CASE STUDY

Solution

Training Program Services and Online Training

Industry

Power Generation

Size

2000+ Employees

Location

ERCOT Region

Utility improves training program through progression planning to enhance employee skills and retain experienced workers.

Challenge

To improve employee training, an ERCOT-based utility subscribed to the full HSI Industrial Skills library for their entire gas power plant fleet which consists of 50 plants. As part of the initial contract, HSI Industrial Skills helped the utility identify and set up a new LMS, so they could more efficiently assign and track the 500 plus courses in the HSI library. Unfortunately, once the utility and HSI began working to assign training, they ran into a challenge. The utility's goal was to use the upgraded training to reinforce and improve worker skills and provide a career path. However, the lack of an updated training plan hindered progress.

The existing training plan had not been maintained. Plant managers and training staff knew what needed to be done but didn't have the time or resources to do the work. The conversation on how to assign content led to a discussion about progression planning. The utility

asked HSI subject matter experts (SMEs) to meet with their training advisory board to determine how to best distribute content to help workers grow into different positions at different locations. The utility understood the need to provide career progression for employee satisfaction and retention.

As discussions continued, HSI and the utility identified a strategy to develop training plans for plant employee core skills. The utility advisory board wanted to build core competencies required for each job role at the plants. An employee's career path would determine which courses they would take.

Solutions

HSI SMEs started with a job task analysis, or JTA, to determine the tasks performed for each role. They met with representatives from various plants in the fleet to identify tasks consistent across all locations and those unique to individual plants.

Once the JTAs were finished, HSI developed training plan outlines for each position. As HSI worked through the process, the scope expanded. For each original job title, such as maintenance technician, the utility asked HSI SMEs to identify core competencies by job level, such as maintenance technician level 1, level 2, and level 3.

Why It Matters

Training courses tied to job tasks

Clear career progression

Improved employee retention

The project progressed through the following steps:

1. Create core competencies with advisory board input
2. Develop training plan outlines that represent common competencies across all plants
3. Map training plans into their LMS to create curricula for each job title
4. Work with the advisory board to identify pilot sites for the training program

The advisory board identified a facility to launch the program for operations and maintenance techs.

Implementation

For the pilot facility, HSI turned the training plan outline into qual cards for the specific facility. HSI and the utility collaborated to develop a standard qual card form which included:

- Tasks that must be performed to qualify for the job title
- Online training assignments in the LMS, including prerequisites

After the pilot program launched, HSI and the utility tested and reviewed results. Modifications were made as needed to enhance the program before it launched to other facilities.

Once the pilot is complete, HSI will make any necessary changes to roll the O&M tech program out to all facilities. Initial discussions have taken place for future work to be performed in establishing a similar program for control room operators.

While the utility had identified the challenge and what needed to be done, they did not have the time or resources to develop the solution. HSI SMEs' background and experience enabled us to support the utility's efforts by providing an extra set of hands and expertise. The HSI team acts as utility employees when working on the program to ensure the client's needs are met effectively and efficiently.