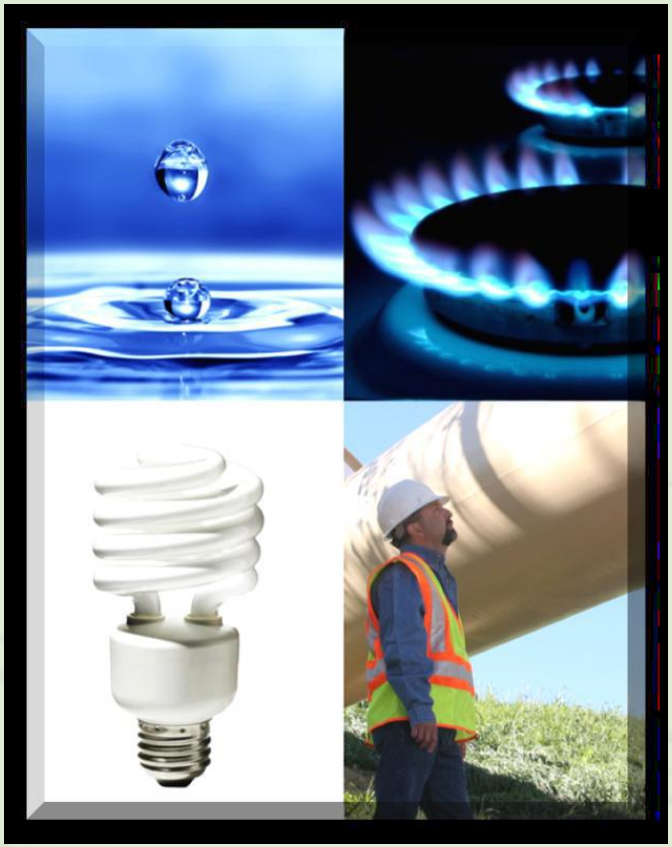
BAYWORK
&
Colorado Springs Utilities

September 20, 2012

Safety & Housekeeping

About Us



- Four-service municipal enterprise
  - Electric, natural gas, water, wastewater
  - ~ 820,000 metered accounts

Colorado Springs Utilities

- Our mission is to provide safe, reliable, competitively-priced electric, natural gas, water and wastewater services to the citizen owners and customers of Colorado Springs Utilities.
- The University of Springs Utilities supports this mission by developing and maintaining a skilled workforce. USU delivers learning for:
  - 30 craft training programs (14 department of labor / veterans administration registered)
  - 52 safety and environmental certifications
  - 33 heavy equipment certifications
  - 7 customer service programs
  - 17 system specific IT systems and;
  - Multiple professional and leadership development opportunities

- Consolidated training function since 2001
- University concept implemented in 2004
- Managed by five Schools of Learning
  - Organizational and Professional Development
  - Customer Relationships
  - Technical Field Operations
  - Technical Plant Operations
  - Environmental, Health and Safety

University of Springs Utilities
Schools of Learning

School of Organizational and Personal Development

- *Personal Effectiveness*
- *Supervisor & Manager Development*
- *Project Management*
- *Continuous Improvement*
- *Financial Management*
- *Computer Information Technology*

School of Customer Relationships

- *Customer Relations*
- *Business Processes & Procedures*
- *Utility Knowledge*
- *Customer Information System*

