



UCL Université catholique de Louvain - **Mons**

MONS

Field Employee Qualification (FEQ)

Annexes

Promoteur : Monsieur Carlo Morettin

Présidente : Madame Delphine Dion

Lecteur : Monsieur Laurent Taskin

Mémoire présenté par :

Hamid Reza Miri

en vue de l'obtention
du diplôme de Master 60
en Gestion horaire décalé

Année académique 2012-2013

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Caterpillar : C'est le premier fabricant mondial de machines de construction et d'exploitation minière. Caterpillar fabrique également des moteurs diesel, des turbines à gaz industrielles et des locomotives diesel électriques.

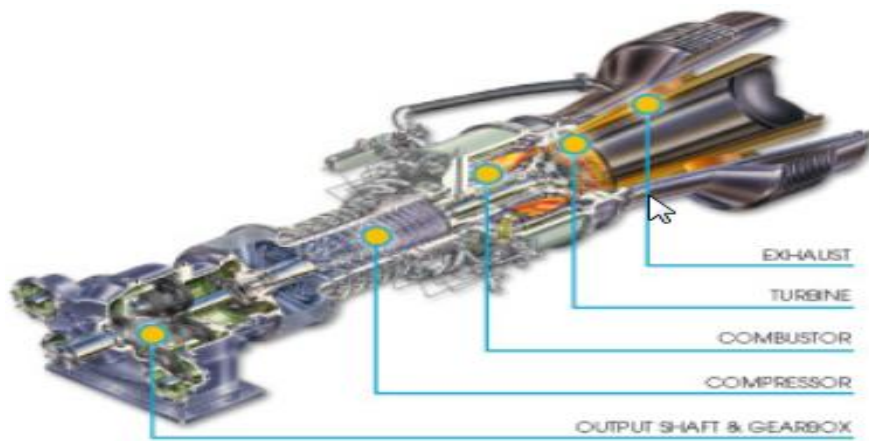
Solar Turbines: C'est une filiale de Caterpillar qui est basée à San Diego (Etats-Unis). Solar Turbines est l'un des principaux fabricants mondiaux de turbines à gaz industrielles avec plus de 13.900 unités et plus de 1,7 milliards d'heures de fonctionnement dans 98 pays.

Solar fabrique des turbines à gaz industrielles de taille moyenne pour une utilisation dans la production d'électricité, la compression du gaz, et des systèmes de pompage.

Les produits de Solar Turbines comprennent :

- Six familles de turbine à gaz qui sont évaluées de 1590 à 30.000 chevaux.
 1. Saturn®,
 2. Centaur®,
 3. Mercury™,
 4. Taurus™,
 5. Mars®,
 6. Titan™
- Dix modèles de compresseurs à gaz centrifuges
- Des packages Turbine à gaz – Compressor
- Des packages Turbine à gaz – Générateur allant de 1,1 à 22 mégawatts
- TurboTronic™ qui est un système de contrôle à microprocesseur.

Les produits de Solar Turbines jouent un rôle important dans le développement du pétrole, du gaz naturel et des projets de production d'électricité à travers le monde.

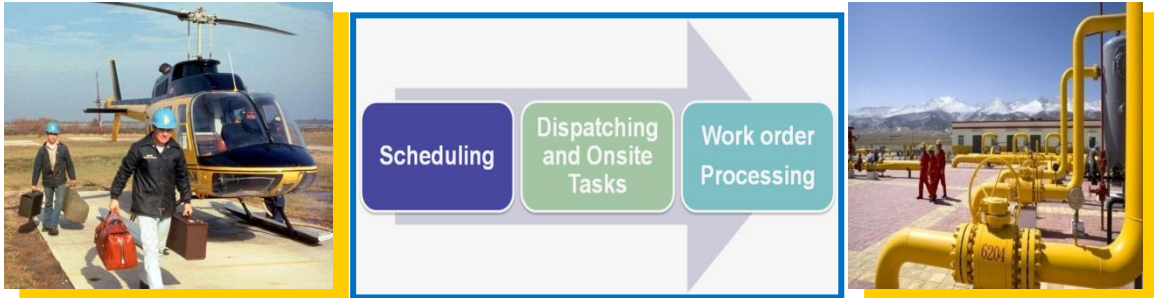


Titan 130

Mon rôle : J'occupe la position de Fleet Manager. Je gère les contrats de maintenance de turbines à gaz sur six plateformes pétrolières en Angola et en Afrique de Sud. Je gère une équipe de cinq ingénieurs qui couvrent ces trois contrats. Ils feront partie de ce projet pour des sondages, entretiens, suivi professionnel etc.

Work Force Management (WFM)

Le processus WFM:



Le fonctionnement de WFM :



Aperçu de WFM Schedule qui a été développé pour les managers :

The screenshot displays the ClickSoftware WFM Schedule desktop application. The interface includes a navigation pane on the left with options like Scheduling, Projects, Jobs, Work Orders, and Customers. The main area is divided into two sections: 'Resource Gantt (23)' and 'Assignments List (634)'. The Resource Gantt shows a weekly schedule for Monday 5, Tuesday 6, and Wednesday 7, with tasks assigned to various resources like Brandon Welburn, Chris Massey, Colin Gunn, Colin Pilon, Derek Lawrence, and James Riddick. The Assignments List is a table with columns for In Jeopardy, WO ID, WO, Priority, Customer Name, Site Name, Work Type Detail, Status, Duration, and Start.

