



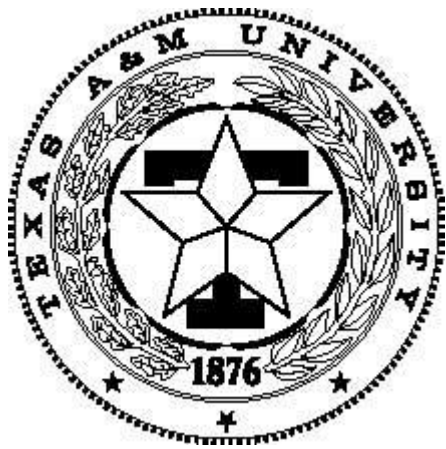
Luminant

Luminant Academy – Restructuring Your Training Program

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Texas A&M University - Texarkana



Luminant



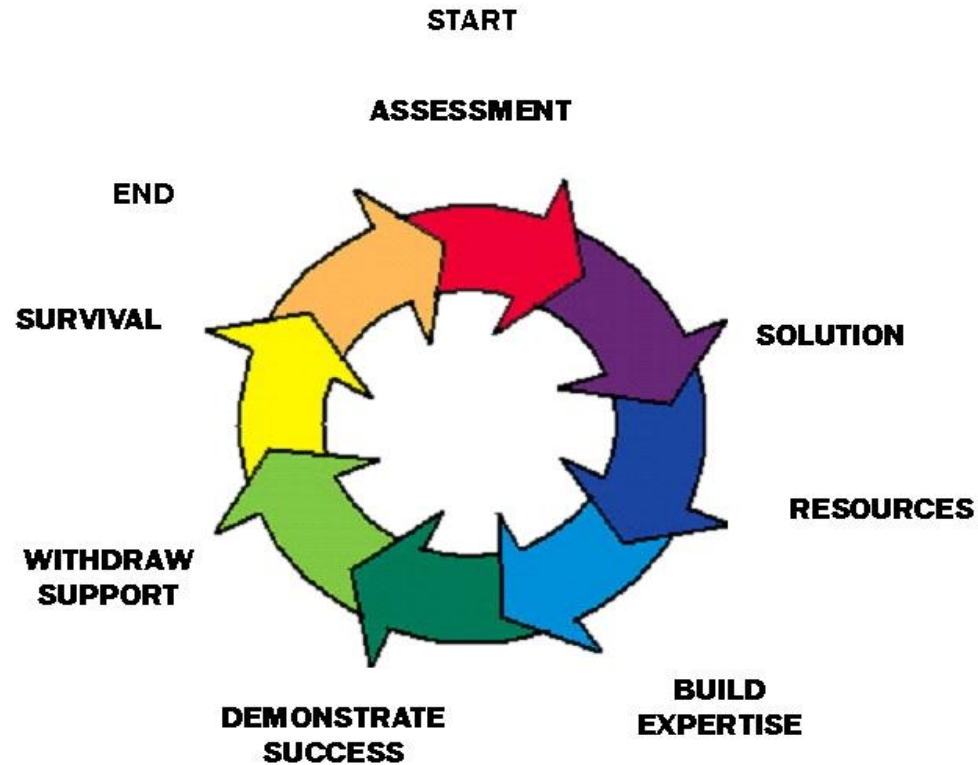
Luminant

- Was part of TXU
- Subsidiary of Energy Future Holdings (EFH)
 - Over 18,300 megawatts of generation in Texas
 - 2,300 megawatts of nuclear power
 - 5,800 megawatts of coal fuel power
- Largest purchaser of wind generation electricity in Texas and fifth largest in the United States

Luminant's Mission is to generate safe, dependable, and efficient electricity and to enable economic development through environmentally sustainable operations.

Life of a Training Department

LIFE CYCLE OF A TRADITIONAL TRAINING DEPARTMENT



Final Nail in the Coffin



- **Average age of employee – 45 years**
- **Little attrition**
- **Most employees had taken craft development courses – seasoned workforce**
- **No new power plant**
- **No new mines**









"DO'H!"



