

**Exhibit E -  
Initial Training and  
Skills  
Transfer Plan**





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## 1. Purpose of this Document

This purpose of this document is to provide an initial training plan and transfer of skills to the Nevada County Transit (NCT) and validator installation personnel. This plan identifies the activities and resources that need to be organized in order to carry out training for NCT to expand the acceptance of contactless payment fare collection across its whole fleet.

The plan defines the training to be provided:

- As Introductory Training to appropriate NCT training personnel and validator installation personnel
- Follow-Up Training, which will include:
  - NCT training personnel to enable them to carry out continuous training to other NCT personnel (Train-the-Trainer).
  - All NCT and validator installation personnel who will operate and maintain the system after its delivery.

## 2. Scope

The scope of this document is limited to training the NCT Trainer and validator installation personnel who are responsible for installation, operation and maintenance. The training approach is based on a Train-the-Trainer basis.

This training plan does not cover the training of 3rd-party hardware and associated firmware and 3rd party software.

There may also be items in this training plan that cover optional equipment not included in the initial contract.

## 3. References

We provided examples of documents that may be developed as part of the deliverables after contract award by NCT. The timeline for the development of these deliverables will be agreed upon with NCT at the time of project kick-off.

- Maintenance Procedure
- Maintenance Manual
- Onboard validator training (for instance open loop payment solution)
- Driver training/familiarization (training will be conducted remotely)
- Technician training/familiarization
  - Device Troubleshoot 101
- Operator training for the Device Manager
- Proxima Back Office training
  - Device Monitoring 101

- Onboard Validator installation training

Kuba will make the documentation available to NCT in electronic format.

## 4. Introductory Training

A Kuba representative provides the Introductory Training (30 minutes session that is held in a virtual environment) consisting of a brief overview of the Automated Fare Collection (AFC) system.

## 5. Follow-Up Training: Training Methodology

This section describes the methodology adopted to address the initial training needs for the NCT contactless payment system.

### Method of Delivery

A Kuba Subject-Matter Expert (SME) will provide the training at a NCT Training Center (the location needs to be determined), using the training equipment specifically set up for this purpose and connected to a Test Bed system.

We will train the NCT, and its designated validator installation personnel, how to operate and maintain the system. The recommended training strategy is for instructor-led training, utilizing appropriate visual aids, supported by simulation equipment and software to demonstrate the features of the NCT system.

Qualified SMEs will provide the operational training to the NCT Trainers, and its designated validator installation personnel. NCT may make a video recording of this training available should they wish for their ongoing internal training going forward.

Maintenance training will be given to appropriate NCT employees as and when required. Unless otherwise stated, training will be in the form of a theoretical lecture, combined with hands-on exercises using a test system/application. The training covers both normal operation and troubleshooting scenarios and provided in English.

Recommended class sizes vary according to the course, with some administrative and technical courses restricted to a few trainees due to the nature of the material to be covered and the availability of test units connected to the Test Bed. In these cases, it is preferred to run multiple courses covering the same subject with fewer trainees to maximize the “hands-on” experience for each trainee. The class sizes will be finalized during the development of the final training schedule in section **Developing Training Schedule**.

The contractual obligations for training are met after Kuba provided the initial training to the NCT Trainer. Kuba can provide NCT with a quotation for additional training if required.



## Method of Technical Training

The methodology to be used when training all parties involved will be a combination of workshops, both practical and theory. Each candidate will be expected to write a test at the end of the training.

The training workshops will give an overview of the topics being presented in the form of presentations and tutorials. These will be conducted over different periods in manageable group sizes to ensure attention and efficient transfer of skills.

Kuba encourages small group activities for providing hands-on skill building and problem-solving. Participants will be divided into small, manageable groups and assigned timed tasks to complete as a team.

Visual aids such as flip charts, pictures and the actual devices will be frequently used to assist the participants in acquiring more knowledge of the AFC System.