In Jeopardy	WO ID	WO	Priority	Customer Name	Site Name	Work Type Detail	Status	Duration	Start
	121763840-12	122	Not Defined			Travel-From	Travel Completed	10:00	2/2/2012 4:00
	121763840-12	121	3 - Customer Plan	HARMATTAN GAS PROC	TAYLOR GAS	New Equipment Co	Completed	8:00	2/1/2012 8:00
	121763840-12	120	Not Defined			Travel-To	Travel Completed	10:00	2/2/2012 5:00
	121763840-11	113	Not Defined			Compensation	Compensation Open	1:00	
	121763840-11	112	Not Defined			Travel-From	Travel Open	10:00	
	121763840-11	111	3 - Customer Plan	HARMATTAN GAS PROC	TAYLOR GAS	New Equipment Co	Completed	8:00	2/1/2012 8:00

Aperçu de WFM Mobile qui a été développé pour des ingénieurs :

The screenshot shows the ClickMobile by ClickSoftware WFM Mobile application. The interface is designed for a mobile device and features a menu on the left with options like My View, Schedule, Messages, and Solar. The main area displays a daily schedule for 4/6/2012, with columns for each day from 4/6/2012 to 4/12/2012. The schedule shows assignments for 4/8/2012, 4/9/2012, 4/10/2012, and 4/11/2012. A calendar on the right shows the month of April 2012, with the current date 4/9/2012 highlighted. The bottom of the screen has a task bar with icons for Edit Assignment, STARS, Software Management, Task Library, and Technical Library.

4/6/2012	4/7/2012	4/8/2012	4/9/2012	4/10/2012	4/11/2012	4/12/2012
No Assignments	No Assignments	8:00 AM - 255873024-10, Status: NA, Completed, Internal Training	8:00 AM - 255873026-10, Status: NA, Dispatched, Vacation, Customer:	8:00 AM - d51104-634694 677863105585, Status: Accepted, Field Repair	5:01 AM - 255870985-11, Status: Acknowledged, Field Repair, Customer:	No Assignments

Résultat final : L'utilisation correcte de WFM et les autres processus mis en place, nous permettront de fournir un meilleur service à nos clients.

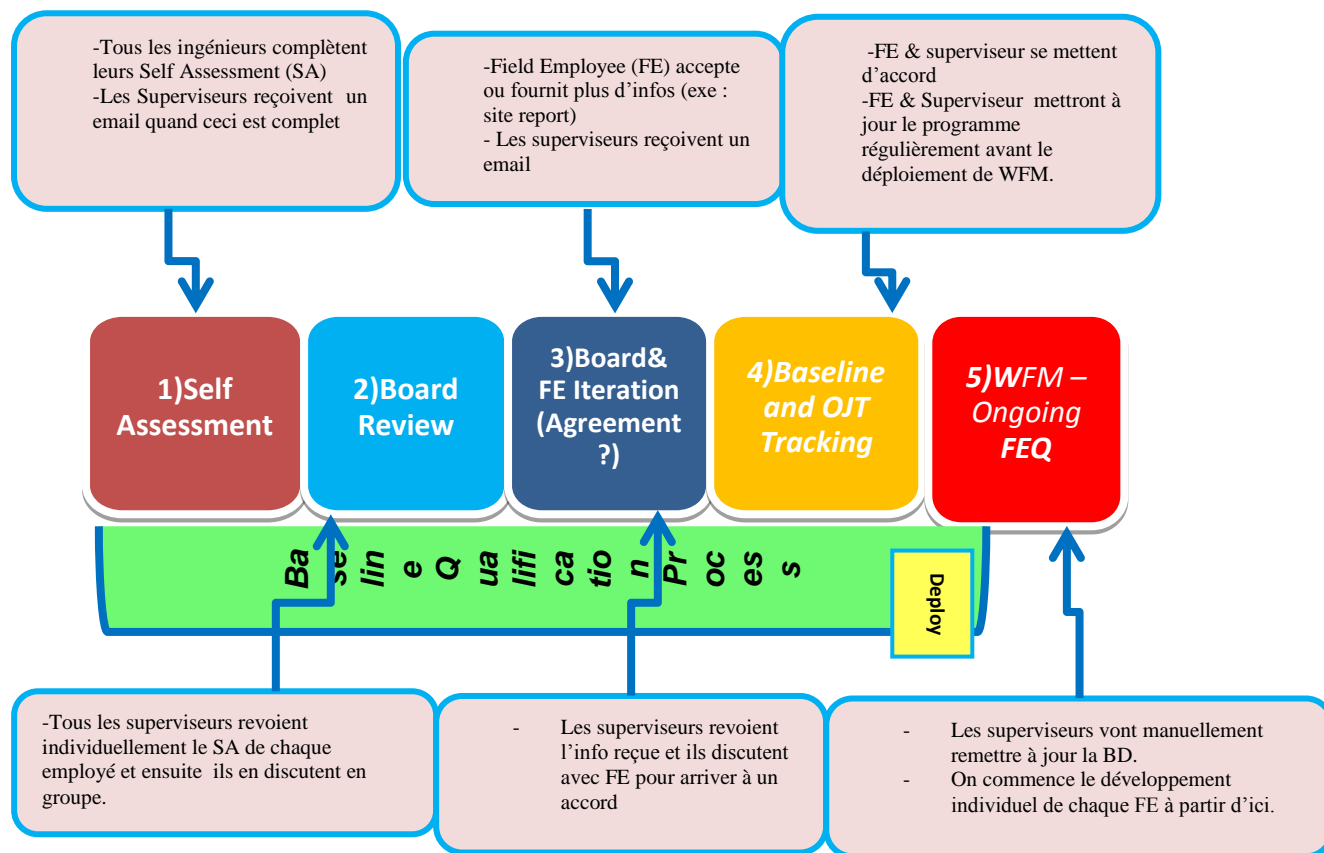


FEQ BASELINE PROCESS

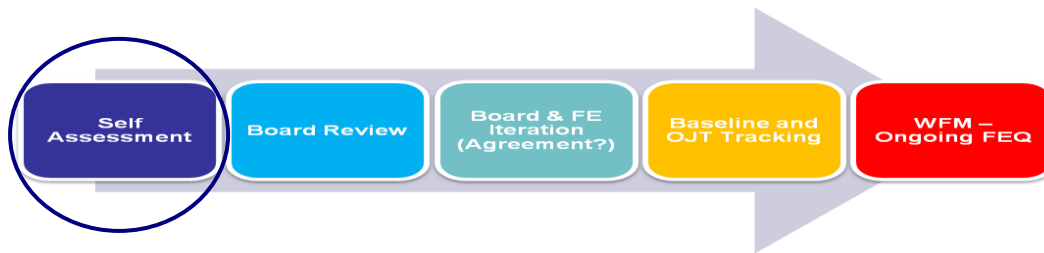
Le processus FEQ nous a aidé à remplir la base de données FEQ. Pour la création de ce processus, nous devons préparer :

1. La liste de toutes les tâches existantes qu'un ingénieur pourra faire sur une turbine à gaz.
2. Un outil informatique disponible à partir d'intranet pour être utilisé pendant la mise en place du processus.
3. La documentation(Guideline) pour aider chaque utilisateur à bien comprendre chaque étape (Self Assessment- BoardReview-FE Iteration- DBM Iteration).

