



National Fuel[®]

NFG Transfer of Knowledge Programs

Presented By: Rich
Winney Operations
Manager

National Fuel Gas

National Fuel utilizes two primary programs to assist with Transfer of Knowledge within our Distribution Operations:

- 1) FOD (Field Operations Development)**
- 2) Operations Supervisor Training Modules**

FOD Mission Statement:

"To closely support field operations employees in order to help relieve day-to-day business pressures and improve the overall safety, quality, customer service, and efficiency of the operation."

Field Operations Development (FOD) – OPERATIONAL STRUCTURE

Manager

Ops. Supervisor

Ops. Supervisor

**Ops./M&R
Supervisor**

Emergency Mngmnt.

ON THE JOB TRAINING/ DEVELOPMENT/ CONTINUOUS IMPROVEMENT
OPERATOR QUALIFICATION REVIEW AND PREPARATION
QA/QC SUPPORT

INCIDENT SUPPORT
EMERGENCY TRAINING
EMA COORDINATION/OUTREACH

IMPROVE SAFETY IN THE FIELD/ REINFORCE SAFETY CULTURE
REGULATORY AUDIT SUPPORT
REINFORCE/ REVIEW PROCEDURES IN THE FIELD

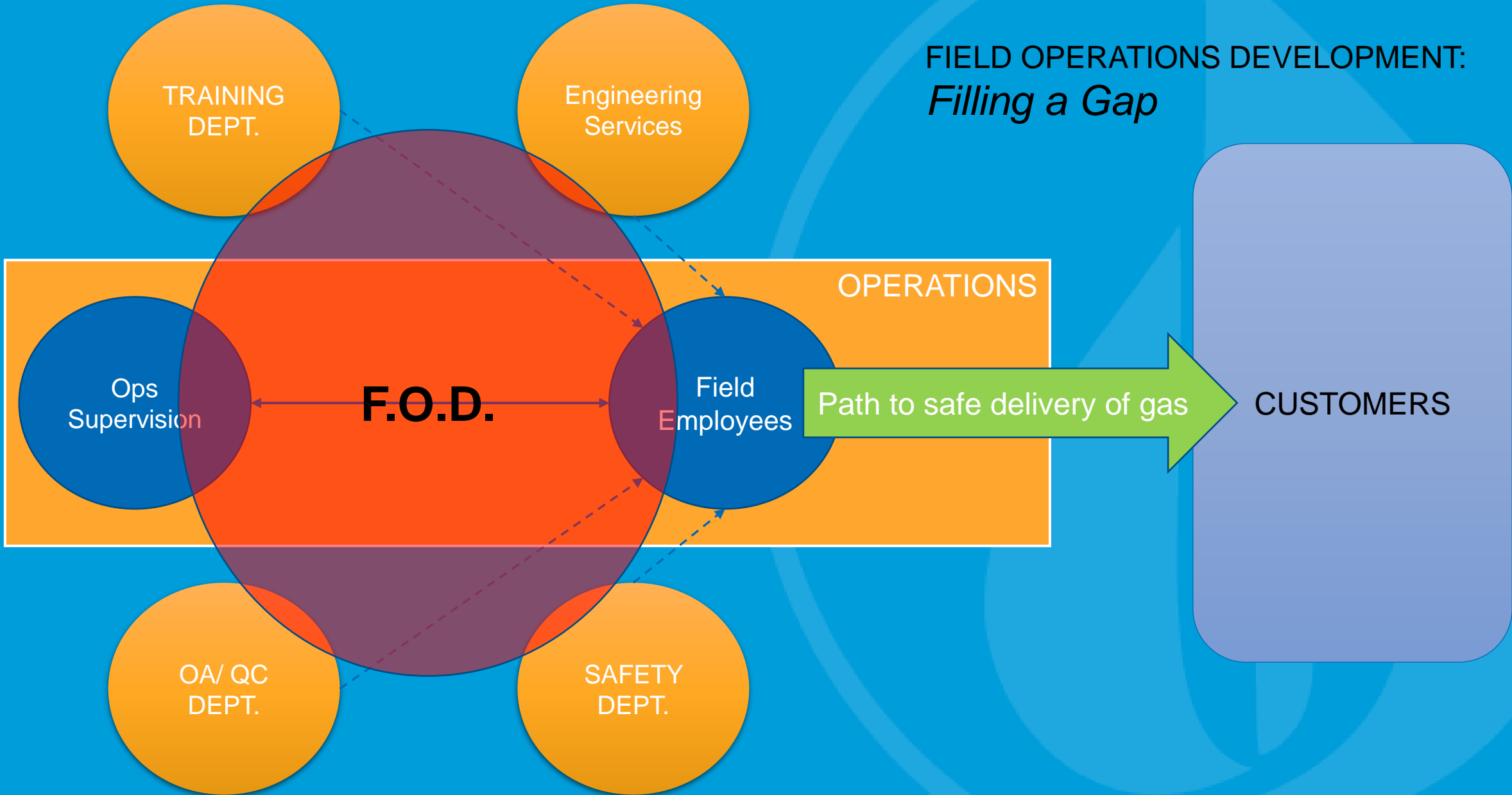
DEVELOP NEW EMPLOYEES: GMA'S, METER READERS,
FSR'S, SUPERVISORS, ETC.

