

Overview of SMUD Training Programs

Krishna Khalsa, Ed.D.
Corporate Learning & Development

May 11, 2010



Krishna K. Khalsa, Ed.D.



My Background

- Doctorate degree in Counseling Psychology from the University of Toronto
- Over 24 years L&D experience
- Area Head for Corporate Learning and Development at SMUD
- Supervise team of 5-7
- Kundalini Yoga and Meditation and Sikh lifestyle



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Slide #2



SMUD

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Questions

1. What do you hope to get out of this session?
What would you like to know?
2. What are your Learning & Development Challenges?



AGENDA

- Background & Trends
- **Overview** of SMUD's Approach to Training
- SMUD as a Learning Organization – Award winning
- **Overview** of Training & Development at SMUD
 - Corporate Learning Strategy & District Training Programs
 - IT online training

Tomorrow – Wednesday, May 12

- SMUD's Approach to:
 - Leadership Development
 - Customer Service
- Q&A



Slide #4



Workplace Trends – 2010

- Aging workforce – increased turnover due to retirements; need for succession planning
- Increased need for leaders and leadership skills
 - Industry benchmark: it costs an organization 1½ the annual salary to refill a position
- Need strategies to hire, develop and retain good employees
- Greater focus on accountability
- Emphasis on performance
- Ever changing skills; new competencies



District Workforce Strategies

2004	Diversity -> Inclusion initiative
2005	Leadership Behavior Model
2006	Corporate Learning Strategy
2007	Re-organization
2008	Employee Engagement
2009	Performance Measures
2010	Workforce Alignment & Industry Acumen



TRAINING & DEVELOPMENT AT SMUD



Training & Development at the District

- Both centralized & decentralized
- Corporate training moved to Organization & Workforce Development (formerly in HR)
- Learning Strategy Committee
- Training Network Team (TNT) committees (grassroots)
- Mixture of required and elective training
- Both in-house trainers and external vendor led classes
- Focus on both performance and development