School of Technical Field Operations

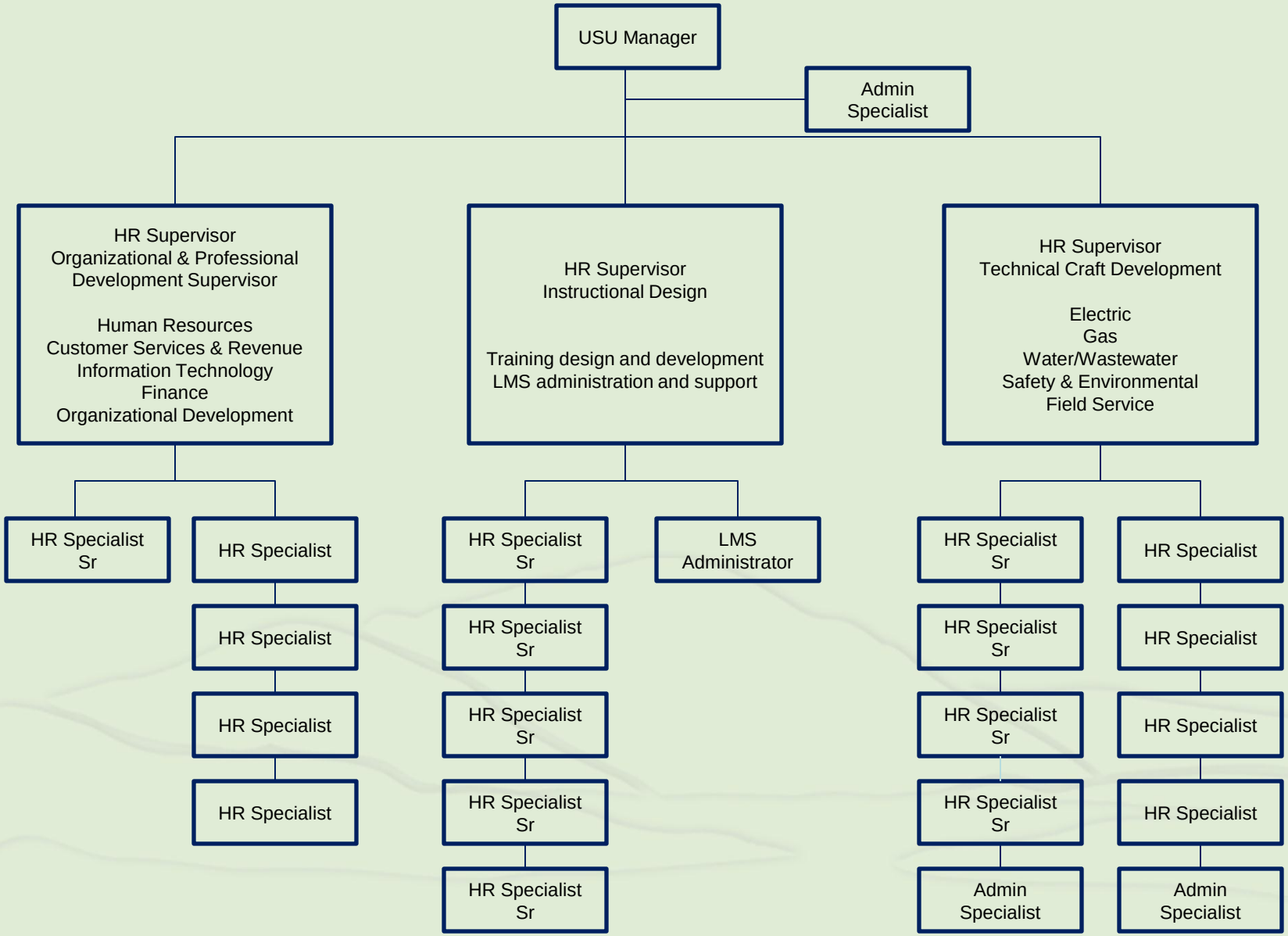
- *Field Apprenticeship Programs*
- *Journey level training for field employees*
- *Equipment Operator Qualification*
- *Operator Qualification*
- *Water License and Certification*

School of Environmental, Health and Safety

- *Environmental*
- *Safety and Health*
- *Business Continuity*

School of Technical Plant Operations

- *Plant Apprenticeship Programs*
- *Journey level training for Power, Water Collection and Distribution Plants*


USU Manager
Admin Specialist
HR Supervisor
Organizational & Professional Development Supervisor
Human Resources
Customer Services & Revenue
Information Technology
Finance
Organizational Development
HR Supervisor
Instructional Design
Training design and development
LMS administration and support
HR Supervisor
Technical Craft Development
Electric
Gas
Water/Wastewater
Safety & Environmental
Field Service
HR Specialist Sr
HR Specialist
HR Specialist
HR Specialist
HR Specialist
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LMS Administrator
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Admin Specialist

2005 ASTD BEST™ AWARD WINNER

Best New Corporate University
2004 - 2nd Place

Best-in-Class Instructional Design & Curriculum Development
2004 & 2005 – Honorable Mention

Instructional Design & Curriculum Development Leader of the Year
2004 – Honorable Mention

Training Request Process

- Customer requests training
  - Types of request: off-site vendor training, in-house, revised, regulatory, new development…
- USU performs needs analysis with customer
  - Training request form
  - Manager approval
  - Brainstorm possible solutions
    - Training methods
    - Development time
    - Process
- Request presented to advisory board

Prioritization Process

- Advisory Board
  - Discusses merits of request
  - Agree on ultimate goal of the training
  - Determine success factors or indicators
  - Determine severity of the issue.
    - Is the issue a "bench depth", productivity, new process, new tool issue, etc…?
- A due date is agreed upon
- Project is listed in centralized training project management system

Prioritization Process (cont.)

