



About Me





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Time-to-Train (TTT)

Part 1 of 2

What is the problem?

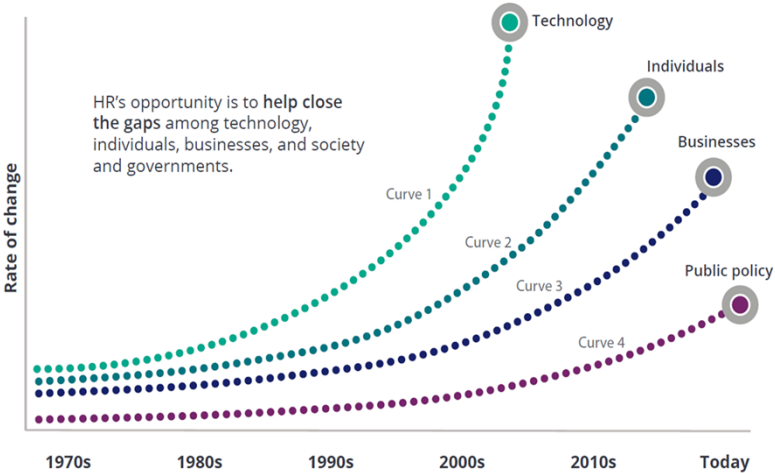


- Utilities are facing common workforce challenges:
 - Aging workforce
 - Knowledge transfer
 - Technological advances
 - Rate of change



- Rapid change is creating gaps in competency
- Better skilled workers are needed faster to keep up

Figure 2. What is *really* happening



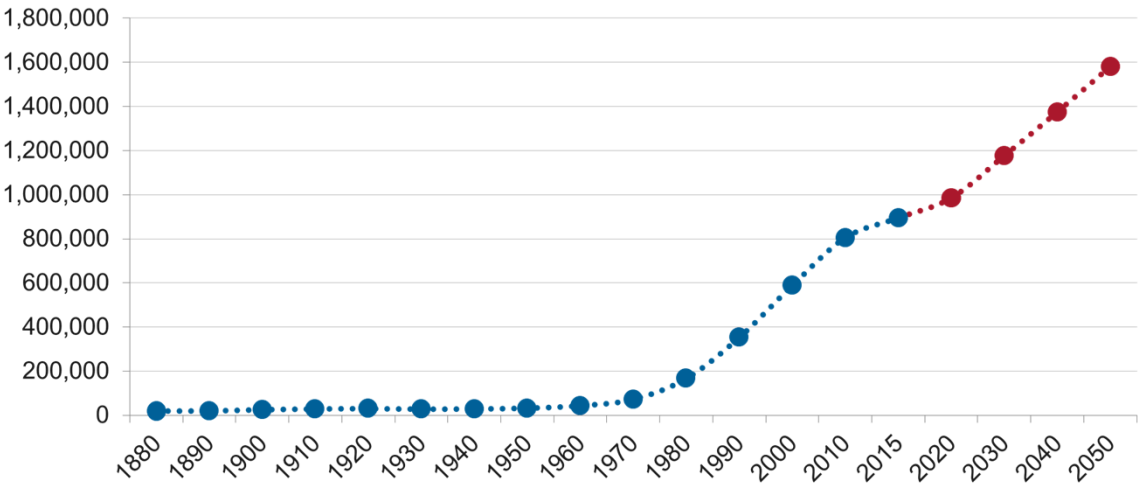
2017 Global Human Capital Trends - Deloitte©



Gwinnett County Challenge



Population



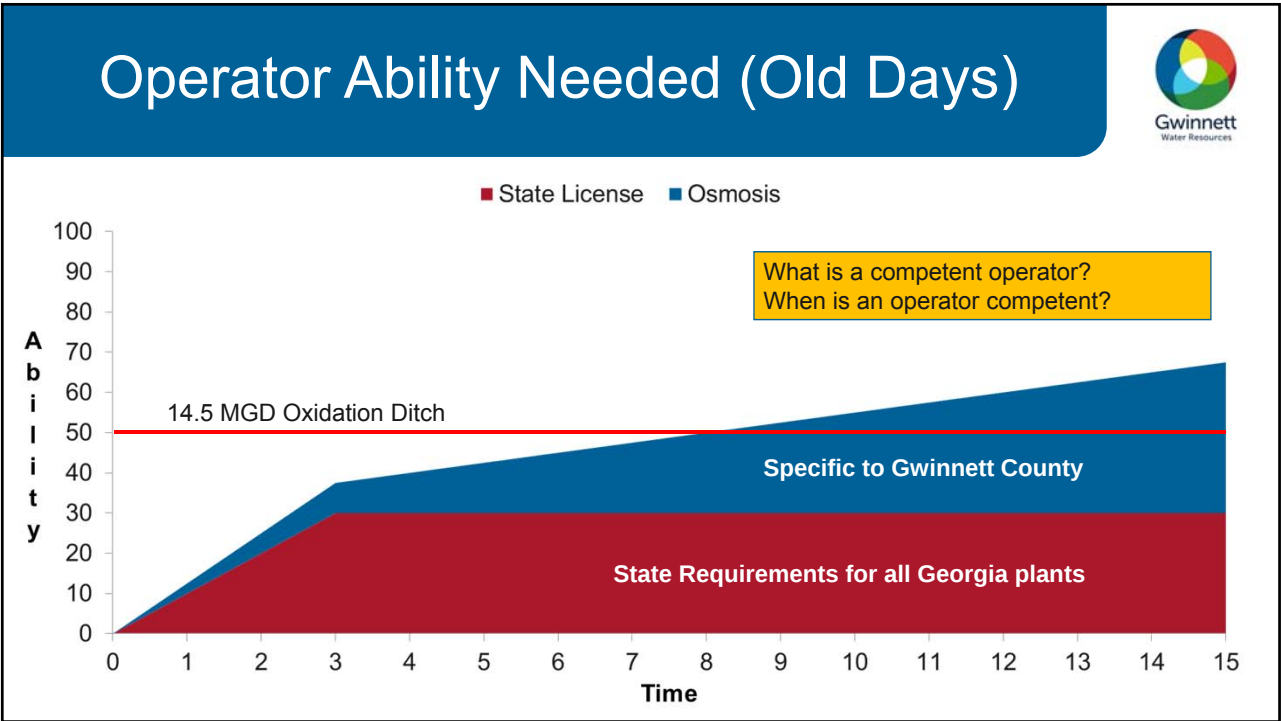


Yellow River WRF, Lilburn, GA 2007

Training in the “Good Old Days”

- State Requirements:
 - HS/GED
 - Coursework
 - Experience
 - Testing
- Plant Specific:
 - **Osmosis** - *a usually effortless, often unconscious assimilation*





