



Quality Assurance Procedure		CP-00-9018
Approved: <i>Shane Daswani</i>		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)	Rev NC	Page 1 of 10

1.0 POLICY/PURPOSE

Santa Barbara Applied Research employs qualified personnel who perform specific tasks based on appropriate education, training, and/or experience. To the maximum extent practical, only fully qualified personnel are hired. This procedure describes the method used by SBAR to ensure that personnel with the appropriate experience, qualifications, and training will fill all positions that affect quality.

2.0 SCOPE

This procedure applies to all SBAR personnel whose level of training may affect the quality of a product or service.

3.0 REFERENCES AND DEFINITIONS

3.1 References

ISO 9001: Quality Management Systems-Requirements, Third Edition (2000-12-15)

- ISO 9001 Element 6.2.2 (Competence, Awareness, and Training)

SBAR Documents

- SBAR *Quality Manual*
- SBAR *Control of Quality Records Procedure*
- SBAR *Employee Performance Appraisals and Training Assessments Procedure (CP-00-2000-02)*
- SBAR *Training Plan Preparation Procedure (CP-00-9018-1)*

3.2 Definitions

Computer-Based Training (CBT): Instruction delivered with the aid of a computer.

Distance Learning: The application of technology for delivering training to persons at locations other than the originating site.



Quality Assurance Procedure		CP-00-9018
Approved: <i>Spencer Daswani</i>		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)	Rev NC	Page 2 of 10

Functional Area Manager (FAM): A senior supervisory individual who is responsible for the leadership, direction, and overall success of an area of the company, such as procurement, specific contracts, logistics, training, quality, safety, engineering, finance, etc.

Organization Charters: Organizational Charters define specific mission requirement, duties and authorities of management positions. These descriptions are contained in the SBAR Organization Manual (latest revision).

On-the-Job Training (OJT): Training in a designated job skill that is provided at the job site.

Orientation Training: Training that an employee receives shortly after the conclusion of the hiring phase. This training consists of such topics as employee benefits, time sheets, the company quality policy, ISO 9001, etc.

Position Description: A detailed explanation of the specific duties of an individual performing a specific type of work. Position descriptions are found in the divisional Standard Position Descriptions Manual (latest version). The level of specificity in the position description will vary with the position's level within the organization.

Record: Documentation stating results achieved or providing evidence of activities performed. Records provide objective evidence of the fulfillment of specified requirements. Records include, but are not limited to, procedures, inspection reports, training records, drawings, etc.

Recurring Training: Training that is continually conducted during a similar time period (Annually, semiannually, etc.).

Training: Instruction and/or applied exercises for the attainment and retention of knowledge, skills, and attitudes.

4.0 RESPONSIBILITIES

4.1 Corporate Quality Manager

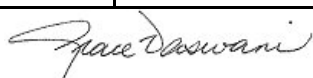
The Corporate Quality Manager is responsible for this procedure and verifying that the requirements of this procedure are implemented.

4.2 Vice Presidents, General Managers and Program Managers

The applicable VP, general/program manager:

- Designates a Training Coordinator as a collateral duty for each department.

Approved:



Date: 1 March 2004

Title: Training (ISO 9001: 6.2.2)

Rev
NC

Page 3 of 10

- Reviews and approves submittal of Training Plans.
- Recommends changes to indirect rates (where applicable) for essential training needs.
- Ensures that training is managed within established operating budget.
- Integrates training needs identified during contract review or other planning processes into the training plan.

4.3 Department Training Coordinator

The Training Coordinator:

- Compiles and maintains the Department Training Plan.
- Coordinates and schedules all training classes.
- Coordinates with Human Resources to ensure that Training Records are maintained within the Personnel Master files.

4.4 Human Resources

Human Resources:

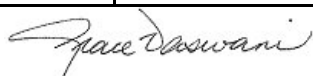
- Maintains Training Records with copies of all completed training, certification and education courses with the employee master file.
- Assists Training Coordinators in identifying sources for approved training courses.