- Project due date is integrated with all other projects
  - If due date is obtainable, project moves forward without further discussion
  - If due date appears to be at risk, further discussions are held with requesting customer
- Competing Priorities:
  - Within a single school of learning, the advisory board determines the higher priority
  - In multiple schools of learning, the deans are engaged and the priority is determined based on most critical factors, compliance, safety, bench strength, new process, new tools/equipment, productivity

Instructional Design Process

- ADDIE
  - Design
    - Action Mapping
    - Tools
    - Selecting SME
    - Initial SME Meeting
      - Building a relationship
      - Discuss solution
      - Benefits
      - Collaboration and SME involvement
      - Time commitment
      - Target dates and project plan

Instructional Design Process

- Development
  - SME Involvement
    - Engaged throughout the process
    - Pilot
    - Lectora Review Link
- Implementation
  - Trainer Communication with Customer
  - Reporting back to Advisory Board
- Evaluation
  - Kirkpatrick – 4 levels
    - Reaction
    - Learning
    - Behavior
    - Results

Instructional Design Process

- Apprenticeships / Training Programs
  - Performance Support System (PSS)
  - Overview of program and components
  - Curriculum functionality in ULS (our LMS)

Overview of Resources and Tools

- Content libraries
  - MindLeaders
    - Business library
    - Safety courses
  - General Physics
    - Operations and safety
  - New Media Learning
    - HR compliance
  - JJ Keller
    - Safety
- Software and equipment
  - Software
    - Video-editing
    - Audio-editing
    - DVD editing/burning
    - Graphics
    - Soundtrack
  - Equipment
    - Cameras – still/video
    - Microphones
    - Teleprompter
    - Lights

Overview of Resources and Tools

- Software tools and product samples
  - Avatars and interactivity
    - Security Awareness
      - **Tools used**: Lectora, Code Baby, Adobe Premier, Adobe Fireworks, ProShow Producer, SketchUp, Flash, SnagIt, Adobe Audition, video camera, photography
      - **SME development time**: 10 – 40 hours
      - **IDS development time**: 400+ hours
    - ITPP
      - **Tools used**: Lectora, Adobe Audition, SnagIt, Adobe Fireworks, photography
      - **SME development time**: 30 – 40 hours
      - **IDS development dime**: 110 hours

Overview of Resources and Tools

- Software tools and product samples
  - Supervisor Compliance
    - **Tools used**: Xtranormal, Adobe Premier, SnagIt
    - **SME development time**: 3 hours
    - **IDS development time**: 37 hours