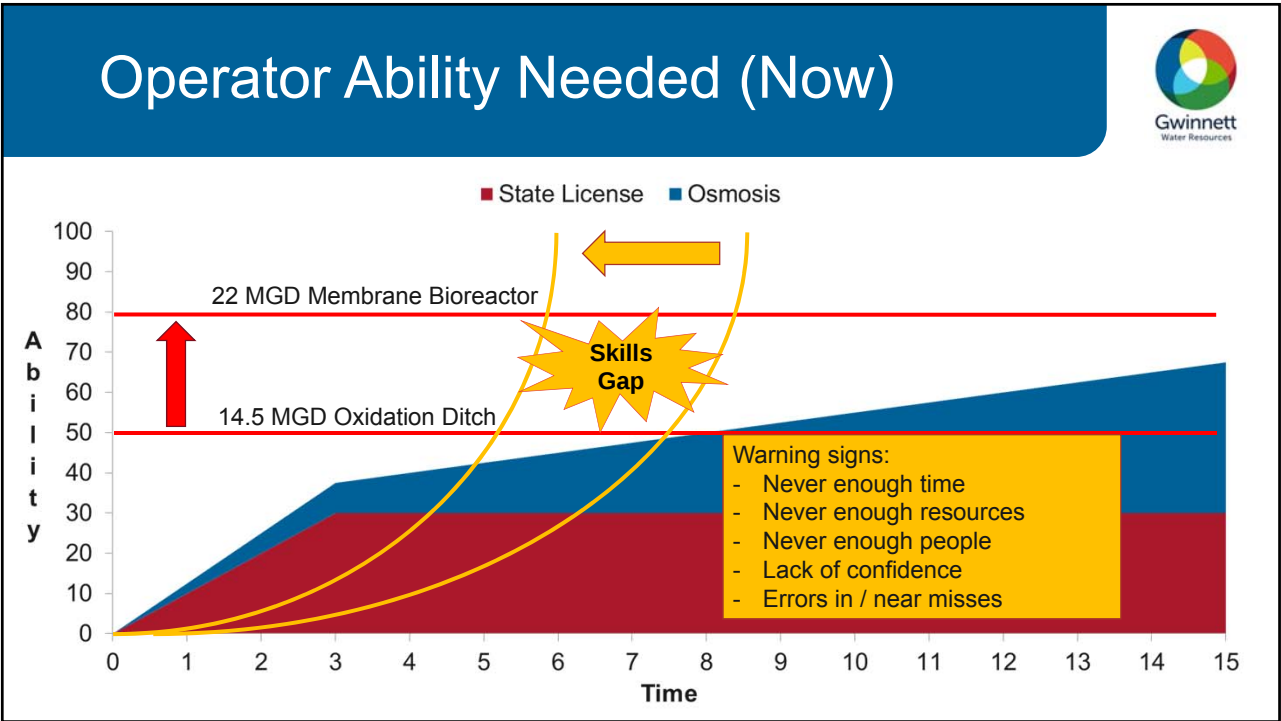


Yellow River WRF, Lilburn, GA 2012

2012 Capital Project

- Conversion of 14.5 MGD oxidation ditch to 22 MGD membrane bioreactor
- New plant and processes
- Same operator and training





Knowledge Tools – EOMs and SOPs



Yellow River Water Reclamation Facility

Plant Overview | Design | Regulatory | Laboratory | Resources | Contacts

Primary Screening

Keys to Operation and Control

Objective	To remove debris from the raw wastewater, to protect downstream pumps and other mechanical equipment	
Variables Affecting Performance	- Flow from the pump stations - Amount of screenings	
Process Control Parameter	- Screen level and flow control setpoints - Screen and washwater timer settings	
Control	Recommended Mode Primary screens and screw compactors in auto to operate intermittently or continuously based on setpoints.	Alternate Mode Each component can be operated in manual mode.
Operation	Electronic Operations Manual One screen, screen and one screw. When in auto, check the screen and screw. Automatically put upstream of the screens.	

Yellow River Water Reclamation Facility

Plant Overview | Design | Regulatory | Laboratory | Resources | Contacts

Primary Screening

Primary Screens

Pre-Startup Standard Operation Procedure

Step	Remarks/Response
1. Check that power to the drum screen is tagged out. Visually inspect the screen, as much as accessible, for loose bolts, tools, foreign etc. or any other items used on the screen. Check that all tools and foreign materials have been removed from the channels.	Check that all personnel are clear of the screen and are aware that equipment is about to start.
2. Verify the tolerance of the wall and side seals. Verify all mesh panel bolts and the nuts are properly tightened.	Refer to manufacturer's installation instructions and complete any required pre-startup checks.
3. Check the oil level in the main bearing of reservoirs, midway in the sight glass. Check the oil level in the drive gearbox, midway in the sight glass. Check that the breather is fitted and clean.	Verify lubrication, in accordance with manufacturer's instructions.
4. Verify lubrication of mainshaft and drive shaft bearings.	Grease, if needed, the drum and drive shaft bearings until grease appears from the bearing vents.
5. Check that all guards and handrails are in position and that all cover doors are closed.	None.
6. Verify the spray nozzles discharge is properly adjusted to discharge debris into hopper.	Check that the screw compactor is also ready for operation.
7. Check that washwater is available at 30 psi.	Regardless whether the screen is running on low or high speed.
8. Open the spray wash valve to verify that all nozzles are working properly.	Verify operating line pressure of spray system.
9. Check the Control Panel.	Follow plant LOTO procedures.
10. Check that control panel main circuit breaker is open and drum screen control switches are set to OFF.	

Standard Operating Procedures

Qualification (Qual) Cards



Yellow River Basic Operator – AUG2016

2. Influent Handling

2.1 Influent Pump Station

2.1.1 Read the Influent Handling section of the YR Operations Guide and all Influent Pump Station Standard Operating Procedures (SOP's)

Individual

Date

2.1.2 State the function of the Influent Pump Station (IPS), Macerators and Pumps (IPS)

Instructor/Supervisor

Date

2.1.3 Draw a one-line diagram of the influent pump station including: Influent gate, Macerators, Macerator inlet and outlet gates, Wetwell 1 inlet gate, Wetwell 1&2 division gate, Influent Pumps, Influent Pump inlet gates