M&R/ CORROSION
TECHNICAL FIELD SME

FIELD SIMULATIONS
ER STANDARDS TEAM

I Fuel

FIELD OPERATIONS DEVELOPMENT:
Filling a Gap



How FOD enhances existing support departments

| Support Departments/ Groups | Purpose/ Role | FOD Enhancement in Each Area |
|-----------------------------|---|--|
| Training Dept. | concentrates on training to procedures in the classroom, OQ testing, OQ training, OQ plan administration, fusion maint, etc | On the job training focused on the completion of specific tasks from beginning to end. Work with both hourly and supervisory employees one on one in the field to develop critical skills and knowledge. Assist struggling employees where needed with custom response based on specific needs. Increases competency and efficiency. Regularly attend OQ and other training classes with employees. |
| QA/QC Dept. | independent from operations activities, facilitate a "3rd party" quality assurance and control program. | Perform field assessments while observing entire task from beginning to end, concentrate on critical task audits, provide direct support to ops supervisors. Provide an additional quality control measure in the field while helping to assure a quality product is delivered through direct interaction with new field employees. |
| Engineering Services | Procedural updates and training, job planning, specifications. | Study and learn applicable procedures and any updates . Include in OJT and communicate changes to operations employees to help ensure there is understanding and compliance. Assist Ops management with procedural interpretation and review. |
| Safety Dept. | Guide and support operations safety message and culture, develop and support safety training, send out safety tips, assist with root cause analysis, etc. | FOD has the unique opportunity to spend long periods of time in the field guiding and training employees on specific tasks. This will allow for hands on, real time, and site specific safety messages to be delivered on the spot for immediate impact. |

Safety Enhancement

DUMP TRUCK SAFETY VIDEO



OPERATIONS SUPERVISORS

as important as ever



Operations Supervisor Module Training



Primary Modules (covered with new supervisors within first 3 months of hire)

Module A: Expectations and Emergency Situations

Module B: Supervisor Information

Module C: Communication- Corporate, Customers, and Media

Winter Modules (Reviewed every November and December)

Winter 1: Winter Preparation

- Frost Procedures
- Filling CNG Tanks and Usage
- Meter Heater Installation
- Anti-slip footwear
- Methanol usage
- EHRR Program (Emergency Heat Repair/Replace)

Winter 2: Carbon Monoxide/House lines/ Appliances

- Carbon Monoxide
- ROA (receipt of advice) Guide
- Piping issues inside a home
- Appliance issues

Cycle Modules (held monthly)

Module 1: Gas Detecting Equipment

Module 2: Leak Reports and Scenarios and Service Line Definitions

Module 3: Ergonomic Training with 3rd Party & Safety Dept

Module 4: SD Meter Sets

Module 5: Union Topics

Module 6: Patrolling and Engineering (class 1)

Module 7: Engineering (class 2)

Module 8: Customer Service & Corrosion

Module 9: Project Completion

Module 10: Project Records

Module 11: Damage Prevention

Module 12 & 13: ARC Viewer/GIS Training

Module 14: OnBase and Irthnet (ufpo ticket system) Training

Module 15: Measurement & Regulation

Module 16: Operator Qualifications

Module 17: Environmental

Module 18: Quality Assurance

Module 19: Production Run Training

P.I.T. teams- Process Improvement Teams

A team consisting of SMEs to evaluate a specific item or process requiring improvement within our organization.

- Identify from whom within the organization you need to gather knowledge (SMEs)
- Have them share that information in a way that can be captured
- Execute the transfer
- Measure and evaluate the knowledge transferred

Questions?

Contact:

Rich Winney: Winneyr@natfuel.com

(716) 392-6159