of Attachment A - Training Needs Analysis Form, Attachment B - Job and Task Analysis (JTA) Change Form and Attachment C - Task-to-Training Matrix to the OPTI TC and the OPTI TCC for logging in accordance with SOP-RTMKTS.0200.0015 Request OPTI Training and Changes to Training.
 - B. Provide electronic notification to the assigned Operations Business Process Analyst if a Must Read is required and has not been previously addressed through the procedure review and approval process.

5.3 Maintain Records

1. The OPTI TC shall electronically file each completed Attachment A - Training Needs Analysis Form and each completed Attachment B - Job and Task Analysis (JTA) Change Form as directed in SOP-RTMKTS.0200.0025 - Maintain OPTI Records.


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6. Performance Measures

This procedure is deemed to be properly followed if an approved Attachment A - Training Needs Analysis Form is on electronic file for every approved request for training or training change (SOP-RTMKTS.0200.0015 - Request OPTI Training and Changes to Training, Attachment B - OPTI Training/Training Change Request Form).

7. References

NERC Reliability Standard PER-005 - System Personnel Training
SOP-RTMKTS.0200.0015 - Request OPTI Training and Changes to Training
SOP-RTMKTS.0200.0025 - Maintain OPTI Records

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8. Revision History

Rev. No.	Date	Reason	Contact
0	12/11/09	Initial draft procedure	Cheryl Robinson
1	07/18/11	Biennial review by procedure owner; Updated header copyright date and procedure owner, replaced footer page numbers with Page X of Y format; Global replaced Operational Performance and Training Department (OPTD) with Operational Performance, Training & Integration (OPTI) group; Section 1 modified applicability statement and added NOTE; Section 3.1 deleted Director responsibilities; Section 3.4 added Training Administrator responsibilities; Section 5.2.3.B modified by adding directed actions; Section 5.2.3.D added material to clarify formal tested training; Section 5.2.5 & 5.2.6 added material for routing Needs Analysis form and JTA change form and notification to Ops Business Analyst for Must Read; Section 5.3 added instructions for filing JTA change form; Section 9 added Att B, Att C & Att D to list of references; New form for Attachment B New process flow for Attachments C and D	Steve Weaver


9. Attachments

Attachment A - Training Needs Analysis Form

Attachment B - Job and Task Analysis (JTA) Change Form

Attachment C - Task-to-Training Matrix

Attachment D - Analyze Training Needs Process Flow

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Attachment A - Training Needs Analysis Form

Assignment Date: _____ Training Request Tracking No. _____

Training Requirement/Performance Problem Description:

Responsible OPTI Training Coordinator: _____

Business Owner/Designated SME: _____ Date Interviewed: _____

How this training need/performance problem is best addressed? (Circle all that apply):

Training

Change to process, practice, or environment (if so, attach justification)

Is Training required (Circle one): Yes No

If training is required:

List training requirements (Tasks, Knowledge and/or Skills to be trained):

Target training audience:

Department(s):

Positions:

No. of personnel to be trained: _____

Type (Circle one): Formal Informal (Read & Sign, Job Aid)


Setting (Circle all that apply): Classroom OJT Simulator

Date resource materials acquired/to be acquired: _____

Date of Request to be added to meeting/ mailing list: _____

Business Owner/SME: _____ Date: _____

Mgr, OPTI: _____ Date: _____

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Attachment B - Job and Task Analysis (JTA) Change Form

Training Request Tracking # _____

Requested Change to Existing Tasks:

Task #	Existing Description	Proposed Description

Requested Change to Existing KS:

KS #	Existing Description	Proposed Description

Requested Insertion of New Task:

Task # Preceding Insertion	Proposed Task

Requested Insertion of New KS:


Tasks #s of Tasks Requiring KS additions	Proposed New KS

Training Coordinator

Date

Mgr., OPTI

Date

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Attachment C - Task-to-Training Matrix

No.	Task	Training Selection Category			Formal Training Type					Informal Training Type	
		N/T	Initial	Con	IL	Ex	Sim	OJT	CBT	MR	Job Aid

No.	K/S	Training Selection Category			Formal Training Type					Informal Training Type	
		N/T	Initial	Con	IL	Ex	Sim	OJT	CBT	MR	Job Aid