4.5 Functional Area Managers (FAMs)

FAMs ensure that:

- A training program is implemented within the FAM's organization that meets the requirements of this procedure.
- Required initial orientation and recurring training is conducted for all employees by qualified personnel.
- Training assessments are conducted concurrent with each employee annual performance appraisal to ensure that no employee has a critical deficiency that affects performance of the employee's duties.
- Annual Training Plans are reviewed to ensure that their content is consistent with the training assessments for the employees within the FAM's organization.

Approved:



Date: 1 March 2004

Title: Training (ISO 9001: 6.2.2)

Rev
NC

Page 4 of 10

4.6 Supervisors

Supervisors:

- Ensure that only qualified employees perform work to which they are assigned.
- Conduct a Training Assessment as part of each Performance Appraisal.
- Identify additional training needs that arise as a result of proposals, contract reviews, and other processes that identify skill shortages.
- Identify the training needs of each employee using a training assessment form.
- Provide input to the FAM in the compilation of the annual training plan.

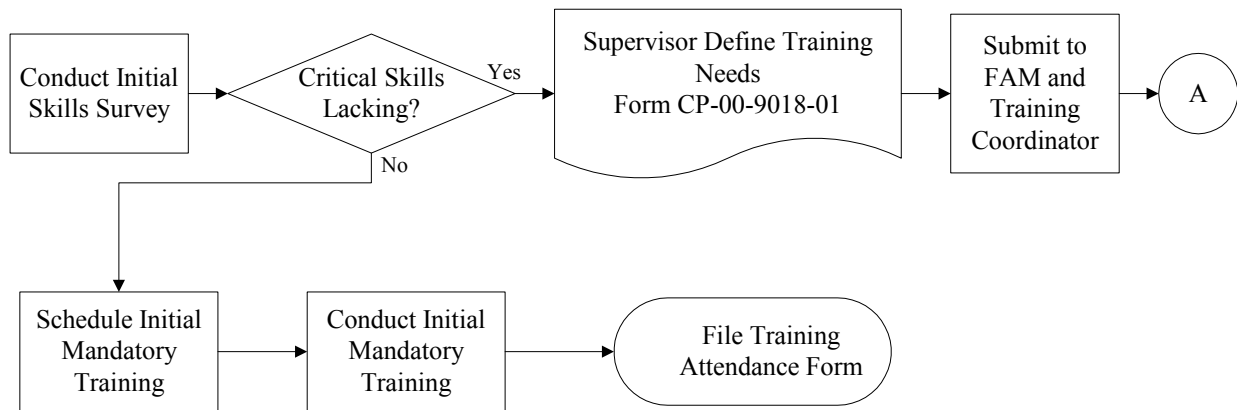
4.7 Employees

Employees notify the appropriate supervisor of training that may be necessary to fulfill the duties of their position or profession. Additionally, employees inform supervisory personnel of available training that is designed to improve their level of work quality or professional development.