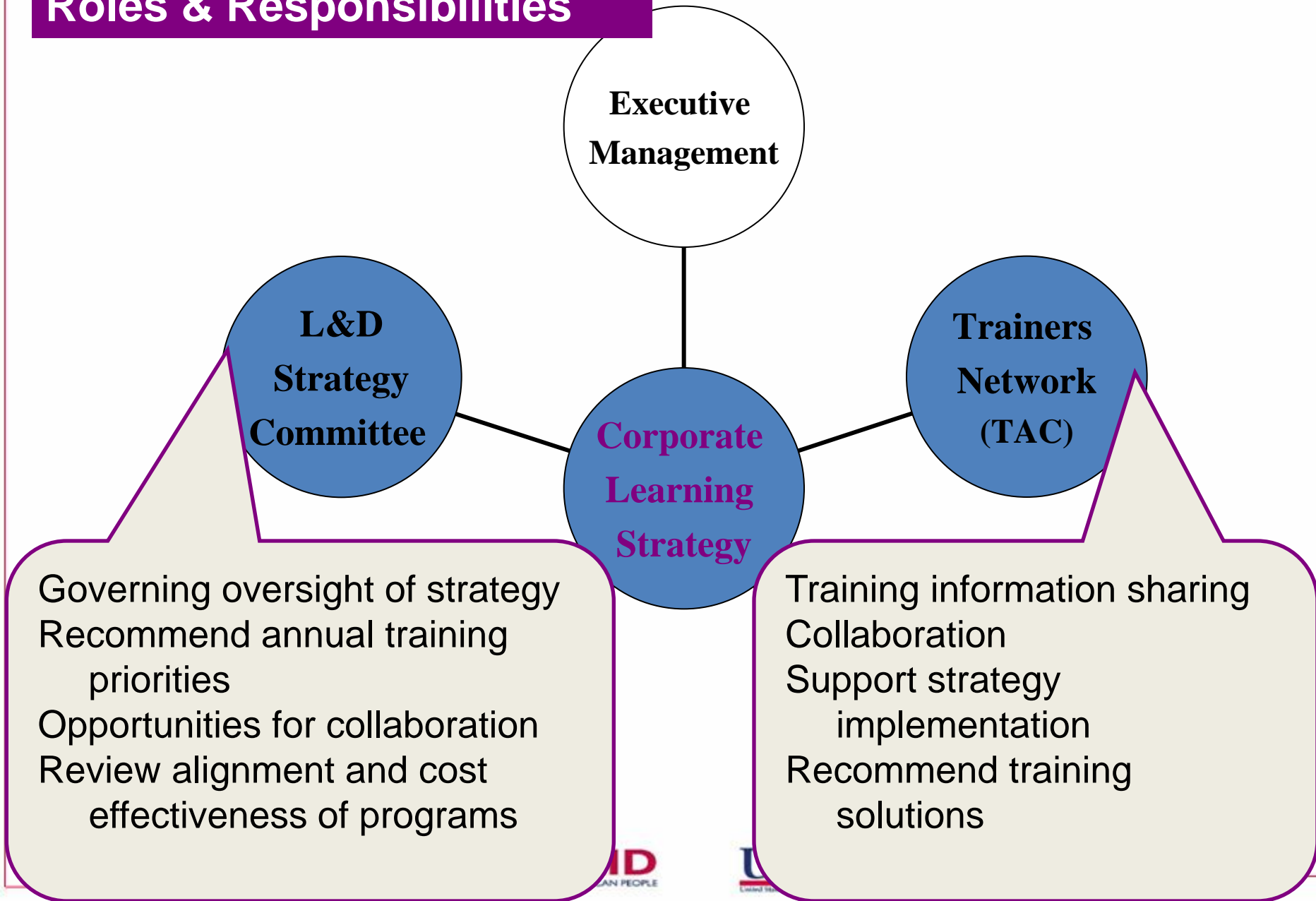
Learning & Development Stakeholders



Roles & Responsibilities



Roles & Responsibilities



**Executive
Management**

**L&D
Strategy
Committee**

**Corporate
Learning
Strategy**

**Trainers
Network
(TAC)**

Governing oversight of strategy
Recommend annual training
priorities
Opportunities for collaboration
Review alignment and cost
effectiveness of programs

Training information sharing
Collaboration
Support strategy
implementation
Recommend training
solutions

Roles & Responsibilities

Allocation of training resources
Employee and business unit training needs and solutions
Delivery of business unit training programs
Support implementation of strategy

Executive Management

Corporate Learning Strategy

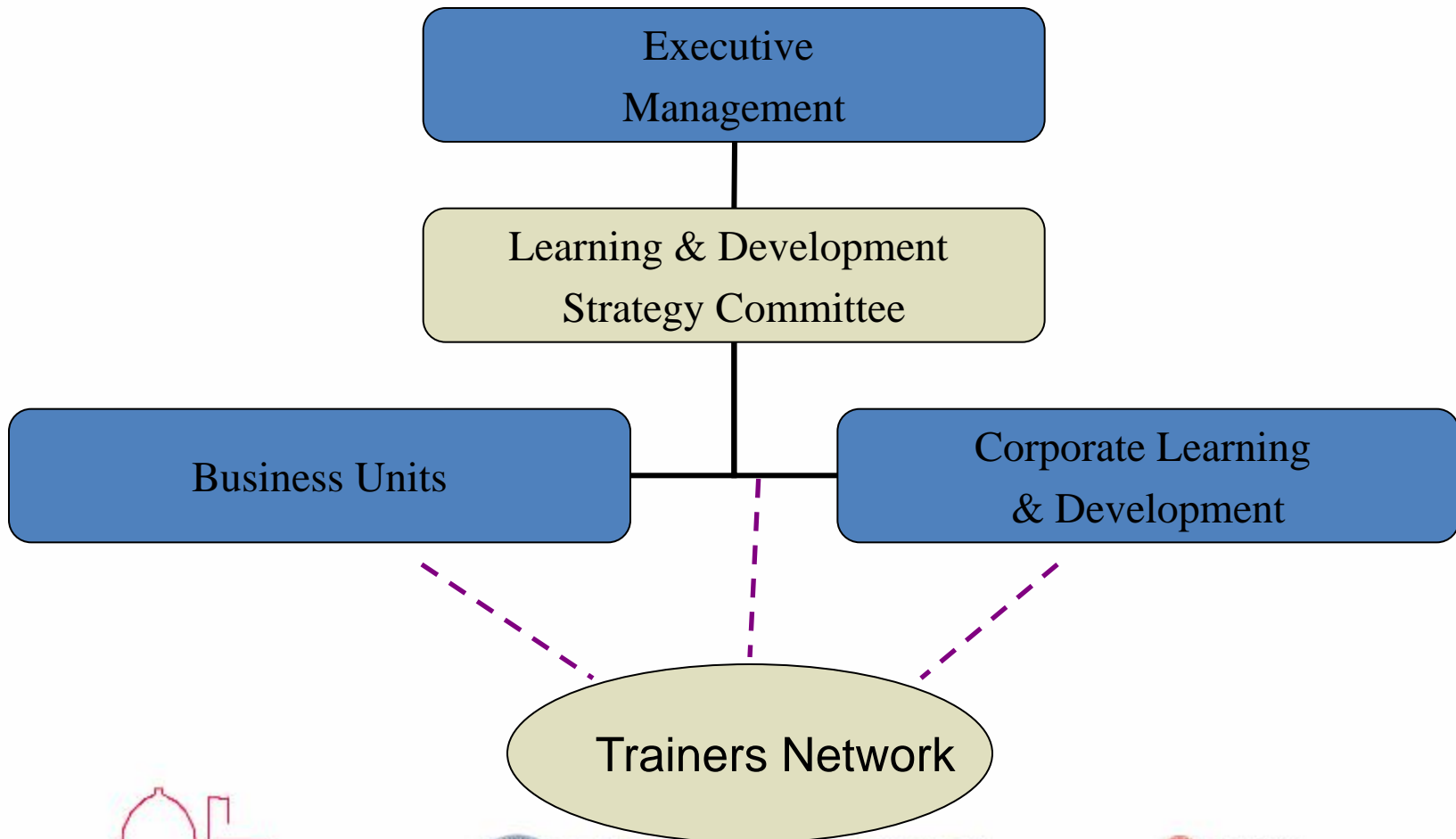
Training standards & processes; best practices
District-wide training coordination
Anticipate District training needs and develop solutions
Partner with business units