Baseline Qualification Processus :



Étape 1 : Self Assessment



Activity	Participants	Duration and Format
Self-Assessment	Any District FE being scheduled within WFM	2 weeks - <i>in Employees' own time and space</i>
Individual Board Reviews	All Board members	2 weeks - <i>in Board Members' own time and space</i>
Group Board Review	All Board members	In person (3-5 days) Conference Call (5-10 days)
Designated Board Member/FE Review	Individual Designated Board member iterative review with Field Employee	In person (1-2 days) Remote & FEQ Tool (5-10 days)

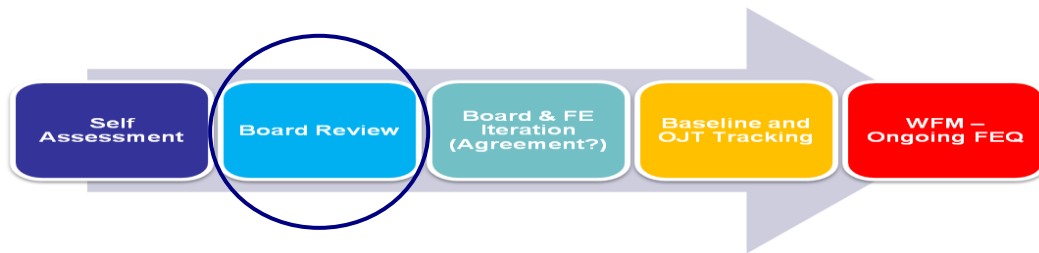
Supervisor:

- Le superviseur communique les objectifs de FEQ et il explique le processus à tous ses ingénieurs.
- Il envoie ensuite une invitation par email à chaque employé pour pouvoir accéder au site intranet de FEQ. Le guideline (aide) est attaché à l'email.

Ingénieur :

- Chaque employé dispose de deux semaines pour compléter son Self Assessment.
- Il revoit le processus et le guideline avant de commencer le Self Assessment (SA).
- Il se connecte à l'intranet (FEQ website) pour commencer son Self Assessment (SA).
- Il a le choix entre trois options pour chaquetâche.
 - 1) déjà fait et capable de refaire.
 - 2) déjà fait et pas sûr de pouvoir la refaire tout seul.
 - 3) Jamais fait.
- Il peut ajouter des commentaires.
- Il peut contacter son superviseur, Service IT ou San Diego FEQ helpdesk pour toutes ses questions.
- Il n'est pas obligé de tout répondre en une fois car il y a 360 questions.
- Il doit surtout rester honnête car ceci est un point de départ pour son développement carrière.
- Il complète son SA et renvoie une confirmation via le site.

Étape 2 : Individual Board Review



Activity	Participants	Duration and Format
Self-Assessment	Any District FE being scheduled within WFM	2 weeks <i>- in Employees' own time and space</i>
Individual Board Reviews	All Board members	2 weeks <i>- in Board Members' own time and space</i>
Group Board Review	All Board members	In person (3-5 days) Conference Call (5-10 days)
Designated Board Member/FE Review	Individual Designated Board member iterative review with Field Employee	In person (1-2 days) Remote & FEQ Tool (5-10 days)

Individual board review (superviseursactuels):

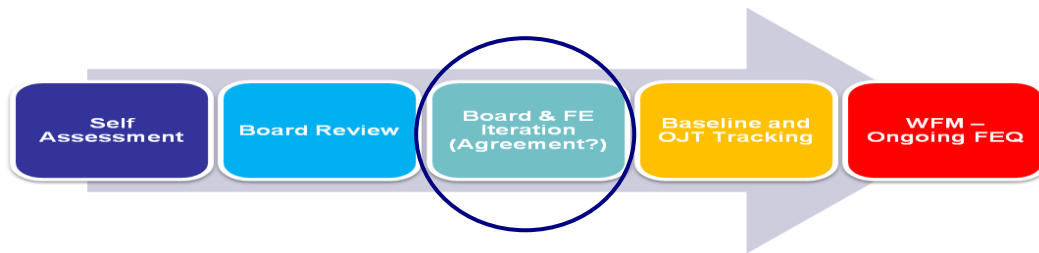
- Chaque superviseur dispose de deux semaines pour réviser le Self Assessment (SA) de ses ingénieurs.
- Il revoit également le processus et le guideline avant de commencer.
- Il doit se mettre en contact avec tous les anciens superviseurs de ses ingénieurs pour pouvoir valider les expériences de ses ingénieurs (Maximum: 4 personnes)
- Il se connecte à l'intranet (FEQ website) pour commencer la révision.
- Il analyse des données introduites par l'ingénieur et il peut accepter, refuser ou demander plus d'informations via le système.
- Il complète sa révision et il renvoie une confirmation via le site.

Étape 2 : Group Board Review

Activity	Participants	Duration and Format
Self-Assessment	Any District FE being scheduled within WFM	2 weeks <i>- in Employees' own time and space</i>
Individual Board Reviews	All Board members	2 weeks <i>- in Board Members' own time and space</i>
Group Board Review	All Board members	In person (3-5 days) Conference Call (5-10 days)
Designated Board Member/FE Review	Individual Designated Board member iterative review with Field Employee	In person (1-2 days) Remote & FEQ Tool (5-10 days)

- Tous les superviseurs et les gens de support technique se mettent ensemble pour revoir les compétences de chaque employé.
- Ils disposent de maximum 10 jours pour en discuter.
- Ils revoient également le processus et le guideline avant de commencer.
- Le superviseur actuel se connectera sur le site et il validera des décisions prises.