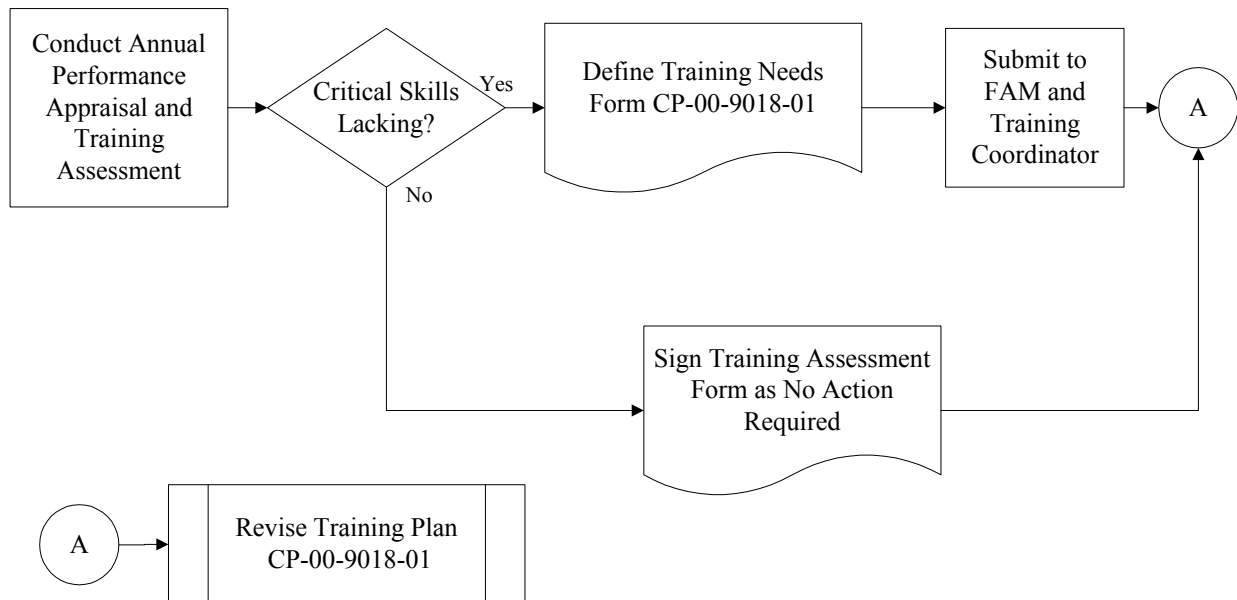
5.0 REQUIREMENTS/PROCEDURES:

Figure 1 -- Process Flow for Training


Recruitment and Initial Assessment



Annual Performance Appraisal and Assessment





Quality Assurance Procedure		CP-00-9018
Approved: 		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)	Rev NC	Page 6 of 10

5.1 General

The training procedure is designed to ensure that all personnel meet the basic competency requirements of their position, that training is provided to ensure that competency is maintained, and that it is verified on an annual basis as part of the annual appraisal process. Training needs can also be identified during contract review, employee relocation, and related processes. The major elements of SBAR's training program are depicted in Figure 1.

5.2 Recruitment and Initial Assessment

An initial assessment of the employee skills is conducted during the employee interview and recruitment process. The purpose of this assessment is to ensure that the employee is fully qualified and contains all required education, experience and critical certifications. If for compelling reasons the employee is offered employment for a position where a specific skill or certification is lacking that can be remedied with near term training, then a [Training Assessment Form CP-00-9018-01](#) is prepared and processed. (NOTE: See *SBAR Employee Performance Appraisals and Training Assessments Procedure (CP-00-2000-02)* for instructions on completing the Training Assessment Form.) Approval for the training by the VP, general/program manager is obtained before a job offer is presented to the employee. If the VP, general/program manager approves the training, the completed Training Assessment is forwarded to the Training Coordinator for action.

5.3 Specific Training Requirements

Training consists of three types:

- Initial Mandatory Training
- Recurring Mandatory Training
- Supplemental Training

5.4 Initial Mandatory Training

The following initial training is mandatory for all new employees and is provided based on the following requirements:

Requirement	Required Completion
Company Orientation	Within 5 working days of employment
ISO 9000 Quality Program	Within 5 working days of employment
Timekeeping Procedures	First day of work
Safety and Environmental Program	In accordance with OSHA, EPA, and specific contract



Quality Assurance Procedure		CP-00-9018
Approved: <i>Spencer Daswani</i>		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)		Rev NC Page 7 of 10

	requirements; but NLT five days
Other regulatory/statutory/customer requirements	As required by regulatory/statutory/customer requirements
Security	As required by Government directives

5.5 Recurring Training

The following recurring training is mandatory for all employees and is provided based on the following requirements.