Business Units

Corporate L & D



Learning & Development Governance



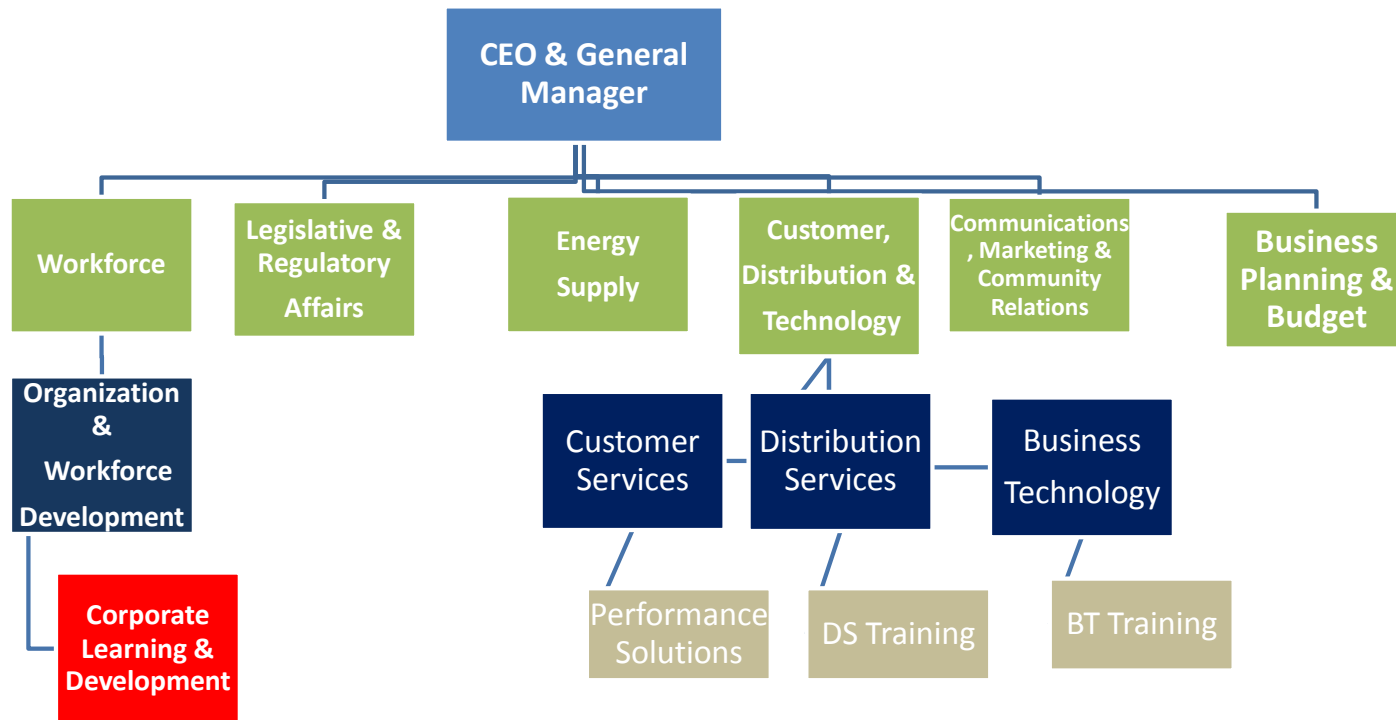
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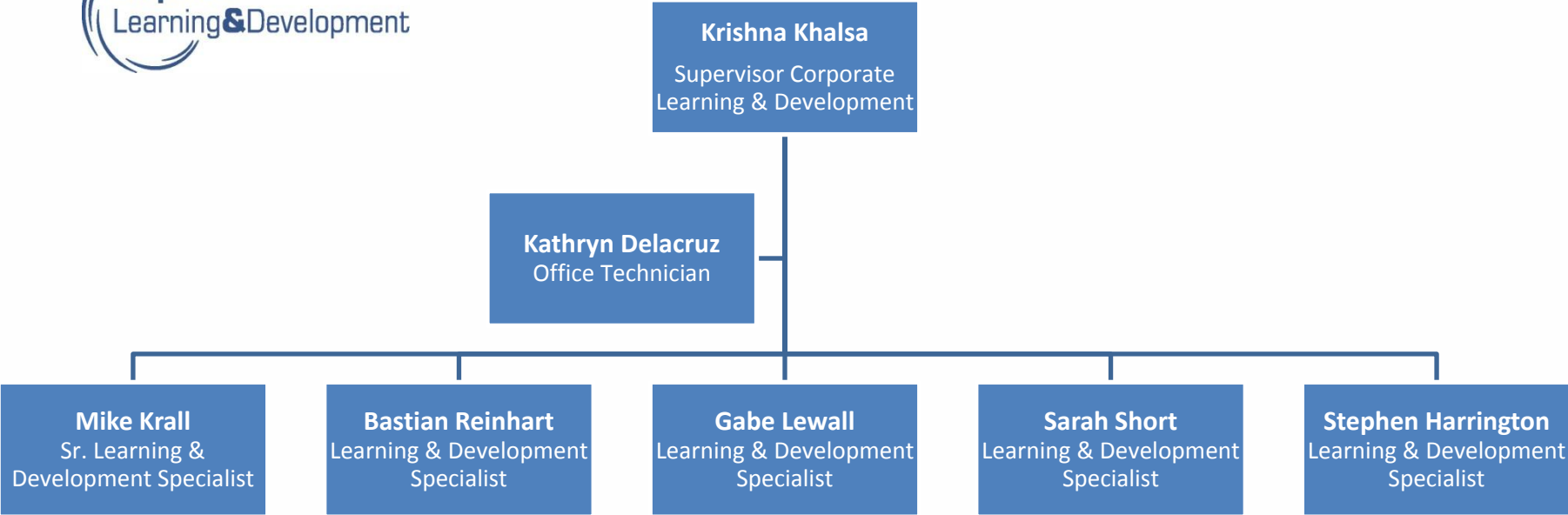