## Method of Operational Training

In order to Train-the-Trainers on operational training, study tours may take place to various places such as stations and buses to give practical exercises to the trainers. The Device Management Platform is available in the cloud.

## Requirements

The requirements of the test system will be agreed upon at the time of project kick-off. The test system closely simulates the functions of the delivered system.

Kuba requires training assistance/support from NCT in the form of a Training Coordinator, who can assist in the setting up of the training environment where required. The Training Coordinator should also be available for support during training, as necessary, with liaison and coordination issues (as described in the Section **Training Coordinator**).

Kuba did not include standard software such as Microsoft Windows and -Office in this training program. Any re-training may incur additional charges.

## Role of the Instructors

Instructors deliver the courses and are responsible for:

- Communicating the requirements of the training courses to the Training Coordinator for distribution to trainees and their management.
- Delivering the training courses described in this plan.
- Issuing and collecting course evaluation feedback forms.
- Supplying Training Certificates to trainees who are deemed competent in the relevant tasks.

Through activities and questions, instructors will formally evaluate students' grasp of the subject-matter over the duration of the course.



The Instructor will inform the Training Coordinator of any trainee(s) that may require further training to use the system. Further/additional training needs to be discussed between NCT and Kuba. Kuba can provide additional training at a price (to be agreed to).

## **Trainees**

The Trainees for which training will be conducted for, consist of:

- NCT and Kuba Trainers, who will be responsible for the ongoing training of NCT personnel.
- NCT and designated validator installation personnel, and who will be responsible for the maintenance of the NCT system.

Each Trainee needs to have sufficient experience and qualifications to attend the training courses, for example, computer literacy in Microsoft Windows applications. It is the responsibility of NCT and designated validator installation personnel, to nominate only qualified persons to attend as Trainees and ensure that the Trainees have read all manuals before attending the sessions. Please refer to the prerequisites in each of the training modules in section [Training Modules](#).

Detailed qualifications are beyond the scope of this plan, but the following is a high-level list of precondition requirements of attendance:


- Where system modification is part of the Trainee's job description, the Trainee must have attained certification in information technology and be familiar with Graphical User Interfaces (GUI) to integrate changes.
- Basic qualifications in information technology in order to operate and maintain computer equipment safely.

## **Training Coordinator**

NCT should provide the Training Coordinator. If the Instructor needs assistance with any administrative tasks, such as setting up data projectors, computers, network connections, photocopying, stationery, etc., the training coordinator should be present to assist.. NCT and Kuba are jointly responsible for providing a training environment with all the required equipment and facilities.

In addition, the Training Coordinator should assist in providing Trainers and Trainees with details associated with the delivery of the training, including:

- Maintaining and distributing a list of Trainees.
- Communicating the training schedules, course outlines and prerequisites for training courses to trainees and their management.
- Ensuring onsite facilities are fit for purpose and available when scheduled.

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- Following approval, assist with the coordination of any additional training for Trainees who were unable to attend, or who require additional training to gain competence in the use of the system.
  - We recommend that the Training Coordinator participate in the training.

## **Training Materials and Documentation**

This section describes the types of training material required to perform the training. As far as is practicable, the training will focus on “hands-on” demonstrations and guided practical exercises that allow trainees to develop competency in the operation and maintenance of the contactless payment system. Training materials include visual presentations, and user manuals.

### **Visual Presentations**

As explained above, training will focus mainly on “hands-on” use of computer-based software applications rather than lecture-style as much as is practicable. Kuba provides and projects Microsoft PowerPoint presentations, where applicable.

These are used for courses which are predominantly informational and to explain theory and concepts that are difficult to demonstrate practically, for example, the flow of data in the system. They are also used to introduce and summarize topics and display guided exercises.