Instructor/Supervisor

Date

2.1.4 Discuss the theory of operation of wetwell level control and pump operation

Instructor/Supervisor

Date

2.1.5 Discuss the recommended and alternate operation modes of the IPS

Instructor/Supervisor

Date

2.1.6 Perform pre-startup checks, startup, normal operating, and shutdown of the Influent Macerators and Pumps

Instructor/Supervisor

Date

2.1.7 Discuss the specific safety, PPE, and housekeeping requirements associated with the IPS

Instructor/Supervisor

Date

2.1.8 Walk through the Influent Pump Station and discuss how to perform Plant rounds

Instructor/Supervisor

Date

2.2 Tom Smith Road Pump Station

2.2.1 Read the Tom Smith Road Pump Station section of the YR Operations Guide and all Tom Smith Road Pump Station SOP's

Individual

Date

2.2.2 State the function of the Tom Smith Road Pump Station

Instructor/Supervisor

Date

Student Version - Signoffs

Yellow River Basic Operator – AUG2016

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Instructor/Supervisor

Date

Instructor Version – Answer Key

Gwinnett County Dept of Water Resources

6

Computer Based Training

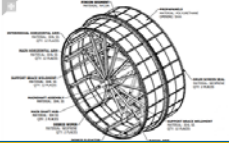


Yellow River WRF Operator

Page 47 of 409: Major Equipment

Drum Screens

- Location - Preliminary-Primary Treatment Building
- Units - 2 (1 duty, 1 standby)
- Function - To remove debris in the plant influent to prevent damage to downstream processes.
- Equipment Data:
 - 5mm Drum screening system
 - 64 MGD peak flow
- Effect of Failure - Screen cylinder will not turn or will turn erratically, accumulating solids in screen and increase differential head.
- Response - Divert flow to other screen and isolate faulty screen. Repair/replace faulty screen to restore steady capability.



Plant Specific learning – 24/7 access

Yellow River WRF Operator

Page 409 of 409: Assessment

Question 7 of 54

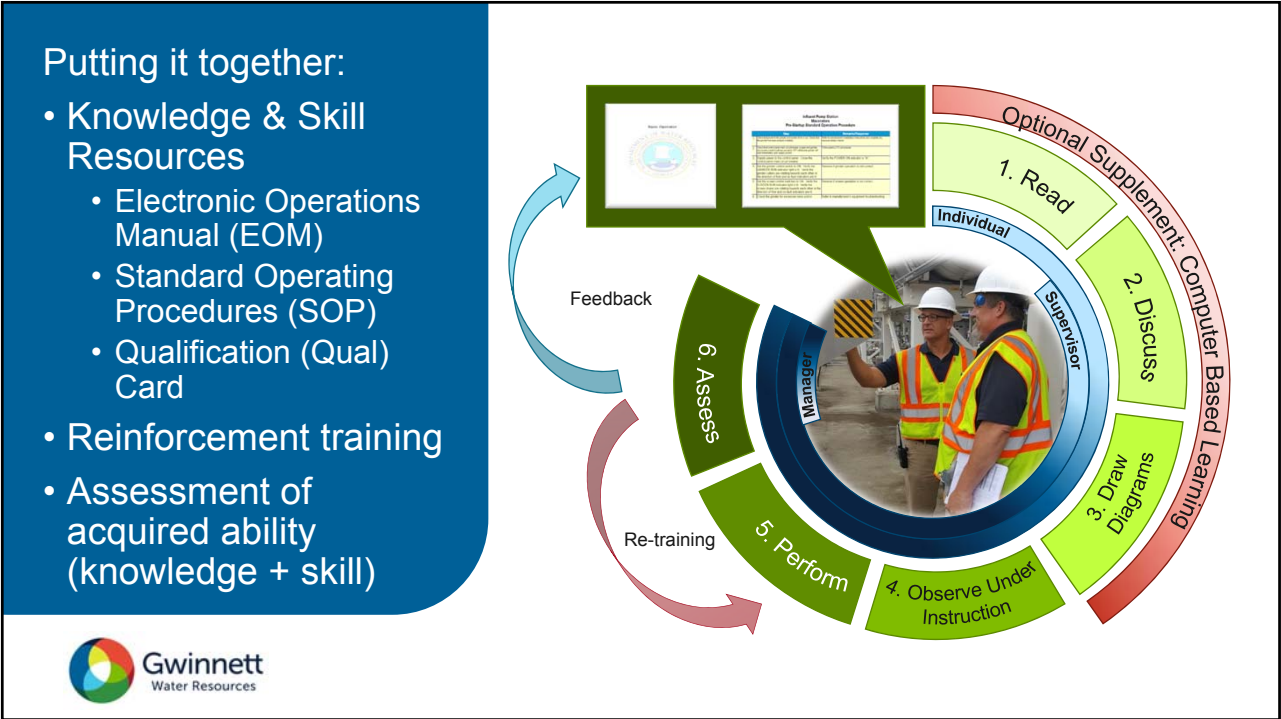
Select the best answer to the question.

This device is used to breakdown solids in wastewater influents.

- ☐ Macerator
- ☐ Pump
- ☐ Centrifuge
- ☐ Digester

Continue

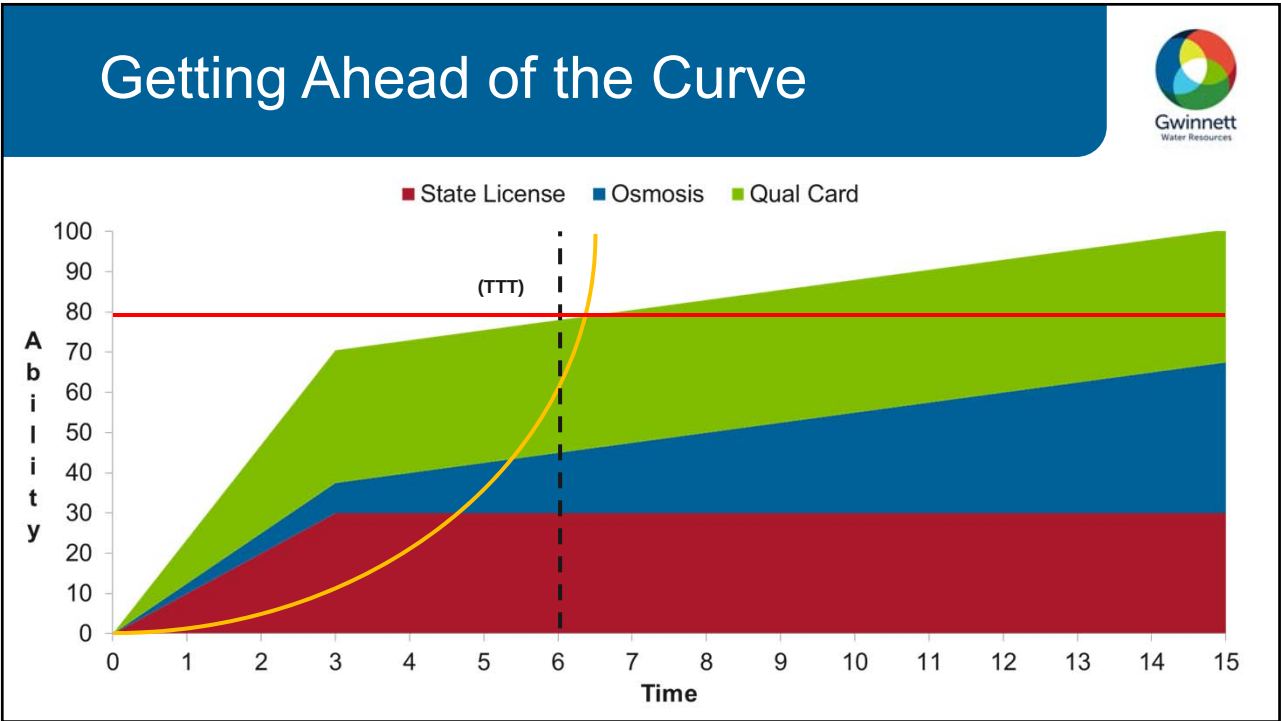
Knowledge Assessment





Qual card process:

- Structured, verified, and documented training from influent to effluent
- Training performed by Supervisor
- Effectiveness checked by Manager assessment



Big Take-Aways:

- Water Operations are of **increasing complexity**
- Licensing provides an important baseline, but is insufficient by itself to be considered qualified at advanced plants
- We must get ahead of the progress curve by **increasing ability**, while **reducing Time-to-Train (TTT)**



Better training... faster!

Recommendations



- Assess and utilize your **available resources**
 - Don't reinvent the wheel if you don't have to
- Identify your **knowledge base**
- **Define** what it means to be trained or **qualified**
 - Knowledge + Skill = Ability
- Develop a **reinforcement** method of training (repetition sticks)
- Demonstrate the required knowledge and skill **assessments**
- System for Feedback / Change management
- Measure and improve your **Time-to-Train (TTT)**
 - Stay ahead of the curve



Employee Skill Development (ESD)

Part 2 of 2

Purpose of the ESD



- Hire, **train**, and **retain** the best quality people to operate and maintain state-of-the-art plants and processes
- Build the bench for career **succession**
- Address **skills gap** created from rapidly changing technology
- Mitigate lost knowledge and skill due to **retirement** and **attrition**



ESD Program Components

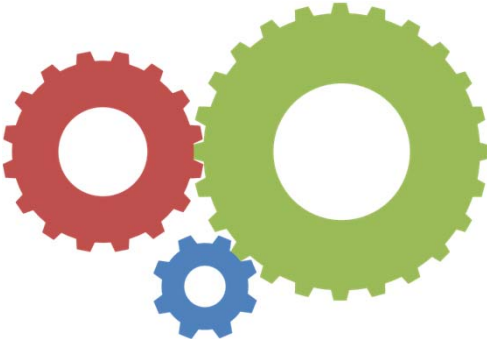


Requirements of the Employee Skills Development (ESD) Program

- Progression Paths
- Qualification “Qual” Cards
- Safety Matrix

ESD management & Tracking Tools

- Skills Assessment sheets
- Individual Development Plans (IDPs)
- Paper Records
- Learning Management System (LMS)



Current ESD Program Status



As of November 2018:

	Documentation Status			Kickoff Preparation				Execution	
	Progression Path	Qual Cards	Class Spec	Docs Approved	Employee Training	Skills Analysis	IDP	Status	Start
Warehouse Techs	100%	100%	Existing	6/19/2018	8/7/2018	8/23/2018	9/20/2018	In Progress	Sep-18
Trades Associates	100%	100%	Existing	11/6/2018	11/26/2018	12/10/2018	12/17/2018	Not Started	Jan-19
Const Mgr, Inspect	75%	75%	Existing					Not Started	
Engineer	50%	25%	Existing					Not Started	
W/WWW Techs	50%	60%	Existing					Not Started	
Trades Techs	25%	25%	Existing					Not Started	
Instrument Techs	0%	0%	New					Not Started	

- Licenses
- Certifications
- Trainings
- Qualifications



 Water Resources. Water Operations Progression Path							
Progression: Industrial technical work for operation of water treatment plants. Outcomes include process control, equipment operation, SCADA monitoring and control, preventive maintenance, safety, process administration, substation etc.							
Level	1	2	3	4	5	6	
Job Code	T375	T376	T377	T378	T379	T380	
Placement	Water/Volt Tech Promo	Water/Volt Tech Promo	Water/Volt Tech Promo	Water/Volt Tech Promo	Water/Volt Tech Promo	Water/Volt Tech Promo	
	Typ	Water/Volt Tech 6	Water/Volt Tech 6	Water/Volt Tech 6	Water/Volt Tech 6	Water/Volt Tech 6	
Technical Skills	Minimum grade of equivalent, within job stream	0	2 mos	0	3	0	5
	Minimum year of experience, equivalent	-	-	-	-	-	50
Technical Knowledge	Minimum duration	-	-	-	-	-	-
	A high school diploma or GED or equivalent, with a minimum of 10 or 12 credits, English, 10 credits, Science	H	H	H	H	H	H
Technical Skills	Year 10 English Grade 10	-	-	-	-	-	-
	Year 10 English Grade 10	-	-	-	-	-	-
Technical Skills	Year 10 English Grade 10	-	-	-	-	-	-
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Technical Skills	Year 10 English Grade 10	-	-	-	-	-	-
	Year 10 English Grade 10	-	-	-	-	-	-
Technical Skills	Year 10 English Grade 10	-	-	-			

- * indicates preferred

		Level	1	2	3	4	5	6
		Job Code	7575	7576	7577	7578	7579	7580
		Placement	Proma	Proma	Proma	Proma	Interview	Interview
		Title	Water/WW Tech I	Water/WW Tech II	Water/WW Tech III	Water/WW Tech IV	Water/WW Supervisor	Water/WW Manager
Education and Experience	Minimum years of experience in this line of work		0	3 mos	2	3	3	5
	Minimum years supervisory experience		-	-	-	-	-	>0
	Minimum education							
	H: High school diploma or GED V: Vocational Training; A: Associate Degree R: Bachelor Degree; M: Master Degree		H	H	H	H	H *A	H *A

Licenses and Certifications



“●” indicates when it is required

Level Title	1	2	3	4	5	6
	Water/WW Tech I	Water/WW Tech II	Water/WW Tech III	Water/WW Tech IV	Water/WW Supervisor	Water/WW Manager
Valid Georgia Driver's License	●	●	●	●	●	●
GA Wastewater Plant Certification Class III	● 1 Yr	●				
GA Wastewater Plant Certification Class II			●			
GA Wastewater Plant Certification Class I				●	●	●
License renewal CEUs (as applicable)		12	18	24	24	24
Confined Space Competent Person					●	●