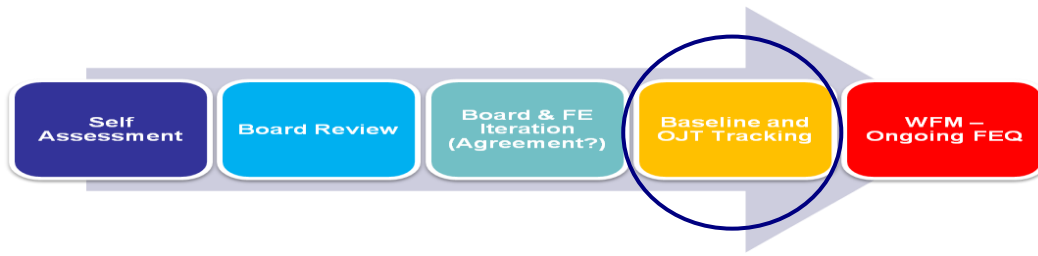
Étape 3: Board & FE Iteration



Activity	Participants	Duration and Format
Self-Assessment	Any District FE being scheduled within WFM	2 weeks <i>- in Employees' own time and space</i>
Individual Board Reviews	All Board members	2 weeks <i>- in Board Members' own time and space</i>
Group Board Review	All Board members	In person (3-5 days) Conference Call (5-10 days)
Designated Board Member/FE Review	Individual Designated Board member iterative review with Field Employee	In person (1-2 days) Remote & FEQ Tool (5-10 days)

- L'ingénieur accepte ou rejette la décision de groupe. Il a encore la possibilité d'envoyer des preuves pour obtenir des crédits pour certaines tâches souhaitées.
- Le superviseur désigné va devoir en discuter avec l'ingénieur pour prendre une décision à deux. Si aucun accord n'est trouvé, le département de la ressource humaine va intervenir pour prendre une décision.
- Ils ont maximum 10 jours pour se mettre d'accord.

Étape 4: Baseline & OJT tracking



Accord obtenu = Baseline établie

- L'ingénieur va continuer à mettre le système à jour à chaque fois qu'il a fait une tâche jusqu'à déploiement de WFM.
- Son superviseur revoit la tâche et approuve.
- Cette étape va être intégrée dans WFM.

-----Annexe 4 (Turbine Tasks view)-----

Cette annexe donne un aperçu de plusieurs tâches qu'un ingénieur peut effectuer sur une turbine à gaz.

TaskNo	Category	TaskName	Description
1	Basic Skills	Acquire and review project specific commissioning XLS spread sheet .	Prepare the commissioning support documentation and project specific manual spreads
2	Basic Skills	Perform Project Custom Features Check	Perform verification of custom features control logic routines as part of new equipment co
3	Basic Skills	Perform CPD Release Memo Field Impact Check	Perform CPD Release Memo field impact check. This check needs to be performed at ne
4	Basic Skills	Perform Commissioning Safety Instructions	The purpose of this operation is to verify that the fsr is fully aware of the project requirem
6	Basic Skills	Perform Commissioning Inventory and Loose Ship Items Shortages	Provide a detailed report on the component delivered on quantity, quality and site conditic
7	Basic Skills	Perform Commissioning Skid Visual Inspection	Make a visual walk around inspection of all systems outlined in 3_0030_Skid Visual inspe
8	Basic Skills	Perform Commissioning Generator Visual Inspection	Conduct general inspection of Generator related systems and connection to identify any c
9	Basic Skills	Perform Commissioning Compressor Visual Inspection	Conduct general inspection of Compressor and related systems and connection to identifi
10	Basic Skills	Perform Commissioning Drawing Verification	The Commissioning Dossier should include the documentation needed by an FSR to perf
11	Ancillary	Supervise and Verify AC Motor Inspection and Meggering	Periodic inspection and maintenance is required on ac motors to ensure trouble free oper
12	Basic Skills	Perform Package Leak Check	Package has number of high-pressure fluid lines, which are to be checked during commis
13	Basic Skills	Record Running Data for Package Baseline	This task relates to the recording of data to establish a baseline and time based record.
15	Basic Skills	Finalize Commissioning Paperwork	This task concerns recording and documenting the date of beneficial use, agreed by both
16	Basic Skills	Mark up Package Drawings As-Installed	To document all changes to drawings according to Solar standard practices and to inform
17	Basic Skills	Create Package Discrepancy Punch-List	Prepare a list documenting the discrepancies still present at the end of the commissioning
18	Basic Skills	Save Running Project Software	This task involves the saving of the running project software at the end of the commission
19	Basic Skills	Return Project Software and Drawings	This task relates to the correct return of the project software and drawings to the commis
20	Basic Skills	Produce Commissioning Report	Create a commissioning report for specific project. Complete any safety checks as neces
21	Basic Skills	Post Completed Commissioning Report to FOW	This task relates to the correct posting of the commissioning report to the FOW at the enc
22	Basic Skills	Post Completed Drawings and Software to District FOW	This task relates to the correct storage of the final versions of software on the District FO
23	Basic Skills	Return Completed Commissioning Dossier	This task relates to the correct return of the commissioning dossier at the end of a commi
24	Basic Skills	Alignment - Dial Indicator	This SOJT guide covers the essential steps and procedures required to perform machine
25	Basic Skills	Alignment - Laser Method	This SOJT guide covers the essential steps and procedures required to perform machine
27	Basic Skills	Using Solar Drawings	This SOJT Guide explains the differences between Solar drawing vintages and types, an
33	Basic Skills	RTD Testing and Calibration	Test an RTD and wiring components. If necessary remove the RTD from the package. D
34	Basic Skills	Thermocouple Testing and Calibration	The purpose of this instruction is to provide the methodology to verify the calibration of a j
35	Basic Skills	Thermal Switch Testing and Calibration	Thermal switch testing and calibration is performed to ensure that the switch engages at t
36	Basic Skills	Package Leveling and Alignment	To describe the procedure to place Solar Turbines packages on their foundation, establis
40	Controls	Basic D.C. Troubleshooting Techniques	This task covers basic electrical troubleshooting of 24VDC electrical control system and n
41	Controls	Inspect/Troubleshoot Low Voltage Grounding System	Inspect and troubleshoot low voltage ground system. These checks are required during
42	Controls	Load TT2000 Display Software into Display	Create TT2000 display disks from the FOW or FPU if already installed. Load TT2000 dis
43	Controls	Backup TT2000 Software	This guide will walk the FSR through the process of saving the as running TT2000 displa
44	Controls	Perform Display System Edits TT2000	This guide will give you the procedure to access the program used to edit most of the par
45	Controls	Recover TT2000 History and Snapshot Data from HD	This task involves recovering history and snapshot data from a TT2000 display system. T
46	Controls	Engine and Compressor Performance Display Calculation Tuning - TT2000	This task is to verify the accuracy of the HMI Engine and Compressor Performance displ
47	Controls	Field Convert T36/T37 to 1200W	Prepare and conduct an upgrade of the TT2000 hardware and software to the new 6180F
48	Controls	Engine and Compressor Performance Display Calculation Tuning - TT4000	This task is to verify the accuracy of the HMI Engine and Compressor Performance displ
49	Controls	Perform Display System Edits TT4000 - TT3	Various types of TT4000 display system edits might be required. Examples include transr
50	Controls	Perform Display System Edits TT4000 - TT4	Various types of TT4000 display system edits might be required. Examples include transr