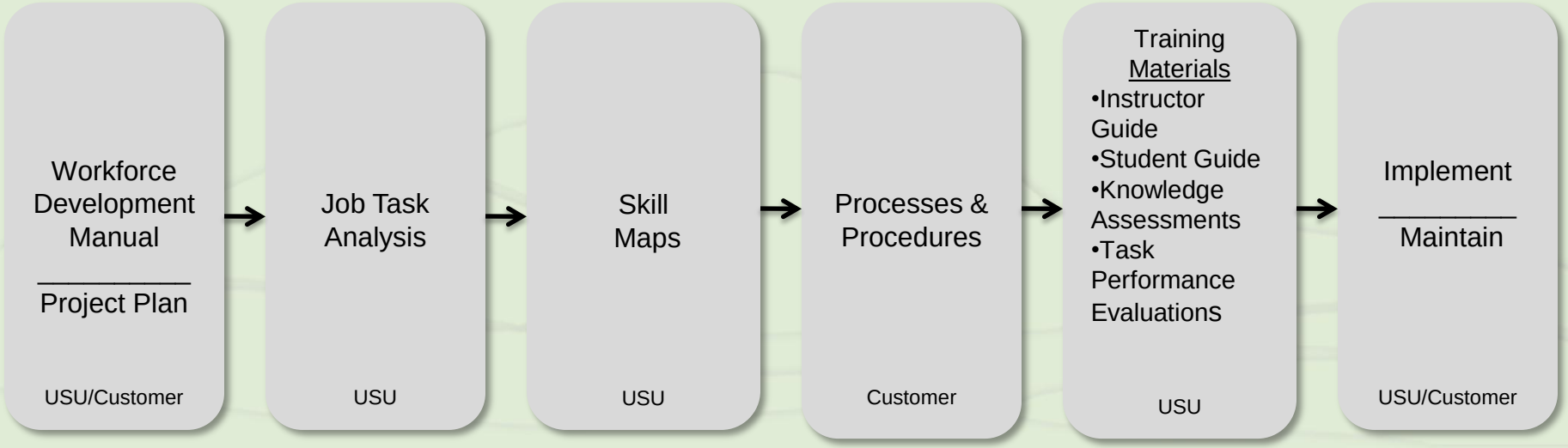
  - Creative video
    - Wastewater Calculation
      - **Tools used**: Video projector, video camera, Adobe Premier
      - **SME development time**: 5 hours
      - **IDS development time**: 40 hours
  - Video field demonstration
    - Excavation & Trenching
      - **Tools used**: Camcorders, Adobe Premiere, Sonic Fire Pro
      - **SME development time**: Field – 6 hours, Recording – 3 hours
      - **IDS development time**: Pre-Production – 8 hours, Production – 12 hours, Post Production - 43 hours

Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Began in Energy Supply
  - Now incorporated across the organization
  - 13 programs currently in development
    - Energy Supply (four)
    - Water Resources (two)
    - Customer & Corporate Services (seven)

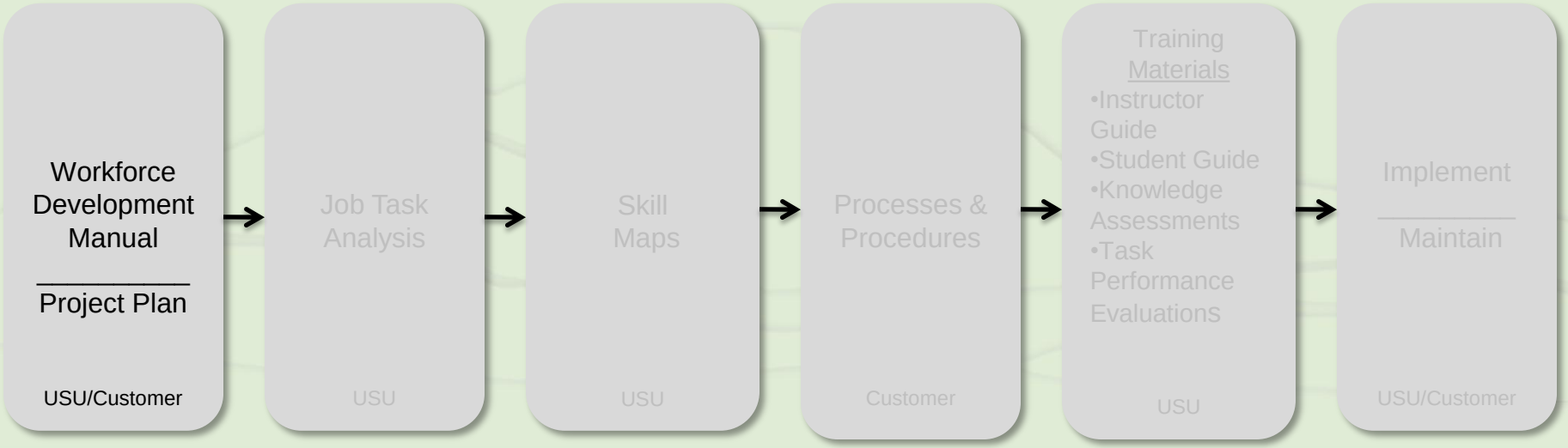
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Program Goals & Objectives
    - Provide consistent and appropriate standards for workforce development
    - Provide optimum safety and competence