Training and Qualifications

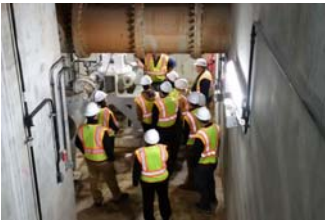


“● 6 mos” = 6 months to obtain

Level Title	1	2	3	4	5	6
	Water/WW Tech I	Water/WW Tech II	Water/WW Tech III	Water/WW Tech IV	Water/WW Supervisor	Water/WW Manager
DWR Onboarding / Plant Tour - One time	● 6 mos	●	●	●	●	●
Safety Training for General Industry - Continuous	●	●	●	●	●	●
Qual Card 1 - Basic Operator (one-time per plant)		●	●	●	●	●
Qual Card 2 - Laboratory (one-time)			●	●	●	●
Qual Card 3 - Advanced Operator (one-time per plant)				●	●	●
GC Code of Ethics - Every 2 Years	● 30 days	●	●	●	●	●
GC Supervisor (Block) Training - All every 2 Years					●	●
GC Leadership Training (5 Choices, 7 Habits, or MBTI) - One every 5 Years						●
Management 101 - Every 2 years					●	●
Management 201 - Every 2 years						●
Leadership 101 - Every 2 years					●	●
Leadership 201 - Every 2 years						●
GC LEAD Class (Must apply - as available)					●	●
Carl Vinson Institute EXCEL Class (Must apply - as available)						●

DWR Plant Tours



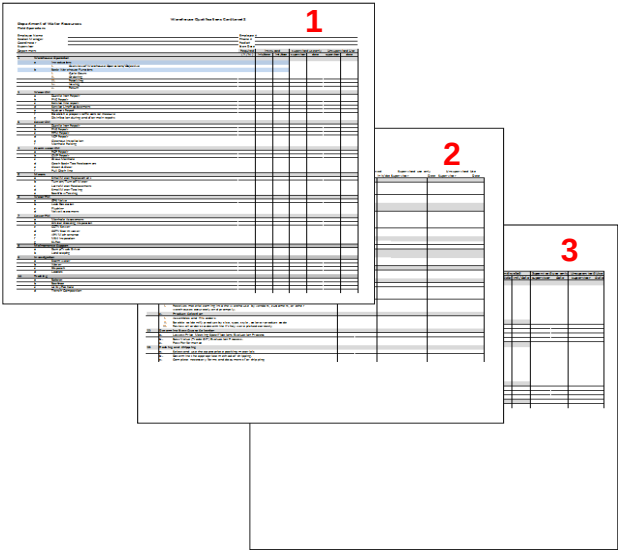


Safety Matrix

- Recurring safety training
- 3 Categories:
 -  Office
 -  General Industry
 -  Construction

Class Length (Hrs)	Class Name	Group 1 Office Personnel	Group 2 General Industry	Group 3 Construction	Onboarding	uPerform	uPerform CEU's
Based on Job							
1	Active Shooter Awareness	2yrs	2yrs	2yrs		LINK	
2	Back Injury Awareness	2yrs	2yrs	2yrs	X		
1	Emergency Response Awareness	2yrs	2yrs	2yrs			
3	Haz Com / Right to Know Awareness	2yrs	2yrs	2yrs		LINK	2 MS
2	Office Safety / Ergonomics	2yrs	2yrs	2yrs			
3	Safety Awareness / Accident Prevention	2yrs	2yrs	2yrs	X		
3	Workplace Violence Awareness	2yrs	2yrs	2yrs			
4	Arc Flash / Electrical Safety Awareness		2yrs	2yrs		LINK	2 MS
1	Bloodborne Pathogens Awareness		2yrs	2yrs		LINK	
4	CPR & First Aid		2yrs	2yrs			
3	Confined Space Awareness		2yrs	2yrs	X	LINK	2 MS
7	Defensive Driving		3yrs	3yrs			
1	Eye Injury Awareness		2yrs	2yrs		LINK	
2	Fall Protection		2yrs	2yrs	X	LINK	
2	Hearing Conservation Awareness		2yrs	2yrs		LINK	
2	Personnel Protective Equipment		2yrs	2yrs	X	LINK	2 MS
2	Backhoe Safety			2yrs		LINK	
1	Sun & Heat Protection Awareness			2yrs			
4	Trench & Excavation Safety Awareness			2yrs	X	LINK	2 MS
2	Water Main Repair Safety			2yrs		LINK	2 MS
Based on position or assignment							
3	CDL Defensive Driving		2yrs	2yrs			
3	Chemical Safety	2yrs	2yrs	2yrs		LINK	2 MS
N/A	Chlorine Safety		2yrs			LINK	
2	Compressed Gas Awareness	2yrs	2yrs	2yrs			
2	Confined Space Competent Person	2yrs	2yrs	2yrs			
N/A	Cutoff Saw Safety			2yrs		LINK	
7	Fall Protection Competent Person	2yrs	2yrs	2yrs			
3	Flagging			2yrs			
3	Gang Awareness	2yrs	2yrs	2yrs			
2	Hand & Power Tools	2yrs	2yrs	2yrs		LINK	2 MS
2	Lockout Tagout Awareness		2yrs	2yrs		LINK	
1	Poisonous Plants & Animals Awareness		2yrs	2yrs			
2	Respirable Silica Awareness		2yrs	2yrs			





Qual Cards:

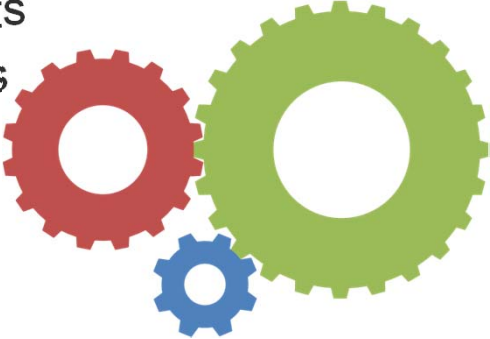
- Level 1 – Apprentice
 - Breadth of skill
- Level 2 – Journeyman
 - Depth of skill
- Level 3 – Subject Matter Expert
 - Advanced skills or multiple areas



Program Management Tools



- SAP Training Records
- Skills Assessment Worksheets
- Individual Development Plans



Official Record – SAP



Employee Qualification Report

Gwinnett County
Employee Development Profile

Name:

FRANK JOSEPH LOETHEN

Employee #:

80502

Department:

Water Resources

Position:

SECTION MGR - MG17 (20008628)

Qualifications Required for Position

Exp. Date

Attained by Employee

Active Shooter / Workplace Violence

01-24-2020

Yes

Back Injury Awareness

04-24-2020

Yes

Code of Ethics

02-12-2020

Yes

Emergency Response Awareness

06-28-2020

Yes

PHSA/ADAAA/WC-Block 3

10-02-2019

Yes

Has Comm / Right to Know Awareness

10-18-2019

Yes

Office Safety & Ergonomics Awareness

05-08-2019

Yes

Onboarding

Yes

Open Records Request

06-26-2020

Yes

Safety Awareness & Accident Prevention

04-26-2020

Yes

Social Media Guidelines-Block 7

Yes

Staffing Toolkit-Block 6

05-01-2019

Yes

Employee Training History

Gwinnett County
Employee Development Profile

Name:

FRANK JOSEPH LOETHEN

Employee #:

80502

Department:

Water Resources

Position:

SECTION MGR - MG17 (20008628)

Class Description

CEUs

Completed

Negotiate with Vendors and Suppliers

03-22-2017

RED Program Introduction

09-15-2017

Hazardous Communication / Right to Know

4

09-15-2017

OneView - Beginner

07-06-2017

Emergency Response

06-29-2017

Open Records Request

06-27-2017

Open Records Request

06-21-2017

OneNote 1

05-03-2017

STAFFING TOOLKIT - BLOCK 6

05-02-2017

DWR Onboarding - Safety Training

04-27-2017

Mentoring Skills for Leaders

03-30-2017

• Qual attained – Yes or No

• Expired date only if it expires

– One time Quals don't expire

• Completion date

• CEU's if awarded

Skill Assessment Worksheet

• Review with individual

• Compare Requirements to SAP records

• No record in SAP = No credit

• Update if documented proof can be provided

Individual Development Plan Work Sheet

Employee:

CHARLES W ANSCHUTZ Jr

Current Position:

WAREHOUSE MGR

ESD Placement:

WR Warehouse Manager

Personnel #:

00060256

Work Center:

Warehouse / Materials - Central F

Date of Hire:

9/10/2005

Experience:

ESD Requirement

Actual

Comments

Min Yrs in Level:

0

N/A

Max Yrs in Level:

0

N/A

Min Yrs Experience:

6

11.83

From hire date

Min Yrs Supervisor:

4

3.85

Supervisor 8/31/2013

Certifications:

Completion Deadline

Yes

No

Forklift

2 Years

☐

☐

APICS - CPIM

3 Years

☐

☐

Education:

Yes

No

High School Diploma or GED

N/A

☐

☐

5 College Courses

5 Years

☐

☐

Licensing:

Yes

No

Driver's License

N/A

☐

☐

Qualifications:

Yes

No

DWR Onboarding

2 Years

☐

☐

GC Leadership Development

2 Years

☐

☐

GC Policy Training

2 Years

☐

☐

GC Purchasing Training

2 Years

☐

☐

GC Vendor and Contract Mngmt

2 Years

☐

☐

LEAD Academy

2 Years

☐

☐

EXCEL

2 Years

☐

☐

Leadership 101

2 Years

☐

☐

Leadership 201

2 Years

☐

☐

Management 101

2 Years

☐

☐

Management 201

2 Years

☐

☐

Lean Six Sigma/TQM

2 Years

☐

☐

WR Warehouse Qual Card 1

2 Years

☐

☐

WR Warehouse Qual Card 2A

2 Years

☐

☐

WR Warehouse Qual Card 2B

2 Years

☐

☐

Safety - General Industry

2 Years

☐

☐

Comments:

Employee Signature

Date

Manager Signature

Date

Gwinnett County Dept of Water Resources

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Skills Assessment Example



- What you need for your level

Employee: BUTTON GWINNETT		Personnel #: 12345	
Current Position: WAREHOUSE TECH III		Work Center: Field Ops/Warehouse	
ESD Placement: WR Warehouse Tech III		Date of Hire: 1/1/2014	
Experience:	ESD Requirement	Actual	Comments
Min Yrs in Level:	0	N/A	
Max Yrs in Level:	0	N/A	
Min Yrs Experience:	2	4.13	From hire date
Min Yrs Supervisor:	0	N/A	
Certifications:	Completion Deadline		
Forklift	2 Years	☒ Yes ☐ No	
Education:	N/A	☒ Yes ☐ No	
Licensing:	N/A	☒ Yes ☐ No	
Qualifications:			
DWR Onboarding	2 Years	☐ Yes ☒ No	
GC Leadership Development	2 Years	☒ Yes ☐ No	
GC Policy Training	2 Years	☒ Yes ☐ No	
GC Purchasing Training	2 Years	☐ Yes ☒ No	
WR Warehouse Qual Card 1	2 Years	☐ Yes ☒ No	
WR Warehouse Qual Card 2	2 Years	☐ Yes ☒ No	
WR Warehouse Qual Card 3	2 Years	☐ Yes ☒ No	
Safety - General Industry	2 Years	☐ Yes ☒ No	

The No's are what you need to do.

Individual Development Plan (IDP)

- Action plan using S.M.A.R.T. goals to ensure individual meets requirements
- Break up longer completion deadlines into shorter achievable periods (Goals)

Individual Development Plan 1

Employee:		Personnel #: 00060256	
Name: CHARLES W ANSCHUTZ Jr		Work Center: Warehouse / Materials - Central F	
Current Position: WAREHOUSE MGR		Date of Hire: 9/10/2005	
ESD Placement: WR Warehouse Manager			

Purpose:

- Identify the skills gap needed to achieve the ESD Placement Position
- Set goals to achieve requirements prior to completion deadline

Requirement 1 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Requirement 2 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Requirement 3 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Requirement 4 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Requirement 5 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Requirement 6 (what to accomplish):	Goal (plan to complete):	Completion Deadline:

Employee Signature _____ Date _____

Manager Signature _____ Date _____



Specific. Measurable. Achievable. Relevant. Time-bound.

Individual Development Plan Example



Individual Development Plan 1

Employee:

Name:	BUTTON GWINNETT	Personnel #:	12345
Current Position:	WAREHOUSE TECH III	Work Center:	Field Ops/Warehouse
ESD Placement:	WR Warehouse Tech III	Date of Hire:	1/1/2014

Purpose:

1. Identify the skills needed for the ESD

2. Set goals to achieve requirements prior to completion deadline

Requirement 1 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Complete DWR Onboarding based on availability.	Name on waiting list, as seats are available.	N/A – based on availability
Requirement 2 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Complete GC Purchasing Training	Complete GC Purchasing Training by 12/31/2018	12/31/19
Requirement 3 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Complete Warehouse Qual Card 1	Complete by 6/30/2018	12/31/2019
Requirement 4 (what to accomplish):	Goal (plan to complete):	Completion Deadline:
Complete Warehouse Qual Card 2	Start by 7/1/2018 and complete By 12/31/2018	12/31/2019

For this example, assume ESD starts on 1/1/18 and 2 years to complete.