51

395

396	Compressor	Field Replacement of Bearing Capsules - Wet Seal System - C30	Field replacement of bearing capsules of a wet seal C30 compressor. Remove and reinst
397	Compressor	Field Repair of Bearing Capsules - Wet Seal System - C30	Disassemble, inspect, repair and rebuild a bearing capsule for C30 wet-seal type compre
398	Controls	Verify and Troubleshoot Discrete Output Modules	This task describes procedures to test and troubleshoot Allen Bradley discrete output mo
399	Engine	Remove and Install Accessory Drive for Saturn	Remove and install a Saturn accessory drive gearbox. Removal and installation of the ac
400	Engine	Remove and Install Output Bearing and Interconnect Shaft - Saturn	Remove and Install the Output Bearing and Interconnect Shaft. Safely remove and install
401	Engine	Engine Removal and Installation - Saturn 10 HED Generator Set	The field exchange of a Saturn 10 HED Generator set engine (Gas Producer and Power
402	Gearbox	Maintain Integral Reduction Gearbox	Maintain Integral Reduction Gearbox
403	Compressor	Field Replacement of Compressor Bearings - DGS - C33 Compressor	The removal and replacement of suction/discharge bearing assembly on dry gas seal con

-----Annexe 5 (Travel Request – Formulaire d’authorisation de voyage)-----

E A M E Travel Request

Employee's Name : Miri Hamid Badge #: d47581 Department : 475

Departure date : 16-Jun Return date : 21-Jun

PRIOR TO COMPLETING THE TRAVEL REQUEST FORM, CHECK CONTROL RISKS RATING FOR SECURITY, TERRORISM AND TRAVEL (no Political or Operational). ALWAYS USED THE HIGHEST LEVEL OF THESE THREE CRITERIA TO DECIDE WHAT LEVEL OF AUTHORIZATION IS REQUIRED.

Control Risk Rating : M-L-M Link : [Country Risk Forecast and Travel Security Online - Risk ratings | Worldwide Risk | Country Ratings](#)
 (Security - Terrorism - Travel)

Country : South Africa Approval Level Required : RSM / OM (as per process flow)
 Check insurance risk rating and copy HR Insurance Rep. if required.
 Note for special insurance : 4 days notice and approval.

Detail of itinerary : Brussels-Frankfurt-Johannesburg-Nelspruit

Please list other Solar travelers :
 Other Solar travelers name : Derek W Clark Badge number : _____
 Other Solar travelers name : _____ Badge number : _____

Contact in case of emergency : Miri Reza Phone number : 32 487540035
 Contact in case of emergency : Miri Ahmad Phone number : 32 487 50 41 39

Reason For Travel

Business Medical Other Home Leave Relocation

Risk Assessment

WHA Reviewed and Accurate ??
 Details of work to be performed: _____ Risk Level: LOW/ MEDIUM/ HIGH
 Site: Sasol-Rompoo Koomatipoort Nearest City: Nelspruit city

Urgency: _____ (Details on how urgent the requirement for travel is and why)
Quarterly Meeting with SASOL- ROMCO

Revenue Related: _____ (Details on how it is or it is not revenue related and estimated values)
Y

Personal Risk: _____ (Details of the risk of travel with respect to Security, Terrorism, Travel and Health)
 High levels of violent crime pose the main threat to business travellers, though most criminal activity is concentrated in high-density, low-income residential areas. High-profile arrests have curtailed the threat of attacks by local Islamist extremists, but a resurgence of attempts against perceived 'Western' targets remains possible. Violent disturbances have occurred in major city townships, including Durban, Johannesburg and Cape Town. Although foreigners are not specifically targeted in these attacks, some have been caught up in the unrest.
Please details your hotel and travel arrangements during your trip
 There are no significant restrictions on travel to South Africa , but security measures are necessary.
 Hotel address: Name : Southern Sun Emnotweni

Address Government Boulevard
Riversnelspruit
1201
 Phone 013 7573000

Recovery Plan in case of emergency: _____ (Describe your Emergency Evacuation Plan and who will provide emergency evacuation during your trip.)
 Received copy of site/project emergency action plan and evacuation, 26044-8560-PR-0006, customer will advise on any serious situation developing.
 Address: Leyds Street 625, Muckleneuk, 0002 Pretoria
+ (27) 12 440 3201 (t)
+ (27) 12 440 3216 (f)
Pretoria@diplobel.fed.be

It is the responsibility of the traveler to complete this form and discuss it with his/her direct supervisor before Travel

Traveler Comments:

Traveler Name: Hamid Miri Date: _____ Signature HM

Direct Manager Comments and approval :

Direct Manager Name/Badge : _____ Date: _____ Signature _____

HSSE -RM -MD -VP Comments and approval :