Homer Simpson



Lesson One – Curriculum and Business Management



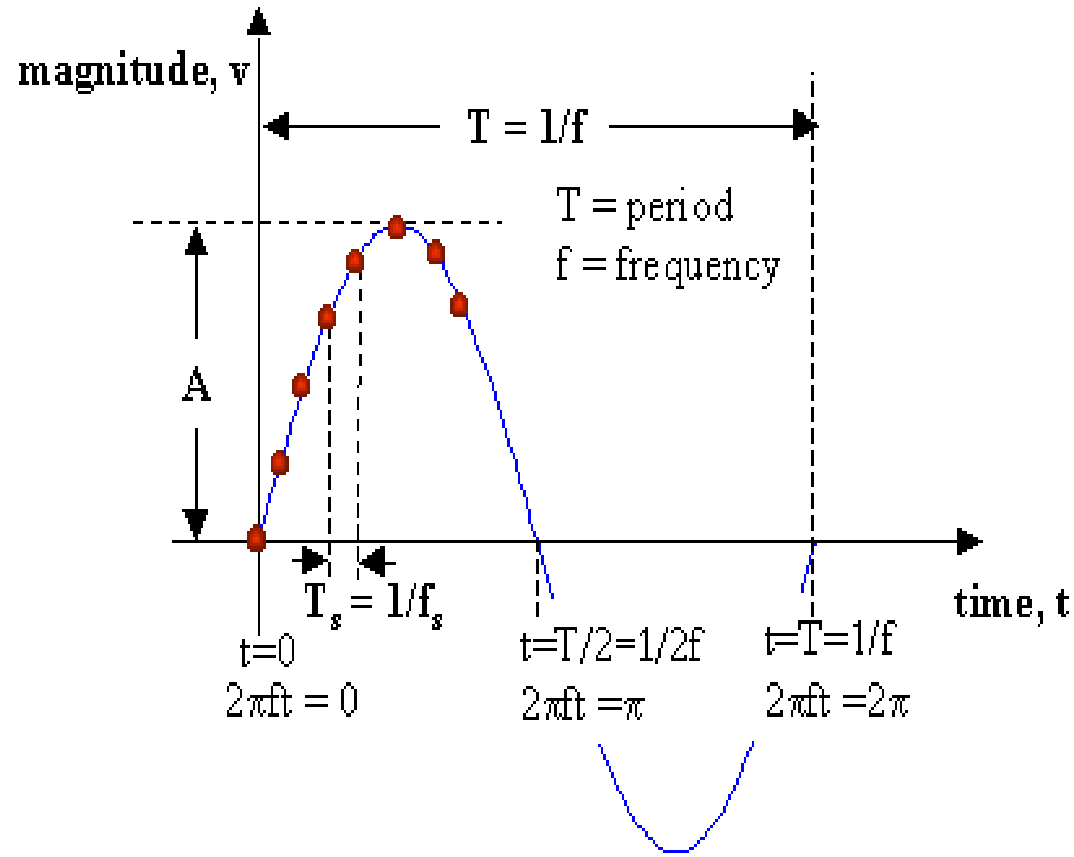
Lesson Two – Develop Curriculum Partnerships