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District Organization chart



Corporate Learning & Development Organizational Chart



Why is it important to develop and retain employees?

- Increased competition for employees
- High cost of turnover
- Enhanced performance
- Engaged employees are more loyal
- Investment in future



Employee Development

GOAL

- To ensure employees are fully trained and have the tools they need to do their job (so that organization succeeds).



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USEA
United States Energy Association



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Learning & Development Strategy



What is a Learning Strategy?

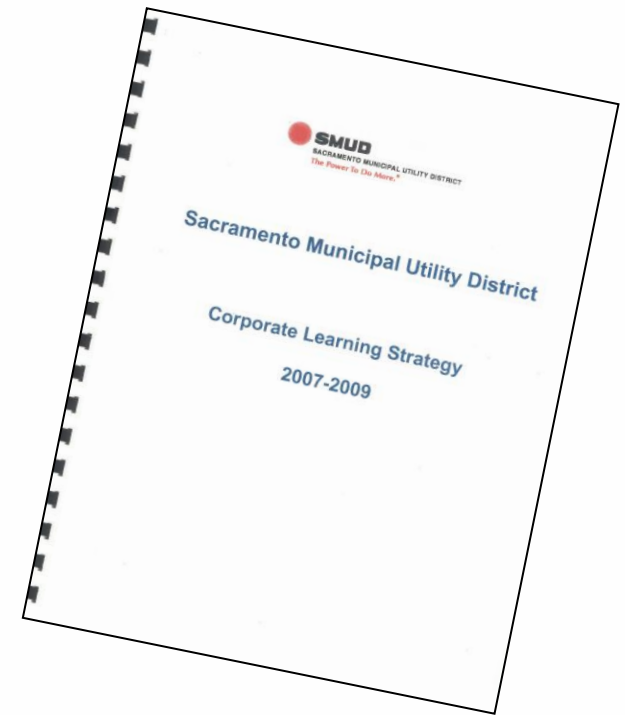
- A comprehensive approach to learning at the District that results in a more skilled and effective workforce
- Outlines a multi-year plan for achieving learning goals and objectives



Corporate Learning Strategy

2007-2009

2010-2012



Corporate Learning Strategy

Purpose

- To ensure that learning and development support SMUD's goals.

Vision

- All SMUD employees have the skills and knowledge to perform at their best in accomplishing organizational objectives. Through continuous learning and growth of its employees, SMUD is better positioned to thrive in the face of change.