Name/Badge : _____ Date: _____ Signature _____
 Name/Badge : _____ Date: _____ Signature _____

Solar Turbines 360-DEGREE INPUT FORM

A Caterpillar Company

CONFIDENTIAL

Job		
Name of Employee you are rating: <u>Engineer X</u>	Title: <u>Lead Technician</u> Date: _____	
Your relationship to the person you are rating (i.e., peer, supervisor, customer): <u>Peer</u>		
<p>Instructions: In the Job Characteristics table below, mark a rating for each job characteristic you have observed. Please put supporting comments and examples in the Performance Summary and Supporting Comments section below the table, including comments on areas that are especially strong or areas that could be improved. Each of the job characteristics is numbered; use the number in the comments section to save time.</p>		
<p>Performance Rating Levels:</p> <p>D = <u>Distinguished</u>. Exceptional performance. Clearly and consistently outstanding.</p> <p>E = <u>Exceeds/Highly competent</u>. Contributions are above and beyond expectations in quality and timeliness.</p> <p>M = <u>Valued performance</u>. Fully and consistently satisfies expectations and <u>meets</u> requirements of job level.</p> <p>NI = <u>Meets some job expectations</u>; however, additional development and/or sustained <u>improvement</u> is required.</p> <p>UA = <u>Unacceptable</u>. Falls substantially short of job requirements. Does not meet job expectations or organizational needs.</p>		
JOB	CHARACTERISTICS	Rating
Rate only those that are applicable. Type NA if not applicable, or if you have had insufficient opportunity to observe.		
1. <u>Environmental, Health, and Safety</u> : Follows procedures required to work safely/protect environment. Supports EHS goals/culture, proposes improvements, is role model. Utilizes appropriate hazardous materials/waste/emissions handling/containment procedures. Conserves resources, keeps work area clean/free of hazards. Reports incidents immediately, implements corrections. Practices sound ergonomic methods.		E
2. <u>Quality of Work</u> : Describes the caliber of work. Key factors to consider are substance, accuracy, completeness, and attention to detail. Meets work standards. Demonstrates a clear understanding of customer expectations and consistently delivers a high quality product or service. Support of Six Sigma activities.		D
3. <u>Technical Expertise</u> : Demonstrates the technical proficiency and skills, both professional and administrative, necessary to perform job functions and responsibilities. Has comprehensive understanding of theories, fundamentals, problems, solutions, principles and techniques related to work assignments.		D
4. <u>Dependability/Results Focus</u> : Reliable team member. Accountable to both the customer and the work group. Delivers expected results. Willing to accept new or different assignments. Consistently meets project deadlines and attendance expectations.		D

Solar Turbines 360-DEGREE INPUT FORM

A Caterpillar Company

CONFIDENTIAL

Name of Employee you are rating: <u>Engineer X</u>		Job Title: <u>Lead Technician</u>	Date: _____
Your relationship to the person you are rating (i.e., peer, supervisor, customer): <u>Peer</u>			
5. <u>Teamwork/Working with Others</u> : Participates in a supportive manner to build team commitment to departmental and organizational goals; cooperates with others, offers assistance when needed; resolves conflicts in a proactive manner; treats others with respect and dignity. Provides and is receptive to constructive feedback to improve performance.			D
6. <u>Communication Skills</u> : Communicates clearly and concisely in written and oral form with both internal and external customers. Provides relevant, timely and accurate information. Engages in effective two-way communication by listening, checking for understanding. Communicates ideas, opinions, and disagreement tactfully and respectfully. Willing and able to adjust communication method and style to achieve objective.			E
7. <u>Cost Management</u> : Utilizes assets/resources/expenditures optimally to ensure strong business results, cost savings. Assumes responsibility for cost containment. Forecasts/delivers to budget projections.			E
8. <u>Planning and Organizing</u> : Develops effective methods, establishes appropriate work plans, timelines, and priorities, sets and meets "SMART" goals. Institutes interim checks. Identifies and overcomes obstacles.			E
9. <u>Risk Management/Decision Making</u> : Analyzes, synthesizes, and evaluates information to consider risks/business impact and makes optimal decisions. Demonstrates sound business values and judgment. Decisive and creative. Anticipates problems, eliminates obstacles, surfaces concerns to leadership.			E
10. <u>Leadership</u> : Demonstrates strategic thinking and business competence. Influences, motivates, empowers others. Builds trust, delegates responsibly/appropriately. Provides vision, shares resources, exhibits confidence. Models Company values.			E
11. <u>Diversity</u> : Proactively supports and seeks diversity in work groups. Includes, values, and facilitates multicultural perspectives in support of Solar's diversity policies. Applies CAT Code of Conduct. Follows laws and policies in hiring, promotions, daily activities, etc.			D
12. <u>Performance Management/Feedback (Rate for Supervisors/Managers Only)</u> : Collaborates with others to set and attain challenging SMART goals, tied to business strategy, and tracked. Helps employees prepare Individual Development Plans and career plans. Provides timely, constructive feedback and coaching. Delivers appraisals on or before due date.			NA
PERFORMANCE SUMMARY AND SUPPORTING COMMENTS Sample comment format provided below. Comments are required. Text will wrap to allow as much space as you need, or attach additional sheets.			