ESD Transition Timeline



- Period in which skills needed must be completed
- Maximum Timeframe guidelines:
 - 2 years for internal qualifications
 - 3 years for external certification
 - 4 years for multiple certifications

Support Team Tracking



- Individual:
 - Complete the items in the IDP
- Training Team:
 - Monthly progress reports to Management / Admins
 - Training and follow up with Management / Admins
- Admin(s):
 - Maintain employee records
 - Update records using progress reports
 - Schedule progress meetings as needed
- HR
 - Process Promas when approved by Chain of Command
- Section Manager:
 - At least Quarterly progress review via individual email to each employee
 - Determine on/off track, conduct meetings as needed

Tracking:

- Progress tracking
 - Monthly
- Progress email
 - Individualized email progress update
 - Every 3 months
- Progress meetings
 - On track: 6 months max
 - Off track: 3 months max
 - Address obstacles
 - Adjust plan as needed

Individual Development Plan Progress Sheet 1

Employee:

Name: Charles W. Anschutz Jr

Current Position: Warehouse Manager

ESD Placement: WR Warehouse Tech Mgr

Personnel #: 60256

Work Center: Central Warehouse

Date of Hire: 3/8/67

Date:	Progress/Goals Achieved:	Recommendations:	Initials	
			Employee	Manager

Employee Signature _____

Date _____

Manager Signature _____

Date _____

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Performance Appraisal Tracking



- Documented in non-graded section of Non-exempt Performance Appraisal
- Attach progress sheets to PA

Section II: Additional Applicable Skills/ Competencies Acquired

- List specific accomplishment and date related to IDP for previous 12 months

Description of skill and entity from which it was obtained	
7a.	
7b.	
7c.	

→ Specific IDP accomplishment and date

Section III: Performance Planning

- List planned IDP goals for the next 12 months
- List specific actions and date to reach goals

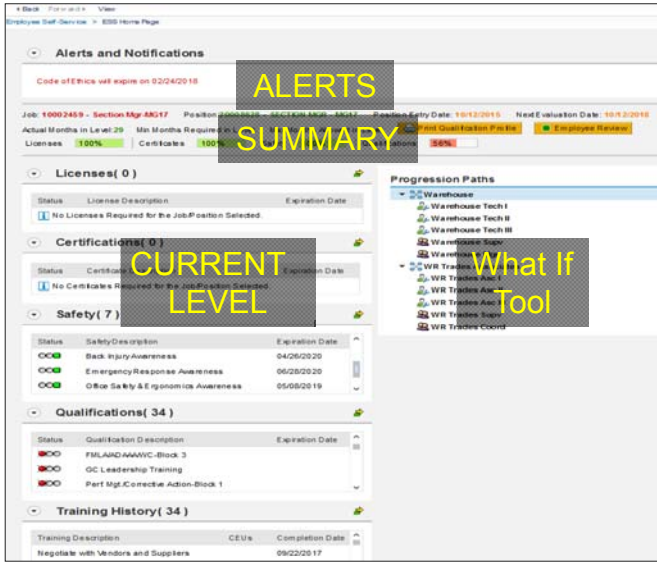
MAJOR ACCOMPLISHMENTS:	
AREAS OF EXPERTISE:	
DEVELOPMENTAL NEEDS:	
GOALS, OBJECTIVES AND PLANNED DEVELOPMENTAL ACTIVITIES:	

→ What are my IDP goals in next 12 months?

→ What steps and by what date to accomplish?

Learning Management System

- Personalized to your position and level
 - Alerts on top
 - Summary next
 - Current level on left side
 - “What if” tool on right side



The screenshot displays a user interface for a Learning Management System. At the top, there's a navigation bar with 'Back', 'Forward', and 'View' options. Below this, a section titled 'Alerts and Notifications' shows a message: 'Code of Ethics will expire on 9/20/2018'. A yellow box labeled 'ALERTS' highlights this section. The main content area is divided into several sections: 'Licenses (0)', 'Certifications (0)', 'Safety (7)', 'Qualifications (34)', and 'Training History (34)'. A yellow box labeled 'SUMMARY' highlights the top part of the main content area. On the right side, there's a 'Progression Paths' section with a tree view showing various roles like 'Warehouse Tech I', 'Warehouse Tech II', etc. A yellow box labeled 'CURRENT LEVEL' highlights the 'Safety' section, and another yellow box labeled 'What If Tool' highlights the 'Progression Paths' section.



Qualification Status Icons



- What the icons means...

Assigned to my Current position



Good, I have this qualification and I'm current
Good for now, but due in <60 days
Don't have qualification or overdue

Not assigned to my Current position



Have qualification, maybe for future position

Alerts



- Requirements coming due within 60 days
- May send email reminder

Alerts and Notifications

 You have no Alerts and Notifications at this time.

- Typically has yellow or red warning icon below for the associated item



Alerts Example



- Code of Ethics example:
 - Alert Window on top:



Alerts and Notifications

Code of Ethics will expire on 02/24/2018

- Expiring Qual on bottom:



Code of Ethics

02/24/2018

Summary Information



- Employee information

Job: 10002459 - Section Mgr-MG17 Position:20008628 - SECTION MGR - MG17 Position Entry Date: 10/12/2015 Next Evaluation Date: 10/12/2018

Actual Months in Level:31 Min Months Required in Level: Max Months Allowed in Level: [Print Qualification Profile](#) [Employee Review](#)

- Print your own Training & Qualification record
- Employee review
 - Within 60 days of Performance Appraisal

Print ESD Profile

- Access to qualification and training record



Print Qualification Profile



Gwinnett
Water Resources

Gwinnett County Employee Development Profile		
Name: FRANK JOSEPH LOETHEN Employee #: 80502 Department: Water Resources Position: SECTION MGR - MG17 (20008628)		
Qualification Profile		
Qualifications Required for Position	Exp. Date	Attained by Employee
Active Shooter Awareness	01-24-2020	Yes
Back Injury Awareness	04-26-2020	Yes
Code of Ethics	02-24-2018	Yes
Emergency Response Awareness	06-28-2020	Yes
GC Supervisor Training	05-01-2018	Yes
Haz Comm / Right to Know Awareness	10-18-2019	Yes
Office Safety & Ergonomics Awareness	05-08-2019	Yes
Onboarding		Yes
Open Records Request	06-26-2020	Yes
Safety Awareness & Accident Prevention	04-26-2020	Yes
Unlawful Harassment-Block 4		Yes
Workplace Violence Awareness	12-02-2019	Yes
Drug/Alcohol Policy for Super-Block 2		No
GC Leadership Training		No
Qualifications Attained but not Required for Position		Expiration Date
Arc Flash Awareness		10-21-2019
Business Expenditure Policy		
CPR and First Aid		06-27-2018
Chemical Safety Awareness		01-25-2020
DL - Driver's License		04-05-2020
FMLA/ADAAA/WC-Block 3		10-02-2019
Fall Protection Awareness		04-26-2019
Fuel Site Training		
High School Diploma or GED		
Information Technology Management		
Leadership 101		03-29-2019
Management 101		09-21-2019
Merit Rules		
Microsoft Office		05-02-2018
Perf. Mgt./Corrective Action-Block 1		
Personal Protective Equipment		04-26-2020
Poisonous Plants & Animals Awareness		03-22-2019

Employee Review



- Annual review 60 days prior to work anniversary



Employee Review

Employee Skills Development

Employee Review

☐ I have reviewed my employee training record and affirm that my information is complete and correct.