Corporate Learning Strategy

Key Drivers

- Workforce Planning
- Skill Development
- Knowledge Transfer
- Managing Change
- Learning Standards



Phased Approach

Phase	Deliverable	Timeframe
1. Scoping	<ul style="list-style-type: none">◆ Define scope of project◆ Establish framework for strategy	3 months
2. Development	<ul style="list-style-type: none">◆ Create the strategy with recommendations for implementation	6 months
3. Implementation	<ul style="list-style-type: none">◆ Implement the strategy	3 years 2007-2009 2010-2012



2007-2009 Learning Strategy

Highlights of Accomplishments

- “Training “ defined and training costs tracked accordingly
- Collaborative District Bi-annual Course Calendar
- Learning Paths identified (new graduates!)
- New and Improved Training Website
- Enhanced Leadership Programs (internal and external) with a fair and transparent selection process
- Trainer competencies defined
- Standardized evaluation form
- Mandatory training processes improved
- Training Record keeping standardized



Corporate Learning Strategy 2010-2012

Learning Strategy Goals:

1. Align Learning and Development to SMUD's Strategic Directives and Operational Priorities
2. Enhance job performance through essential learning
3. Uphold high standards for SMUD's learning programs and the professionals that deliver them.
4. Develop the Workforce of the Future
5. Promote a learning culture to support continuous improvement and innovative solutions



Training Network Teams

TNT



New Role for Training Network Team (TNT)

- Foster communication within the training community with respect to information and resource sharing across business units
- Collaborate and provide consistency of training practices
- Support implementation of Corporate Learning Strategy
- Recommend training ideas and solutions to L&D Strategy Committee



2010 TNT TEAMS

- Craft/Trades Continuing Education
- Learning SMUD's Business
- L&D Metrics
- LMS Planning



New Training Metrics

- Based on three categories of training
 - **Regulatory/Required**
 - **Job Essential**
 - **Developmental**
- New budget codes for tracking
- All training related labor charges (for staff attending training)
- All training costs to deliver training (e.g. external vendors, internal trainers, training materials)
- Budget for EE Training as a % of Salary = 7.4%



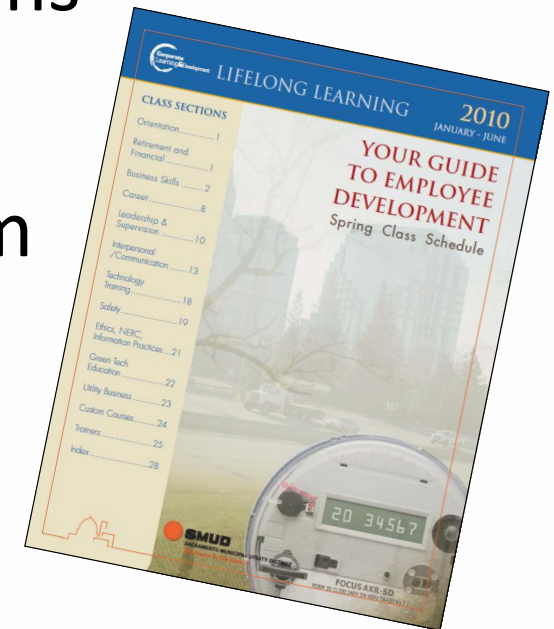
Support for Learning & Development at SMUD

- Learning Strategy
- Educational Assistance (tuition reimbursement)
- Online learning
- Career and Education Fairs
- Apprenticeships
- *Lunch and Learn* programs
- Experiential “on the job” Learning
- Professional Development



SMUD Learning Initiatives

- New Employee Orientation
- Learning & Development Corporate Courses
- Leadership Development Programs
- Mandatory Training Program
- Learning Path Certificate Program
- Learning Week
- Career Development



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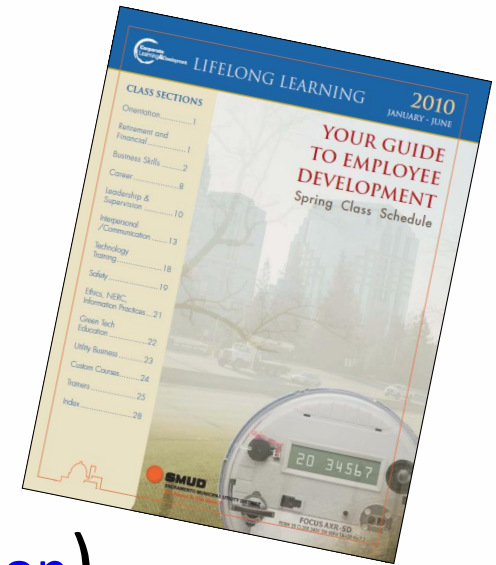
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Where to find learning opportunity information....