Key: Training Selection Category: N/T - No Train; Initial - Train Initial Training Program; Con - Over Train-Continuing Training Program
 Formal Training Types: -IL - Classroom Instructor-Led; Ex - Classroom Exercise; Sim - Simulator Exercise; OJT - On-the-Job training; CBT - Computer-based Instruction
 Informal Training Types: MR - Must Read; Job Aid

Training Coordinator

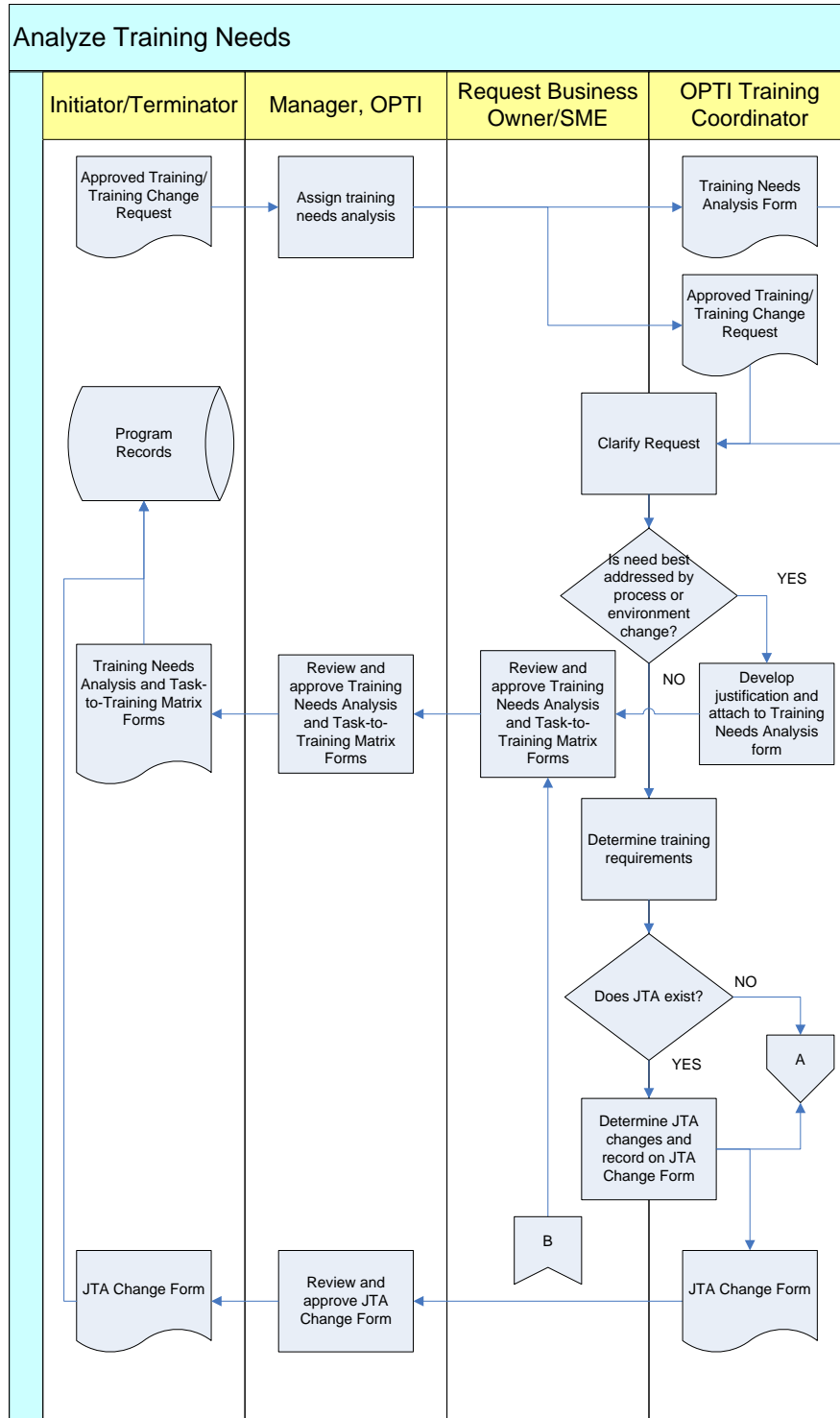
Date


Mgr., OPTI

Date

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Attachment D - Analyze Training Needs Process Flow



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