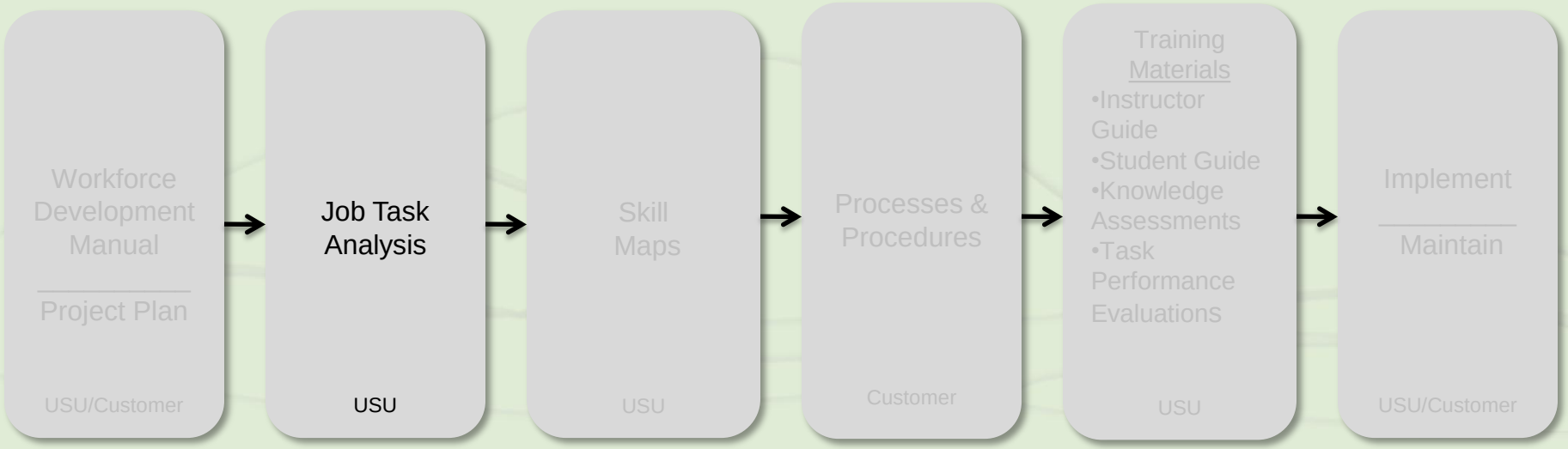
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Workforce Development Manual
    - Outlines all components within SAMP program
    - Provides specific customer requirements for testing, training and on going maintenance
  - Project Plan
    - Provides schedule with tasks and dates for all aspects of the project



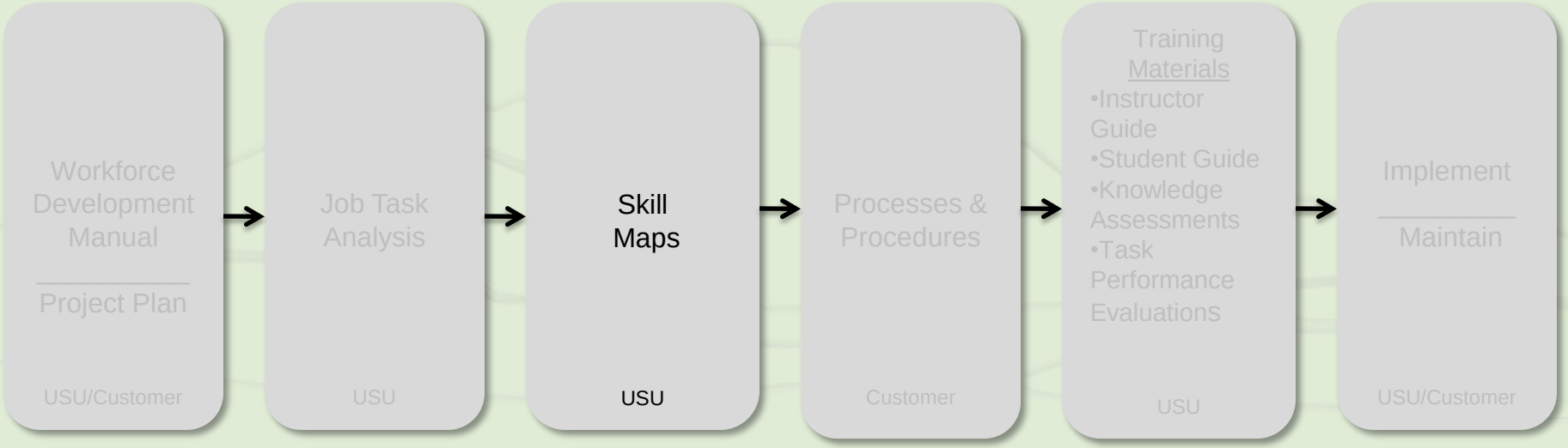
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Job Task Analysis
    - Lists all tasks a group is responsible for performing
    - Broken down into functional areas of responsibility or other functional groupings
    - Provides hierarchical representation of steps to perform a task.