- [District Training Intranet Site](#)
- [Bi-annual Calendar](#)
- [Corporate L&D Site](#)
- Business Unit (e.g. [Performance Solution](#))
- Signs and posters
- ENN announcements & District Notices
- Word-of-mouth



SMUD Employee Development Navigation DEMO

- [SMUD main page](#)
- [TMS](#)
- [Corporate L&D Website](#)



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Where to find Training Information?

Training Management System (TMS) - SAP NetWeaver Portal - Microsoft Internet Explorer

Address: http://intranet.smud.org/irj/portal#

SMUD Welcome Krishna Khalsa

District Phone Book >> First Last Lookup

District My Workplace Supervision Help

Benefits / ESS | District Training | Careers | Supply Chain | Collaboration | Technology Solutions

... Benefits > Training Management System (TMS) > SMUDInet > Benefits > Training Management | History, Back Forward

System (TMS)

Welcome to Training Management System (TMS)

My Upcoming Training Events

Class ID	Start Date	Contact	Course Name	Select Class
50130883	Tuesday, December 09, 2008 @ 08:00 AM	Bastian Reinhart	PRESENTING TO SMUD'S BOARD OF DIRECTORS	Select

My Mandatory Training Events
(May not include all mandatory training.)

Mandatory Training Events as of 11/8/2008 2:27:00 AM . Click to get the latest.

Course Name	Description	Last Activity	Validity	Status	Select Course
CODE OF BUSINESS ETHICS AND EMPLOYEE CONDUCT	This introduces employees to SMU ID's new Code of	6/1/2008	One time	Passed	Select
FIRE SAFETY AWARENESS	This training seminar intends to identify specific	6/5/2008	1/1/2008 - 12/31/2008	Passed	Select
PRACTICES FOR SECURITY, PRIVACY AND RECORDS	Click HERE to start course, or print your	10/30/2008	One time	Passed	Select
REASONABLE SUSPICION TESTING	Online course (approx. 2 hours) designed to help	8/3/2004	One time	Passed	Select
SUP & LEAD 2007 DISCRIMINATION & HARASSMENT	SUP & LEAD 2007 DISCRIMINATION &	10/31/2007	1/1/2007 - 12/31/2008	Passed	Select

Local intranet

New Employee Orientation



New Employee Orientation

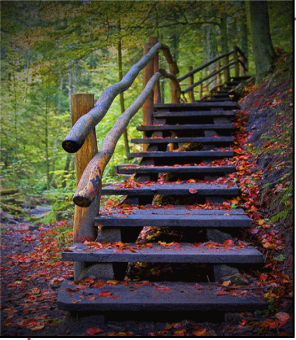
1. First day corporate orientation
2. Ensure orientation to the business unit
3. Make a connection to the executive team
4. Provide a partner
5. Orient new managers to the corporate culture



Learning Path Certificate Program



Learning Paths



MySMUD > Projects > Learning Paths



Welcome to the SMUD Learning Path Webpage!

The SMUD Learning Path Certificate Program offers a new way for employees to either enhance the knowledge, skills and abilities for their current work OR to gain the knowledge, skills, and abilities to competitively compete for jobs in an alternate career at SMUD.

Because the program is new at SMUD, opportunities are available in the following specific disciplines: administrative, financial, or project management. Over time new career areas will be added to the program.

For both employees and supervisors, the program provides a tool for the creation of Individual Development Plans (IDPs) for employees currently in or wishing to pursue careers in the **administrative, financial, or project management** tracks.

Each LPI contains a bundled set of core and elective courses. The format provides flexibility for both the employee and the supervisor by including SMUD classroom courses and on-line courses, as well as courses offered outside of SMUD.

Next Steps:

- 1) Read the Frequently Asked Questions section
- 2) Choose a Learning Path (Links to Curriculum on the right hand side)
- 3) Get your Supervisor's Approval

Announcements

**Coming soon! Trainer
Competency Learning Path**
by Bastian Reinhart

9/24/2008 2:20 PM

Learning Path Curriculum

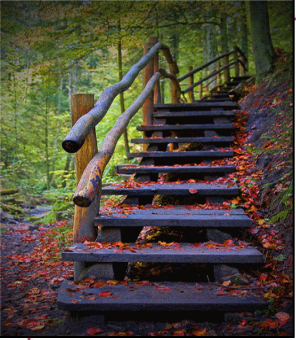
- Administrative Learning Path
- Project Management Learning Path
- Financial Learning Path
- Leadership Development Series

Resources

- Frequently Asked Questions
- Training Management System (TMS)
- Guide to Employee Development
- SkillSoft
- Element K
- Sacramento Region University Alliance
- Fred Pryor Seminars
- National Seminars
- New Horizons
- IS Inc.
- The Leadership Portfolio



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What are Learning Paths?

