

# Initial Training for Permit & Compliance Staff

- ✓ *Develop a training plan approach*
- ✓ *Create an assessment tool*



# Management's Perspective





**BONUS!**

Learners know  
when to ask  
for help –  
when they  
can't do it.

**BONUS!**

Why do I have  
to know this is  
clear =  
motivation!


**BONUS!**

Your  
learning  
assessments  
are easy!

What does the  
trainee need to  
do?

**Objectives**



A hiker with a backpack and trekking poles is climbing a mountain peak. A speech bubble from the hiker asks, "How do current staff know how to do this?". In the foreground, a pyramid diagram has two levels: a purple top level labeled "Knowledge & Skills" and a teal bottom level labeled "Objectives". The background shows a mountain range under a blue sky with clouds. A small icon of a building with a red 'W' is in the bottom left corner.

How do current staff know how to do this?

**Knowledge &  
Skills**

**Objectives**



Identify resources and gaps

When do they need to know it?

**Training Plan**

**Knowledge & Skills**

**Objectives**

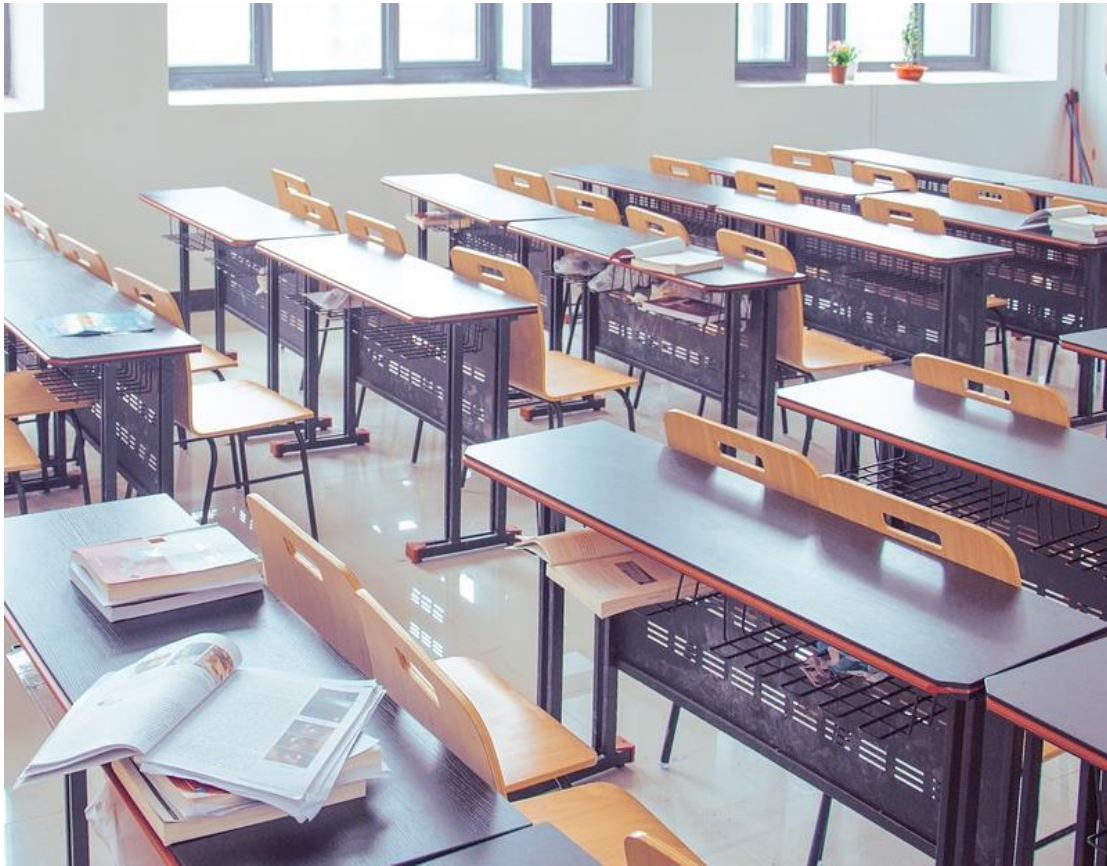






# Training Plan Structure

- 6 month program
- Classroom training
- Assigned Exercises
- Site visits/inspections
- Preparatory reading, webinars and courses
- Mentoring