Affirm Correct

☐ I have found the following discrepancies in my training record:

Submit Discrepancy

OK

ESS - Status Bars



- Green and 100% means all items in that category below are good:

Licenses100%

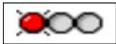
Certificates100%

Safety100%

- Red and less than 100% means something is expired or missing below

Qualifications56%

- Find the red stop light in the associated category below



Warehouse Mgr

Everything Green is good!

Back

Licenses(1)

Status	License Description	Expiration Date
	DL - Driver's License	

Certifications(2)

Status	Certificate Description	Expiration Date
	CPIM - APICS Certified Prod & Inv Mnmgt	
	NSC Forklift Operator	

Safety(16)

Status	Safety Description	Expiration Date
	Bloodborne Pathogens Awareness	10/18/2019
	Confined Space Awareness	4/26/2020
	Eye Injury Awareness	01/24/2020

Qualifications(18)

Status	Qualification Description	Expiration Date
	Excel Academy Certification	
	GC Leadership Training	01/09/2019
	GC Purchasing Policy	07/13/2018

- Current Level (left side)
- Applies my earned qualifications to the selected career level
- Only shows top 3
 - Use fly-away panel to expand view
 - Expired Quals have viewing priority
- If all green, no need to open fly-away





Warehouse Mgr

Red are things I need to do

Back

Licenses(1)

Status	License Description	Expiration Date
○○○	DL - Driver's License	

Certifications(2)

Status	Certificate Description	Expiration Date
○○○	CPIM - APICS Certified Prod & Inv Mnmgt	
○○○	NSC Forklift Operator	

Safety(16)

Status	Safety Description	Expiration Date
○○○	Bloodborne Pathogens Awareness	
○○○	Confined Space Awareness	
○○○	Eye Injury Awareness	

Qualifications(18)

Status	Qualification Description	Expiration Date
○○○	Excel Academy Certification	
○○○	GC Leadership Training	
○○○	GC Purchasing Policy	

Current Level (left side)

- This view show Quals that either have expired or not obtained
- If Qual turns yellow, it is still good now but will expired < 60 days

○○○

- If you see something wrong, contact Admin and Training to fix

Fly-away Panel

- Pop-up window that shows all items under that category
 - Reds move to top
 - Greens move to bottom

Employee Skills Development

Safety(16)

Status	Safety Description	Expiration Date
○○○	Bloodborne Pathogens Awareness	
○○○	Confined Space Awareness	
○○○	Eye Injury Awareness	
○○○	Hearing Conservation Awareness	
○○○	Lockout Tagout Awareness	
○○○	Active Shooter Awareness	01/24/2020
○○○	Arc Flash Awareness	10/21/2019
○○○	Back Injury Awareness	04/26/2020
○○○	CPR and First Aid	06/27/2018
○○○	Emergency Response Awareness	06/28/2020
○○○	Fall Protection Awareness	04/26/2019
○○○	Haz Comm / Right to Know Awareness	10/18/2019
○○○	Office Safety & Ergonomics Awareness	05/08/2019
○○○	Personal Protective Equipment	04/26/2020
○○○	Safety Awareness & Accident Prevention	04/26/2020
○○○	Workplace Violence Awareness	12/02/2019

No Requirements



- Indicates no requirements in that section

Certifications(0)

Status	Certificate Description	Expiration Date
	No Certificates Required for the Job/Position Selected.	

Training History



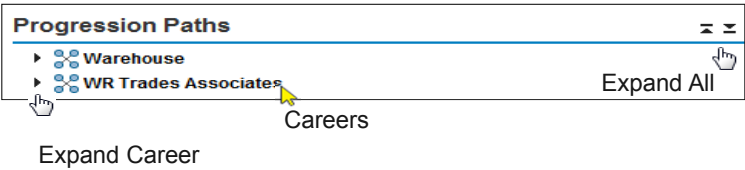
- 3 years of training history
- Shows date completed in past or schedules in future
- Individual responsible for tracking CEU's

Training History(34)

Training Description	CEUs	Completion Date
Negotiate with Vendors and Suppliers		09/22/2017
ESD Program Introduction		09/15/2017
Hazardous Communication / Right to Know		09/15/2017

“What if” tool

- Right-hand side
- Allows you to overlay your qualifications with a different level or career

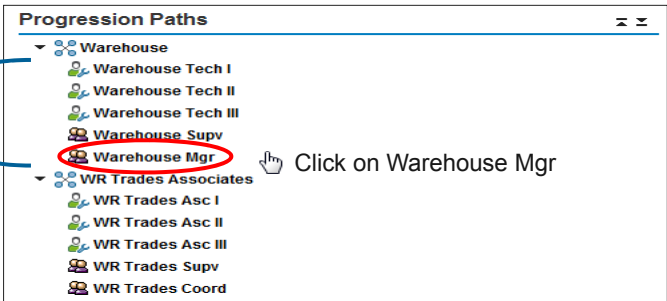


“What if” Tool – Right Side



Levels or Progressions within a career

Not limited to your specific career



- 

Warehouse Mgr		
Back		
▼	Licenses(1)	▶
Status	License Description	Expiration Date
○○○	DL - Driver's License	
▼	Certifications(2)	▶
Status	Certificate Description	Expiration Date
●○○○	CLTD - APICS Logistics, Transp, Distr	
●○○○	NSC Forklift Operator	
▼	Safety(16)	▶
Status	Safety Description	Expiration Date
●○○○	Bloodborne Pathogens Awareness	

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Water Resources

- [Back](#)
[Forward](#)
[View](#)

Employee Self-Service
 Manager Self-Service
 Reports

ESS Home Page

Employee Self-Service > ESS Home Page

Training Catalog

All Available Training (241)

Filter	Count
All Available Training	(241)
Available in 1 to 7 days	(9)
Available in 8 to 30 days	(22)
Available in 31 to 120 days	(46)
Recommended for me	(78)
DVR	(17)
FINANCE - COUNTY-WIDE	(0)
FIRE	(10)
HUMAN RESOURCE S	(38)
SAFETY	(18)
WELLNESS	(0)

Online Courses (uPerform)

Type Class Name

 - My Training History
 - My Qualification History
 - Upcoming Training

Big Take-Aways



- Long-term campaign level effort
 - Where you start may not be where you finish
 - May lose some battles to win the war
- Bottom-up approach that takes top-down commitment and support (likely multi-year)
- The organization must be ready for change
 - Employees, Management, HR
- Communication and stakeholder involvement is key
- Internal champion to lead the effort
 - External help if needed

A large Venn diagram consisting of four overlapping circles in blue, yellow, red, and green. In the center, where all four circles overlap, is a white circle containing the text "Questions?".

Questions?

Gwinnett