Learning Paths

- Structured offering of multiple training events.
- Designed for employees with an interest in improving their current skill set or in entering a new career area.
- Provide the employee with tools and skills to be more competitive for District jobs (no guarantees).
- Include **Core**, **Core Choice** and **Elective** courses.
- Result in a certificate of completion.





The 7 Learning Paths

- Administrative
- Project Management
- Financial
- Trainer Competency (under development)
- Leadership Foundations (mandatory)
- Operational Leadership
- Strategic leadership

Leadership
Portfolio



Learning Week



Learning Week

First week of December

Origin: American Society for Training & Development (ASTD)

Goal: To spotlight the value of employee learning and its contribution to achieving business success

Events: Speakers forum, education fair, videos

Outcome: Enhanced learning regarding the GM's three priority areas



Mandatory Training



2010 Mandatory Training

- 3 Types of Mandatory Training
 - District wide
 - Cross-Functional
 - Business Unit Specific
- Impact on Merit Pay



Purpose of Mandatory Training

1. Ensure regulatory or legal requirements are met
2. Support strategic or business direction of District
3. Respond to current issues as identified by Executive committee, Board, or Learning Strategy committee
4. Promote further development opportunities



Desired Outcomes for Mandatory Training Process

1. Employees have a clear understanding of expectations.
2. Strategic and business alignment is achieved.
3. Regulatory and legal requirements are met.
4. The “right” mandatory training is provided enhancing business performance and capability.



Improvements to process

Developing a Business case:

- What's driving the training?(e.g. Is it required by law, regulation or policy?; Does it meet District priorities or Strategic directives?)
- Clearly identifying WHO needs to be trained.
- Expectations for performance improvement.
- Measurement of effectiveness.
- Justify why needed now.
- Impact to business operations.
- Risks of doing/not doing.
- Alternatives to meeting training need.



2010 Mandatory District Training

Course Title <i>To register, click on title</i>	Criteria/ Rationale	# of Hrs	Managers & Supervisors		Non-Supervisory Employees		By Position	Course Owner	Method of Delivery	
			Required for 2010	Required for NEW Supervisors	Required for 2010	Required for NEW Employees	Required for specific positions ONLY			
1 NERC Reliability Compliance Awareness <i>Select this link to access course</i>	FERC/NERC/ WECC Regulation	1	X	X	X	X		Regulatory Compliance <i>(Bethany Wright x6108)</i>	Online	Legal - Regulatory
2 Fire Safety Awareness - Online Module <i>Select this link to access course</i>	CA Fire code & OSHA	1	X	X	X	X		Fire Protection <i>(Jordan Monier x6425)</i>	Online	
3 Ergonomic Training <i>To find course, select this link. Type in 'Ergo' in the Key Words field, then click on 'find currently available classes'. All available classes will be displayed for registration.</i>	Cal-OSHA Guidelines	1 to 2	Initial and Refresher; Required once every 2 years for all employees. Training requirement may be satisfied by taking either Office or Field ergonomics training. Must be completed within 6 months of appointment.				X Office vs Field	Safety <i>(Laura Vo x7104)</i>	Classroom & Workgroup Refreshers	
4 Information Practices for Security, Privacy and Records Management <i>Select this link to access the online training</i>	CIP-004 & FERC Compliance	1	X	X	X	X		BT <i>[Scott Saunders x5292]</i>	Online	
5 Supervisor & Lead 2010 Discrimination/Harassment Training - Lawroom "Anti-Harassment, Discrimination, Retaliation" <i>Select this link to contact course owner and register for this online training.</i>	Law (CA - AB 1825) & Policy 4.6.2	2		X (must be completed within 6 months of appointment)			X (All NEW LEADS must complete within 6 months of appointment)	HR -FEO <i>(Peg Cronk x6776)</i>	Online	
6 Injury and Illness Prevention Program <i>Select this link to email the course owner and register for this training</i>	Cal-OSHA Title 8	n/a		X (included in District NEO)		X (included in District NEO)		Safety <i>(Steve Hood x5696)</i>		
7 Non-Supervisor and Non-Lead 2009-2010 Bi-annual Discrimination/Harassment Training <i>Select this link to access the online course</i>	HR-FEO Policy 4.6.2	2			X (to be completed by non-supervisory staff in either 2009 or 2010)	X (to be completed by non-supervisory staff in either 2009 or 2010)		HR -FEO <i>(Peg Cronk x6776)</i>	Online	
8 Supervisory Situations and Solutions - 2010 <i>Select this link to register for this training</i>	HR-FEO Policy & Best Practice	3	X	X				HR -FEO <i>(Peg Cronk x6776)</i> <i>(Bastian Reinhart x5257)</i>	Classroom (SME panelists)	
9 Ethics 2010 Refresher- Updated course <i>Select this link to access the online course. Login is your email address. Contact kdelacr@smud.org to get your password</i>	Risk Mgt & Best Practice & Policy 4.3.3	1	X	X	X	X		HR - Corporate L&D/Legal <i>(Gabe Lewall x6094)</i>	Online	
10 Workplace Violence Prevention - module to be completed by all employees by end of 2010 <i>To find course, select this link. Type in 'Workplace Violence' in the Key Words field, then click on 'find currently available classes'. All available classes will be displayed for registration.</i>	Policy 4.7.2.3	1		X (to be completed in 2010)	X (to be completed in 2009 or 2010)	X (to be completed in 2009 or 2010)		CIP compliance <i>(Esteban Nava x5913)</i>	Mixed (classroom OR online)	Policy Driven
11 Defensive Driving <i>To find course, select this link. Type in 'Defensive Driving' in the Key Words field, then click on 'find currently available classes'. All available classes will be displayed for registration.</i>	Policy SDP 4.7.2.2	4 to 8	Initial & refresher courses; Once every two years for employees who routinely operate District vehicles; as determined by supervisor.				X	Safety <i>(Larry Pierce x5761)</i>	Classroom, practical & refresher	
12 Reasonable Suspicion Testing - Online Training <i>Select this link to email the course owner and request access to the specified training.</i>	Policy & Best Practice 4.7.2.1	2		X (one time only)				Labor Relations <i>(Jostie Garcia x5380)</i>	Online	
13 Leadership Foundations Series - (series of six modules focusing on leadership behaviors; now includes Supervisor Safety Responsibilities) <i>To find course, select this link. Type in 'Leadership Foundations' in the Key Words field, then click on 'find currently available classes'. All available classes will be displayed for registration.</i>	Policy & Best Practice	32		X For all new supervisors/mgrs appointed after 12/31/02				HR - Corporate L&D <i>(Bastian Reinhart x5257)</i>	Blended (classroom AND online)	
14 Anti-Market Manipulation <i>Select this link to access the course</i>	FERC Energy Policy Act	1					X	General Counsel <i>(Alanna Arroyo x7143)</i>	Online	Cross-functional
15 Critical Infrastructure Protection (red badge training) <i>Select this link to email the course owner and request access to the specified training.</i>	CIP-004 & Policy 6.3	1					X	BT <i>[Scott Saunders x5292]</i>	Online	
16 Standards of Conduct for Energy Transmission <i>Select this link to access the online course</i>	FERC	1					X	General Counsel <i>(Alanna Arroyo x7143)</i>	Online	
Total Hours <i>(depends on bi-annual and position dependent requirements)</i>					7-20 hours	44-57 hours	4-20 hours	9-20 hours		