Lesson Three – Do Not Re-Create the Wheel



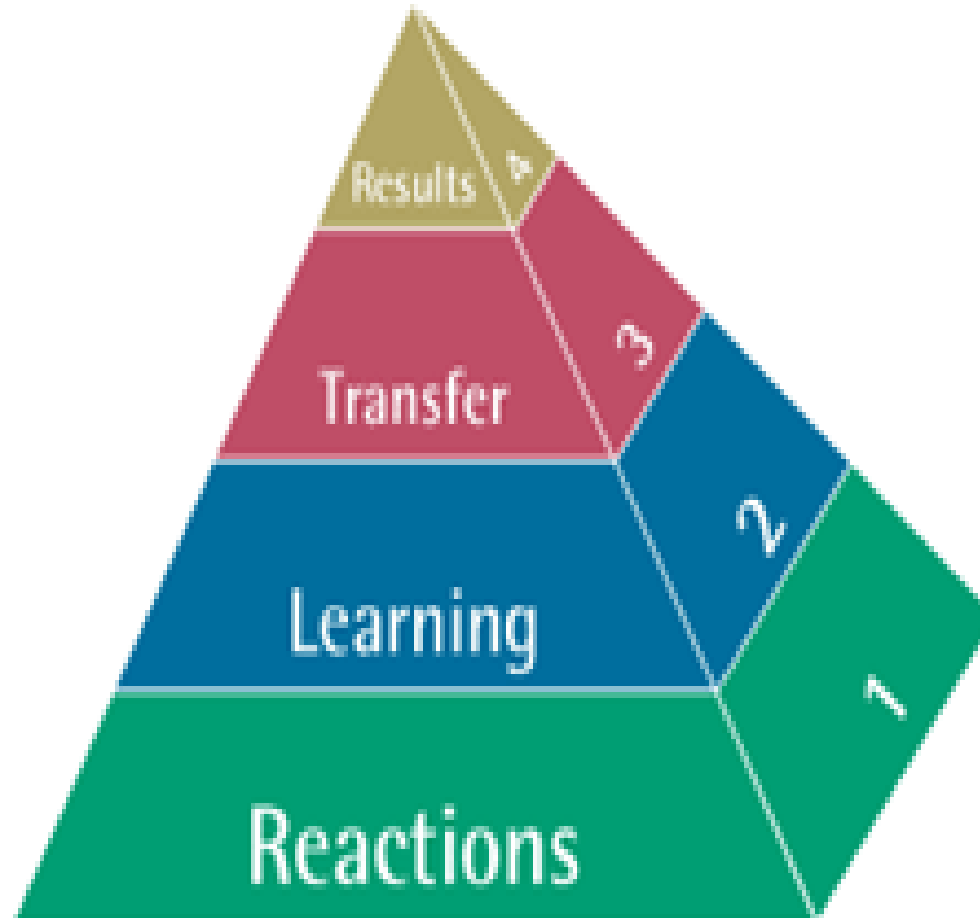
Lesson Four – Vary Your Teaching Style



Methods Variety Scale

- 1. Reading**
- 2. Lecture or Film**
- 3. Participative Lecture**
- 4. Large Group Discussion**
- 5. Small Group Discussion**
- 6. Case Study**
- 7. Role Play**
- 8. Self Assessment**
- 9. Return Demonstration (Technical Lab)**
- 10. Structured Experience (Simulations)**

Lesson Five – Kirkpatrick Model of Evaluating Training



How Luminant Academy Approaches the Kirkpatrick Model

- Level 1: All students completed a Level 1 survey sheet and the results are monitored by all levels of management.**
- Level 2: All students are tested, either written, practical, or a combination of the two, on every course taught at Luminant Academy.**
- Level 3: After 100 days from completion of the class, supervisors of the students are interviewed to determine if a change in behavior has been noticed. Also, 20% of the students are re-tested.**
- Level 4: Selected training programs are equated back to company performance metrics**

Lesson Six – Develop Customer Ownership in Program



Getting employees involved in decision making can help give them a sense of ownership. Sometimes, a little too much.

Lesson Seven – You are in the Customer Relationship Business



How the customer explained it



How the Project Leader understood it



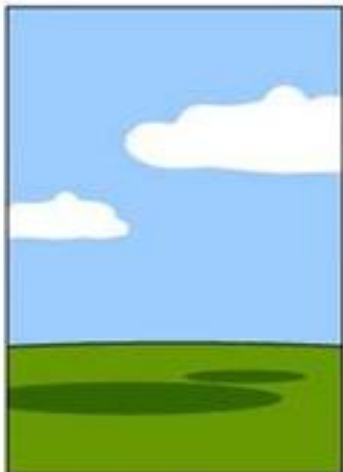
How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