# Classroom Training Sessions

- Basics of air pollution regulation
- Types of permits & exemptions
- Permit writing
- Inspections
- Compliance & enforcement
- Tools & resources
- Rule applicability
- Technical Writing
- Communication







# Training Schedule

## JANUARY

S	M	T	W	T	F	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## FEBRUARY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

## MARCH

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## APRIL

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## MAY

S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## JUNE

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## JULY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## AUGUST

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



# Training Plan – Initial Field Visit

- Partial Compliance Evaluation (PCE)
- Led by experienced compliance engineer
- Focus on one process
  - Observations & Records
- Comprehensive facility information packet
- Post-inspection discussion and review
- Draft PCE report



# Training Plan – Ongoing Field Visits

- Permit writers:  
6 site visits
- Compliance  
engineers:  
6+ Full  
Compliance  
Evaluations



# Preparatory Reading, Webinars and Courses

- Permit/compliance guidance & procedures
- Pre-recorded DNR training
- EPA webinars
- APTI courses
- Required, Suggested & Optional
- Completion deadlines





# Permit Writer Preparatory Materials

Preparatory Reading Materials	When to complete
Review definitions of MTE, PTE, Allowable Emissions in <a href="#">NR 400.02</a>	Before week 2
Review step-by-step instructions for calculating emissions	Before week 3
Review <a href="#">AM-300 – Wisconsin Air Pollution Control Operation Permit Application Instructions</a>	Before week 3

Training / Webinar	When to complete	Required/Optional
<a href="#">New Engineer Seminars and Engineer Seminars</a> The presentations are saved under Permits & Compliance via the above link	As time allows before month 6	Required
<a href="#">EPA Webinar: “Statement of Basis – Gift to Your Future Self”</a> Skip first 5 minutes and increase playback speed	Before week 3	Required
APTI SI-460: Introduction to Permitting	Within the first month	Required
APTI V-102: Clean Air Act Training Modules 1, 2, and 6	Within the first month	Suggested
APTI V-101: Understanding Air Toxics	Within the first 2 to 3 months	Required
APTI SI-105: Introduction to Air Quality Management (30+ hours)	Within first 2 to 3 months, recommend 2-3 modules/week	Required
<a href="#">Monitoring in Clean Air Act Permits Webinar</a>	Within first 2-3 months	Suggested
APTI SI-437: Air Pollution Control Technology Series	Within first 6 months	Suggested
<a href="#">2019 DNR Air Statewide Meeting</a> Slides, handouts and videos available via the above link	Within first 6 months	Suggested
<a href="#">EPA Permit Review Strategy and Common Permit Issues Webinar</a>	Within first 6 months	Suggested

# Resources: Instructions

---

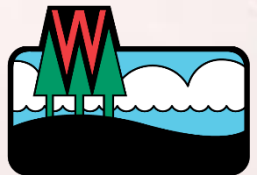
- Processing of permits and exemptions
- Using software system
- Inspections
- Enforcement
- Stack Testing
- Emission Inventory



# Resources: Checklists

---

- Permit Checklists
  - Exemptions
  - Operation permit renewal
  - Internal permit review
- Compliance Checklists
  - Pre-Inspection compliance review
  - Violations
- Transition Checklists
  - Retirements, transitions, etc.





# Mentoring

- Conducting Inspections
- Writing Permits
- Completing Training Assignments



# Assessment Tools - Training Checkpoints



- Ensure all training steps are completed:
  - Attended training
  - Assignments
  - Preparatory reading, webinars, courses
  - Site visits/inspections
- Supervisors complete assessments, trainers verify





# Training Checkpoints Example

## New Permit Writer Checkpoints

### Training Checkpoints:

The following activities are performed as a part of onboarding. This table is completed by a supervisor. The goal of training checkpoints is to ensure all training steps are complete.