Education Assistance Tuition Reimbursement



Educational Assistance (tuition reimbursement)

Eligibility- Fulltime and part time employees in good standing; Programs must be eligible

PAS \$5000 maximum (tuition and expenses)

IBEW & OSE \$1500 tuition, plus expenses





Award Winning Training





2009 & 2010 Winner!
Training Top 125



ASTD Recognition

SMUD received the “Champion of Learning” award from the national ASTD organization



IT /Online Training



District Wide Online Training

- Industry Technical
- Computer software
- Interpersonal & Leadership skills
- Regulatory/Required



Online Computer Training at SMUD

Three External Vendors

- Apogee
- Element K
- SkillSoft

In-House Developed Online Courses



Apogee Courses for Industry Technical Training



Element K Training Computer Skills



Element K

- MicroSoft Office Suite
 - Word
 - Excel
 - PowerPoint
 - Publisher



SkillSoft Online Training Courses



SKILLSOFT Online Training - 2009

- Total # Courses Accessed: 348
- Total Skill Simulations Accessed: 237
- Distinct Courses Accessed: 210
- Distinct Skill Simulations Accessed: 25
- Total Users: 169
- Total Completions: 387
- Total Training Time: 43 days



Most popular SkillSoft courses...

Top Courses:

- Accounting Fundamentals
- The Reasons Why Diversity Matters
- Essential of Electronic Communications
- A Manager's Introduction to Business Law
- An Essential Guide to Giving Feedback
- Team Interpersonal Communication Skills
- Coaching with Confidence Simulation
- Moving into a Management Role Simulation
- Essential People Skills



See List of Apogee & SkillSoft Courses

(handout)



Regulatory/Required Training Courses ONLINE



Mandatory Courses Delivered Online

- NERC Reliability Compliance Awareness
- Fire Safety
- Discrimination and Harassment
- Ethics
- Practices for Security, Privacy and Records
- Workplace Violence



SMUD Employee Development ONLINE DEMO

- [District Main Page](#)
- [L&D Website](#)
- [SkillSoft](#) Link
- [Element K](#) Link



Questions?

For further information...

Contact Krishna Khalsa, SMUD

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Phone: 916-732-5382