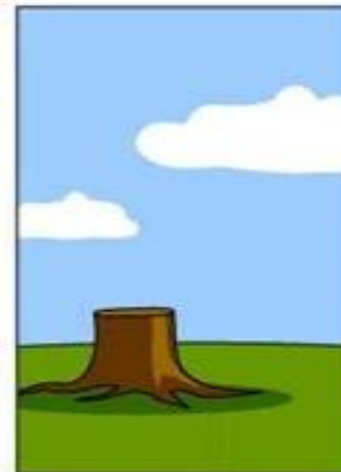
How the project was documented



What operations installed



How the customer was billed



How it was supported

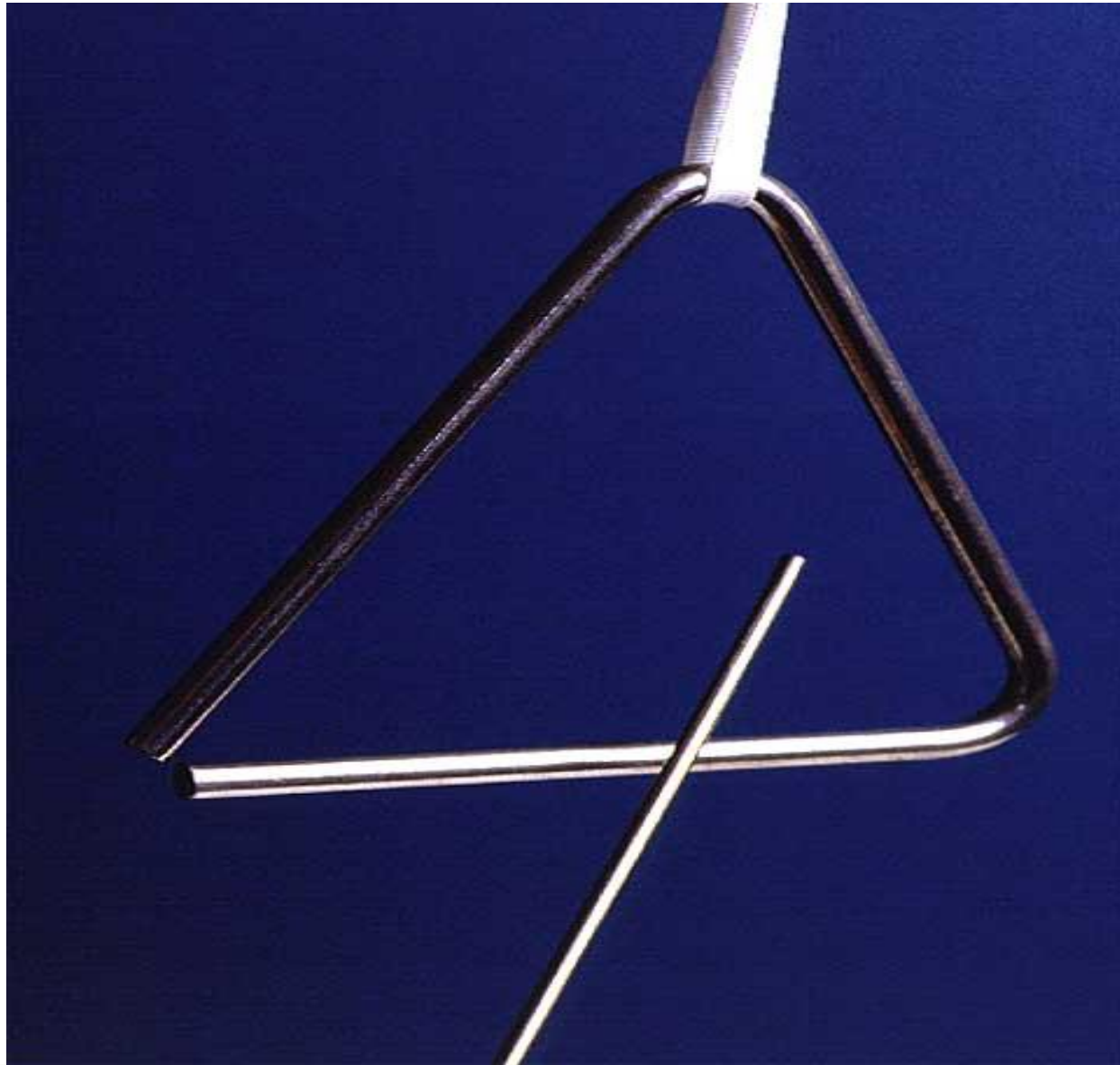


What the customer really needed

Lesson Eight – Set High Expectations; Reach Higher Expectations



Lesson Nine – Your Training Academy is Setting the Tone



Lesson Ten – Yesterday's Excellence is Today's Standard and Tomorrow's Mediocrity

