



About The MTS™ ConocoPhillips Project

Description of the Project

ConocoPhillips (Borger, Texas) recognized the impending loss of experienced maintenance personnel as the 'baby-boomers' start retiring. They also perceived a need to enhance the skills of their maintenance mechanics and instrument technicians to accommodate those retirements. But first they needed to know the current level of expertise so that individualized training plans could be developed to target the specific needs of each individual rather than taking a 'shotgun' approach.

Design Phase: MTS analyzed the pump and engine equipment, instrumentation and analyzers at the plant to define the skills needed to maintain that equipment. The mechanics and technicians were assessed according to the defined skills by one-on-one interview with MTS consultants. Individual training needs were then identified and training plans addressing those specific individual needs were documented.

Documentation Phase: ConocoPhillips management is currently making decisions on who should receive which training to best satisfy the staffing requirements of the plant.

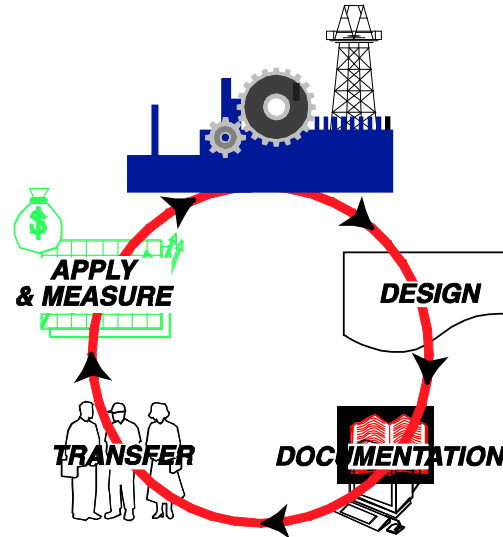
Transfer Phase: Utilizing the MTS Library and other training resources, the maintenance personnel will receive training to fill their individual gaps..

Apply and Measure: Follow-up assessments are planned to measure the success of the program and to fine tune it.

PRINCIPAL RESULTS

- ▶ Thirty-two mechanics, 14 instrument technicians and 8 analyzer technicians were assessed.
- ▶ Individual skill gaps were determined.
- ▶ Individual training plans were developed.

The MTS System as a whole is represented as follows.



1. **The Design Phase includes:**
 - ▶ Analysis of Technology-Organization-People
 - ▶ Process Maps
 - ▶ Competency Maps
 - ▶ Program Design
 - ▶ Implementation Plan Development
2. **The Documentation Phase includes:**
 - ▶ Developing process and equipment manuals
 - ▶ Training Writers (Write-To-Learn™ strategy)
 - ▶ Electronic conversion of documents
 - ▶ Modules from the MTS Library
3. **The Transfer Phase includes:**
 - ▶ Learning-How-To-Learn™
 - ▶ Training Facilitators
 - ▶ Gap Assessment
 - ▶ Training Vs. Gap
4. **The Apply & Measure Phase includes:**
 - ▶ Training Measurement
 - ▶ Business Impact Measurement
 - ▶ Audits
 - ▶ Certification
 - ▶ Integration of Initiatives
 - ▶ Sustainment and Optimization