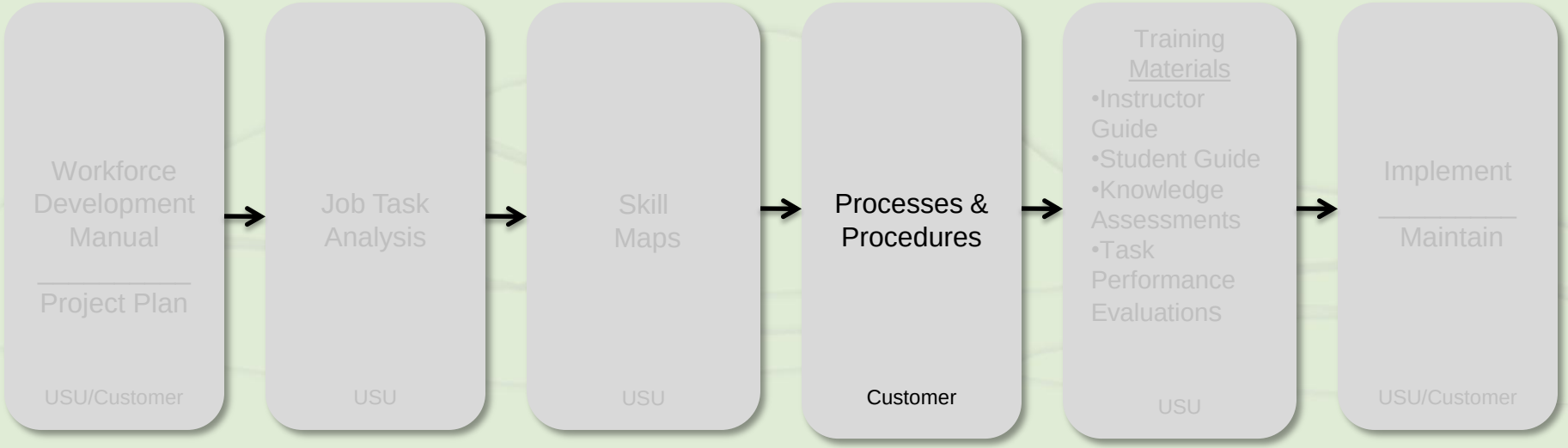
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Skill Maps
    - Demonstrates progression of program training requirements
    - Ensures training progresses from basic to complex concepts
    - Describes minimum qualification requirements for each classification