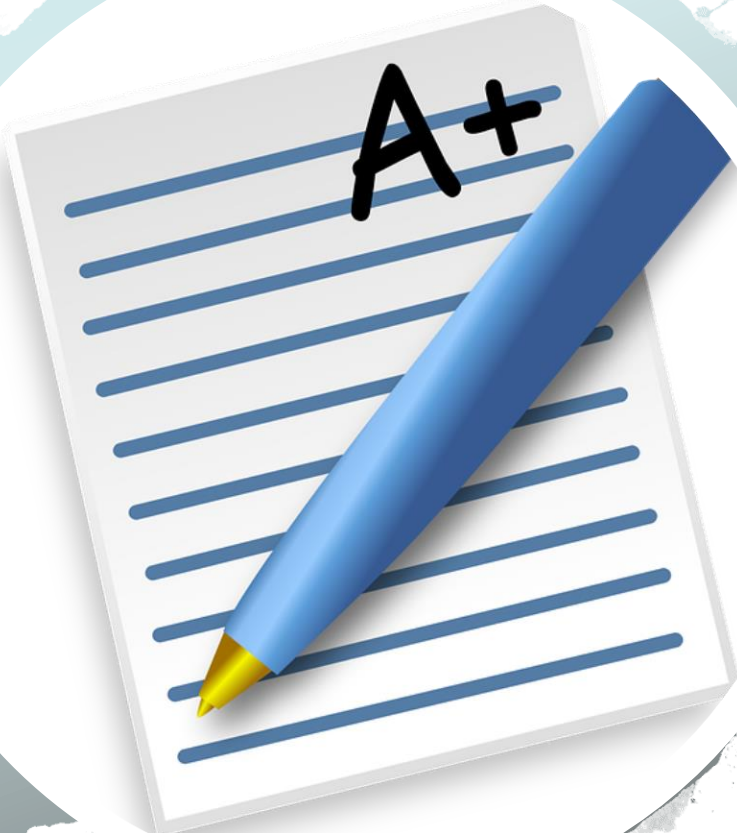
**New hire name:** Choose an item.

Training Activity	Completed?	Assign Date	Due Date	Verified by	Verify Date	Notes
Know your acronyms and definitions	Choose an item	01/22/2020	01/29/2020			
Emission unit presentations	Choose an item	01/22/2020	02/05/2020			
Preparing for a site visit	Choose an item	01/23/2020	01/23/2020			
Site records review	Choose an item	01/23/2020	01/23/2020			
Site facility tour	Choose an item	01/23/2020	01/23/2020			
Attended six site visits	Choose an item	01/24/2020	07/21/2020			
Write a PD and a Permit	Choose an item	01/29/2020	07/29/2020			
Emission calculations for paint spraying operation	Choose an item	02/05/2020	02/19/2020			





# Assessment Tools – Performance Checkpoints



- Evaluate work tasks during first 6 months
- Assess ability to apply skills learned
- Indicate progress *and* performance
- Utilize performance scores
- Completed by supervisor with input from others



# Performance Checkpoints Example

## Performance Checkpoints:

The following work tasks are performed during the first six months of tenure. The goal of performance checkpoints is to assess the ability to apply the skills learned during onboarding. This table is completed by the new hire's supervisor in collaboration with coordinators or experienced colleague observing and evaluating task completion. Completion can be accomplished through a joint meeting between coordinators and supervisors.

Activity	Complete	Score	Notes	Evaluated by	Evaluation Date
Emission calculations	Choose an item	Choose an item			
445 Analysis	Choose an item	Choose an item			
Applicability determination	Choose an item	Choose an item			
Review of an exemption	Choose an item	Choose an item			
Public noticing a permit (process)	Choose an item	Choose an item			
Issuing a permit (process)	Choose an item	Choose an item			
Describe source and project classification	Choose an item	Choose an item			
Describe whether modeling is necessary; use modeling results	Choose an item	Choose an item			
Identify if the source can	Choose an item	Choose an item			









# Contacts

- Dave Minkey, New Source Review Policy Coordinator  
(920) 662-5179; [David.Minkey@wisconsin.gov](mailto:David.Minkey@wisconsin.gov)
- Mary Oleson, Operation Permit Policy Coordinator  
(608) 789-5544; [Mary.Oleson@wisconsin.gov](mailto:Mary.Oleson@wisconsin.gov)
- Megan Corrado, Permit Metrics Coordinator  
(608) 405-0327; [Megan.Corrado@wisconsin.gov](mailto:Megan.Corrado@wisconsin.gov)
- Ashley Gray; Compliance Policy Coordinator  
(715) 355-9474; [Ashley.Gray@wisconsin.gov](mailto:Ashley.Gray@wisconsin.gov)

Questions?