### **User Manuals**

An electronic copy of the applicable user manuals will be provided to each Trainee for use as directed during the course, and to use for reference at a later stage. The user manual includes:

- Context and process descriptions
- General/generic process steps
- Screen examples and concept diagrams

### **Manuals for Training**

Operations Manuals and Training Materials consist of:

- Onboard validator manual (for instance open loop payment solution)
- Driver training / familiarization manual
- Technician training / familiarization
  - Device Troubleshoot 101 guide
- Operator training for the Device Manager manual
- Proxima Back Office training
  - Device Monitoring 101 guide
- Onboard Validator installation manual
- Maintenance Procedure guide
- Maintenance Manual



## Training Resources

The following table describes the resources required to perform the training.

Resource	Number required	To be provided by
Test bed environment	1	Responsibilities to be agreed to between NCT and Kuba
User IDs and Passwords for trainees	As defined by trainee numbers	NCT
Whiteboard	1 per training venue	NCT
Data Projector	1 per training venue	NCT
Personal Computers	As available at the site	NCT





## Venue(s)/Facilities

Training will be conducted at the NCT Training Center, subject to the logistics related to the requirements of the trainees and after Kuba's permission. The table below lists the facilities that needs to be available for each type of training.

Where training includes both theoretical and hands-on elements, hands-on requirements apply.

Type of training	Room type	Facilities Available
Theoretical	Training Center	<ul style="list-style-type: none"><li>• Capacity of up to 12 people</li><li>• Suitable desks and chairs</li><li>• Data projector</li><li>• Whiteboard and/or flip chart with suitable markers</li></ul>
Hands-on	Test Bed Room, Training Center	<ul style="list-style-type: none"><li>• Capacity of up to 10 people</li><li>• Suitable desks and chairs</li><li>• Demo/test setup, including at least 1 computer per student, connected to the Test Bed network</li><li>• Data projector</li><li>• Whiteboard or flip chart with suitable markers</li></ul>
On the Job	Test Bed Room, Training Center	<ul style="list-style-type: none"><li>• Capacity of up to 10 people</li><li>• Suitable desks and chairs</li><li>• At least 1 computer per student</li><li>• Data projector</li><li>• Whiteboard or flip chart with suitable markers</li></ul>

## Training Schedule

Kuba provided timetables for courses in section 6. **Training Modules** below, this however, is based on instructor availability. The dates will be mutually agreed upon between NCT and Kuba.



## 6. Training Modules

This section lists an example of the course overview.

### Timetable

The table below reflects the System Administrator and Operations Training Schedule and should be scheduled with the NCT Training Coordinator.

#	Day	Course Name	Attendees
1	The date needs to be agreed to by Kuba and NCT	Troubleshooting and Business Rules	All Trainees
2	The date needs to be agreed to by Kuba and NCT	Onboard Validator Installation, Maintenance, and Troubleshooting	Maintenance and Technical Staff
3	The date needs to be agreed to by Kuba and NCT	Onboard Validator Operations	All Trainees
4	The date needs to be agreed to by Kuba and NCT	Maintenance 1 <sup>st</sup> and 2 <sup>nd</sup> Level	Maintenance and Technical Staff
5	The date needs to be agreed to by Kuba and NCT	Proxima Back Office training	Operational and Technical Staff as determined by NCT



## Course Outlines (example)

Kuba provided an example of course outlines as shown below. Kuba will develop the Training and Skills Transfer document as part of its deliverables after contract award by NCT.

### Troubleshooting and Business Rules

Troubleshooting and Business Rules	
Aim	Provide an introduction to the Business rules and error codes from devices.
Learning Outcomes	On completion of this course, the trainees should understand the basics of the business rules, and understand the different fare types (if applicable) and the different ways that fares are calculated (if applicable)
Content/Sequence	Single Course Module
Delivery Method	Theoretical lecture
Resource Requirements	Reports Presentation
Duration	Allow 6 hours
Recommended Class Size	Less than 10
Course Evaluation	Brief written evaluation of the course by trainees on completion

## 7. Developing the Training Schedule

Kuba recommends the above training skills transfer information as a start to customize the training schedule with NCT.

It will be necessary for NCT and Kuba to meet to discuss the details of the schedule and to expand this document as the schedule develops.

**END**