CONFIDENTIAL

Name of Employee you are rating: <u>Engineer X</u>		Job Title: <u>Lead Technician</u>	Date: _____
Your relationship to the person you are rating (i.e., peer, supervisor, customer): <u>Peer</u>			
Strengths:	<ul style="list-style-type: none"> • Dependability and Reliability: Engineer X's been involved in the SBM contract for the past 3 years. Without Engineer X's proactive and professional approach to his work, we would have severely struggled in the early years of this contract. Engineer X deserves great praise for his efforts during this time. Engineer X is always conscientious willing to accept new challenges. • Quality of work: Engineer X has a high attention to detail and always works to the highest quality and standards. I have been dealing with Engineer X in conjunction with a particularly difficult customer, and during all interfacing, Engineer X always exceeds customer requirements and has played a very important role in protecting Solar interests and reputation in regards to the recent issues on T130 fleet. OPS / SBM have made comments at the highest level commending the quality of Engineer X's work and attitude whilst on board their assets. • Technical Expertise: Engineer X has always demonstrated the highest level of technical expertise. Engineer X is very methodical, thorough and has excellent analytical and problem solving skills. This has been demonstrated on many occasions during issues on vessels. • Communication, Commitment & Leadership: Engineer X has been proactive in all his communications and has excellent intrapersonal skills that's allows him to communicate at all levels of management. Engineer X has excelled in his position and gone above and beyond the call of duty on several occasions. On a personal level, working with Engineer X over past 3 years has been a pleasure. 		
Areas for Improvement (include for all employees):	<ul style="list-style-type: none"> • Depending on Engineer X's aspirations he may benefit for developing into a managerial or leadership position. He would benefit from undertaking Management of Professional Growth course in San Diego • Engineer X would make a high caliber FM – if this is part of Engineer X's career plans, I would certainly give positive recommendations. He would also become involved in further MMS training keeping him up to date with all the latest MMS tools. 		

Solar Turbines 360-DEGREE INPUT FORM

A Caterpillar Company

CONFIDENTIAL

Name of Employee you are rating: <u>Engineer X</u>		Job Title: <u>Lead Technician</u>	Date: _____
Your relationship to the person you are rating (i.e., peer, supervisor, customer): <u>Peer</u>			
Suggestions for further development, training, assignments:	<ul style="list-style-type: none">• MPG course• FM training refresher		
(Optional) Your Name: _____			
The information you provide will be disclosed to the employee only in a format that is anonymous and rolled into the final Performance Appraisal.			

<input checked="" type="checkbox"/> Train customers on operation and maintenance of equipment.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	Dec 2012
<input checked="" type="checkbox"/> Certify technical skills of other team members.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	Dec 2012
<p>* Complete at least one WHA & TRA for each visit.</p> <p>* Complete incident reports if unsafe practice or near miss in notice following the QHSE Management system process.</p> <p>* Participate in Safety meeting with the ESSA district.</p> <p>* Complete at least two Safety Stand-downs per site.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Exceeded	<p>* Engineer X should complete on TRA per task.</p> <p>* Safety stand down was not completed</p>
<p>Help the FM to update all the MMS tools like the service Bulletin reports, the collaborative workspace, Maintenance planning, MMS reports, etc.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	Dec2012
<p>Complete the CLMS courses.</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Exceeded	<p>* Engineer X should complete all courses on time</p>

<p>Complete Safety training.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	<p>Engineer X should attend all other safety training's</p>
<p>Get more familiar with the Insight system and Alert management. Start commenting the alerts and review them every week when he is at site.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	<p>Engineer X attended the FM training in Gosselies</p>
<p>NEW GOALS SMART Goals are SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC, and TIME BOUND</p>	<p>Achieved? (Check one)</p>	<p>Completion Date</p>
<p><u>QHSE.</u></p> <p><input checked="" type="checkbox"/> * Complete incident reports if unsafe practice or near miss in notice following the QHSE Management system process.</p> <p>* Online INI creation training</p> <p>* Participate in Safety meeting with the ESSA district.</p> <p>* Complete at least two Safety Stand-downs per site (from last year)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
<p>TECHNICAL –</p>		
<p><input checked="" type="checkbox"/> *Perform site condition assessment on all platforms especially for the Generators.</p> <p>*Complete Service Bulletin compliance for all units.</p> <p>*Follow up on Maintenance planning</p> <p>*QPR participation</p> <p>* Maintenance report document must be saved on FOW.</p> <p>* Parts verification & tracking</p> <p>* Issue PAR</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	

<input checked="" type="checkbox"/> Help the FM to update all the MMS tools like the service Bulletin reports, the collaborative workspace, Maintenance planning, MMS reports, etc.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
<input checked="" type="checkbox"/> Fill for FM during his absence Alert Management Live view trouble shooting	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
<input checked="" type="checkbox"/> Calibrate and troubleshoot vibration monitors.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
<p><u>PERSONAL DEVELOPMENT</u></p> <input checked="" type="checkbox"/> Complete TMS , CLMS, WFM	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
Improve communication by replying to emails during time off.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
Improve IT knowledge, Improve Solar intranet knowledge.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
Improve communication with customer onshore & Solar team	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Exceeded	
<p>JOB CHARACTERISTICS</p> Use only those that are applicable.	<p>RATING</p> See Performance Ratings on Page 1.	
1. QHSE: Follows procedures required to work safely and protect the environment. Utilizes appropriate PPE. Timely, thorough completion of customer site WHAs and TRAs. Remains accident free and reports near misses and accidents immediately to manager.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA	

2. Quality of Work: Work demonstrates an understanding of customer expectations and consistently delivers a high quality product or service. Demonstrates support of 6 Sigma activities.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
3. Technical Expertise: Demonstrates technical proficiency and has acquired <i>certified</i> skills to perform job functions and responsibilities of a Level IV rep.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
4. Teamwork/Working with Others: Cooperates with others, offers assistance when needed, and resolves conflicts in a proactive manner to build team commitment to departmental and organizational goals.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
5. Dependability/Results Focus: Delivers expected results. Willing to accept new and is flexible to changing assignments. Meets project deadlines and attendance expectations.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
6. Cost Management: Utilize assets/resources optimally to ensure strong business results and cost savings. Participates in the FSR Incentive Program (<i>domestic employees only</i>).	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
7. Communication Skills: Communicates clearly in written and oral form and listens for understanding. Provides relevant, accurate and timely information. Communicates ideas, opinions and disagreements tactfully and respectfully.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
8. Risk Management/Decision Making: Evaluates information to consider risks/business impact and makes sound decisions. Demonstrates sound business values and judgment. Anticipates problems, eliminates obstacles and surfaces concerns to leadership.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
9. Diversity: Proactively supports diversity in the district. Applies Cat Code of Conduct.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
10. Leadership: Influences, motivates others on the team. Models company values. Teaches, mentors less senior FSRs.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA
11. 6 Sigma: Demonstrates support of 6 Sigma activities and shows interest in process improvement.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> D E M NI UA

PERFORMANCE SUMMARY AND SUPPORTING COMMENTS

Note: Text wraps to allow room for comments.