Requirement	Required Completion
ISO 9000 Quality Program	First week of each new quarter
Procedures/Work Instructions Revisions	One week after release of new requirements
Timekeeping Procedures	Quarterly for government contracts, as required for others
Safety and Environmental Requirements	In accordance with specific OSHA, EPA, and contract requirements
Other regulatory/statutory/customer requirements	As required by regulatory/statutory/customer requirements
Security	As required by Government directives

5.6 Supplemental Training

Supplemental training is conducted in accordance with an approved Training Plan. Examples of specific supplemental training include, but are not limited to:

- Timekeeping requirements and related administrative training
- SBAR operating procedures and mode of operation
- Initial and recurring safety and environmental training
- Refrigerant recovery
- "Train the Trainer" training
- Proficiency training to apply for a specific license/certification (e.g., Class A driver license for heavy equipment operator, certified welder)
- Continuing training/education as mandated by federal, state, and/or local regulatory agencies (e.g., educational requirements for professional engineers as required by the California Board of Registration for Professional Engineers)
- Customer mandated training
- ISO auditor training



Quality Assurance Procedure		CP-00-9018
Approved: 		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)		Rev NC Page 8 of 10

5.7 Professional Registrations and Certifications

Some positions may require professional registrations and/or certifications. If registration is required for a specific position, it is obtained before an employment offer is made. A copy of the registration and/or certification is kept in the employee's personnel master file.

5.8 Training Plans

Training plans are developed in accordance with SBAR *Training Plan Preparation Procedure (CP-00-9018-1)*.

5.9 Verifying Training Effectiveness

Training effectiveness is verified through testing, supervisor observation of employee performance, and customer feedback.

5.10 Documentation of On-The-Job Training, Internal Briefings, and Special Courses

OJT is the most common type of training conducted, especially for teaching employee specialized skills. Internal briefings are conducted to train employees on a variety of issues. Examples of internal briefings are security awareness, environmental issues, sexual harassment, and grievance procedures. Special courses may be offered on-site or at another facility. Personnel attendance of all internal briefings or special courses is documented on a [Training Attendance Form CP-00-9018-02](#) (or similar). Satisfactory completion of training shall be documented through either issuing a "completion memorandum" to the employee's personnel master file or through separate records of group training. OJT is typically recorded and assessed through the performance appraisal process.

5.11 Records

A training record is kept in the personnel master file for each SBAR employee, which is located at Division corporate headquarters. Training records include, but are not limited to:


- Records of both internal SBAR training and training provided by external sources.
- Training Needs Assessment Forms
- Proof of professional certifications/registrations including college degrees and/or transcripts.
- Training Attendance Forms
- Certificates of completion, transcripts, etc. for training conducted away from SBAR (professional seminars, college courses, etc.)



Quality Assurance Procedure		CP-00-9018
Approved: <i>Shane Daswani</i>		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)		Rev NC Page 9 of 10

Generally, training records are maintained in the employee personnel files and controlled in accordance with SBAR *Control of Quality Records Procedure*. However, security, safety, environmental, and ISO related training, are maintained by the appropriate security office and quality/safety/environmental (QSE) office, respectively. These records are also controlled in accordance with *Control of Quality Records*.



Quality Assurance Procedure		CP-00-9018
Approved: 		Date: 1 March 2004
Title: Training (ISO 9001: 6.2.2)		Rev NC Page 10 of 10

PREPARATION, REVIEW, AND APPROVAL OFFICIALS

Prepared By:



Nancy Johnson
Human Resources

Reviewed By:



M. T. Schmoll
Director Corporate Programs

Reviewed By:



R. W. Stone
Lead Auditor

Approved By:



Grace Vaswani
President

CONTROLLED DISTRIBUTION LIST

Copy No.

Master (Electronic)
Copies

Copy Custodian

Quality Manager
SBAR Web Site/Various Office Servers