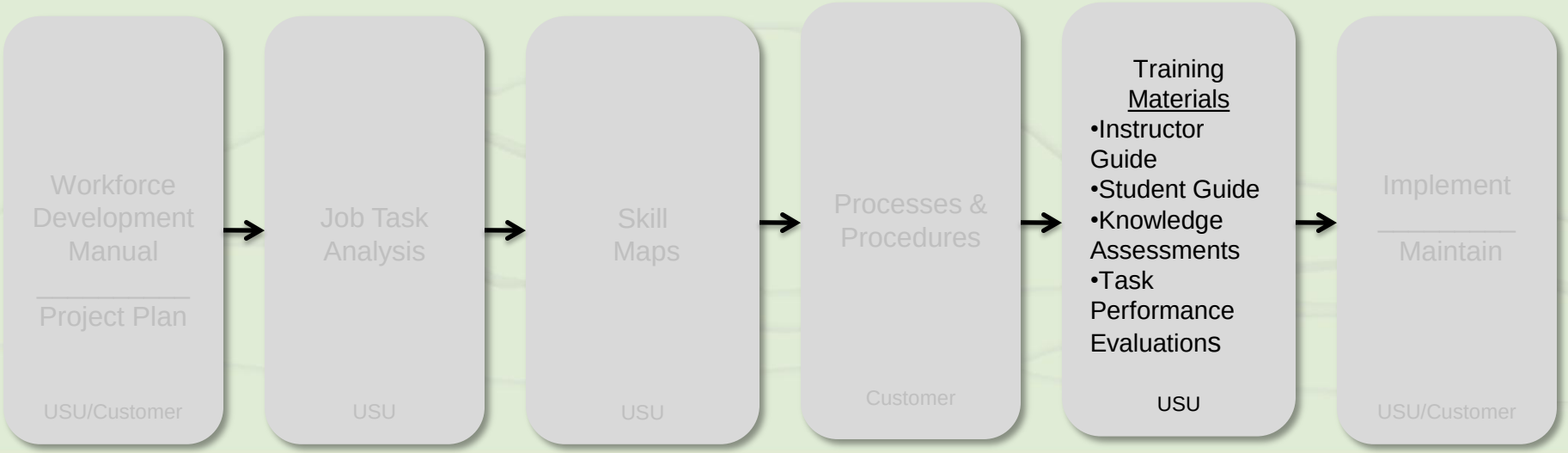
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Processes & Procedures
    - Provides step-by-step directions to complete a specific task
    - Ensures consistency during problem analysis
    - Ensures operation of tasks are performed exactly the same each time



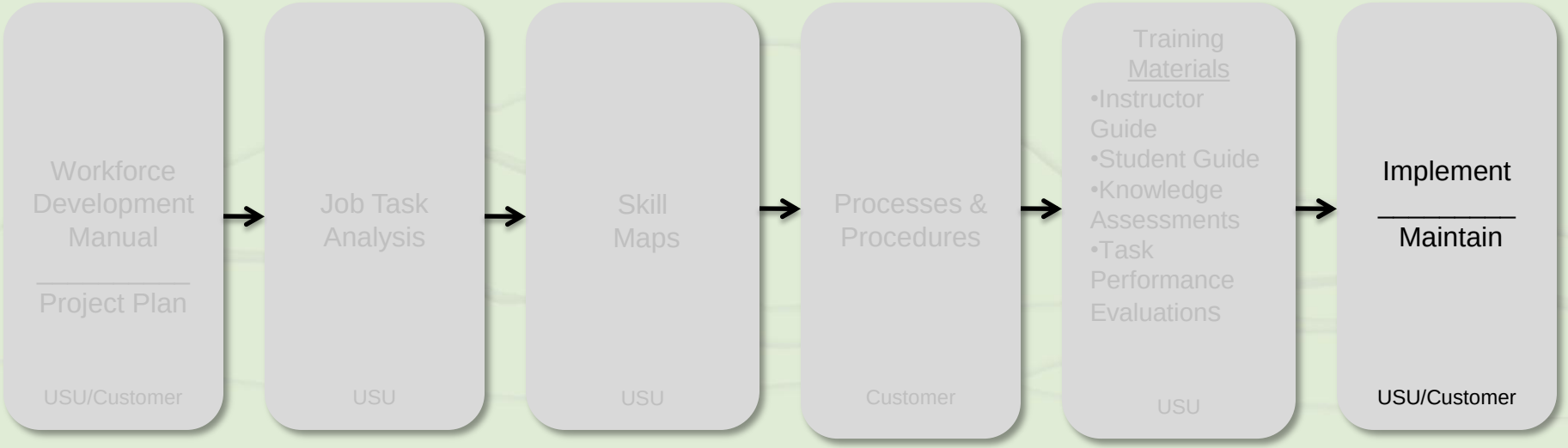
Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Training Materials
    - Instructor Guide
    - Student
    - Knowledge Assessment (KA) – Formal, proctored test
    - Task Performance Evaluation (TPE) –assesses the student's knowledge and skill level during task performance.



Overview of Resources and Tools

- Skill Acquisition and Maintenance Program
  - Implement and Maintain
    - Develop and implement Train the Trainer program
    - Place employees in program – entry level vs. competent level employee
    - Conduct annual audits
    - Maintain program/material modifications



Production Lab Tour

- Hardware / Equipment
- Pre-production, production, post-production
- Video shoot walk-through
- Software
- Deliverables