Recommendations for further development, training assignments, improvements:

Leadership training
Vibration , Alignment & TT4000 training
IT

MANAGER'S COMMENTS:

Engineer X is our Lead FSR on XXX contract. His contribution to SBM contract during last few years, his great experience and his professional behavior at site made everybody pleased to work with him.

EMPLOYEE'S COMMENTS:

VALUES REVIEW

We have reviewed our Values in Action-CAT Worldwide Code of Conduct and understand the overall importance of putting values based behaviors in action in order to achieve smart goals, business unit strategy, and, ultimately, the corporate strategy.

Employee _____ Reviewer _____
Initials: _____ Initials: _____

OVERALL RATING:

(check one)

D E M NI UA

EMPLOYEE SIGNATURE BELOW INDICATES ONLY THAT EMPLOYEE HAS READ THE ABOVE SECTIONS AND DISCUSSED THEM WITH THE REVIEWER. IT DOES NOT IMPLY THAT EMPLOYEE AGREES OR DISAGREES.

Note: Please carefully review the Performance Appraisal Flowchart and Performance Ratings on Page 1.

Engineer X				
Employee	Badge Number	Date	Skip-Level Manager	Date
Hamid Miri				
Appraising Manager	Badge Number	Date	H.R. Representative	Date

-----Annexe 8 (Les questions d'Employee Opinion Survey - EOS)-----

Dimension	Item
Growth and Development	Growth and Development
Growth and Development	I am satisfied with my opportunities for future growth and development.
Growth and Development	I have good career opportunities.
Growth and Development	The person I directly report to: Gives me feedback that helps me improve my performance.
Growth and Development	I am given regular opportunities to improve my skills on the job.
Accountable for Results	Accountable for Results
Accountable for Results	The person I directly report to: Makes job expectations clear.
Accountable for Results	The person I directly report to: Keeps his/her commitments.
Accountable for Results	The person I directly report to: Handles accountability in a way that motivates me.
Accountable for Results	The person I directly report to: Encourages me to take responsibility for my actions.
Accountable for Results	In my workgroup we focus more on fixing problems and continuous improvement than blaming others.
Accountable for Results	In my workgroup everyone is expected to look for ways to improve our quality, velocity, and cost.
Engagement	Engagement
Engagement	Overall, I am extremely satisfied with my company as a place to work.
Engagement	I would recommend our company to a friend as a great place to work.
Engagement	I rarely think about looking for a new job with another company.
Engagement	I am proud to tell others I work here.
Engagement	People here are willing to give extra effort to get the job done.
Teamwork	Teamwork
Teamwork	The person I directly report to: Promotes and builds good teamwork.
Teamwork	There is effective collaboration between teams in different Business Units/Departments/Functions.
Teamwork	The people I work with cooperate to get the job done.

Teamwork	I feel appreciated at work.
Inclusion	Inclusion
Inclusion	My ideas and suggestions count.
Inclusion	In my workgroup, different perspectives are valued and encouraged.
Inclusion	In our organization decisions and/or actions show we are committed to attracting, developing and keeping a diverse work force.
Inclusion	The person I directly report to: Creates and manages an environment where inclusion is valued.
Inclusion	I have the same opportunity to succeed as others with similar experiences, performance and educational background.
Customer Focus	Customer Focus
Customer Focus	Customer problems are corrected with a sense of urgency in my workgroup.
Customer Focus	In my workgroup, we regularly use customer feedback to improve our products, services, and solutions.
Customer Focus	I have sufficient training and development to deliver on customer commitments.
Quality	Quality
Quality	The person I directly report to: Sets clear performance standards for product and service quality.
Quality	Leadership is committed to providing high quality products and services to customers.
Safety	Safety
Safety	I have the tools and training I need to do my job safely.
Safety	In my workgroup I am encouraged to identify and suggest ways to improve safety.
Safety	Employees in my workgroup are held accountable for creating and maintaining a safe work environment.
Officer	Officer
Officer	The Officers of this company have communicated a vision of the future that motivates me.
Strategy and Execution	Strategy and Execution
Strategy and Execution	I understand the company 2011-2015 strategy and how my workgroup supports it.
Strategy and Execution	I am informed on a timely basis regarding my workgroup's progress on our goals and objectives.
Strategy and Execution	My workgroup has the processes and tools necessary to help us reach our company goals (i.e. 6 Sigma, CPS, etc.).

Compensation	Compensation
Compensation	I am paid fairly for the work I do.
Leadership	Leadership
Leadership	The person I directly report to: Gives me feedback that helps me improve my performance.
Leadership	I am given regular opportunities to improve my skills on the job.
Leadership	The person I directly report to: Keeps his/her commitments.
Leadership	The person I directly report to: Handles accountability in a way that motivates me.
Leadership	There is effective collaboration between teams in different Business Units/Departments/Functions.
Leadership	In our organization decisions and/or actions show we are committed to attracting, developing and keeping a diverse work force.
Leadership	The person I directly report to: Creates and manages an environment where inclusion is valued.
Leadership	In my workgroup, we regularly use customer feedback to improve our products, services, and solutions.
Leadership	I understand the company 2011-2015 strategy and how my workgroup supports it.
Leadership	The person I directly report to: Demonstrates genuine concern for me as a person.
Leadership	The person I directly report to: Takes the time to help our team through change.
Continuous Improvement	Continuous Improvement
Continuous Improvement	The person I directly report to: Encourages me to come up with new and better ways of doing things.
Continuous Improvement	The person I directly report to: Encourages me to take reasonable risks to improve my department's effectiveness.
Continuous Improvement	When employees have good ideas, leadership makes use of them.
Managing Change	Managing Change
Managing Change	The leadership does a good job of communicating the reasons behind important changes that are made.
Managing Change	I feel supported in my efforts to adapt to organizational changes.
Managing Change	The person I directly report to: Does a good job communicating the reasons behind important changes that are made.
Managing Change	This company is making the changes necessary to compete effectively.