

# Technical Training Program Development

October 10, 2013



San José-Santa Clara  
Regional Wastewater Facility



*Environmental Services*

*Delivering world class utility services and programs to improve our health, environment, and economy*

# Background

- Vacancy rate hovers around 25% (27% for all trades O&M)
- Decline in institutional knowledge
- High rate of turn over, 17 new hires in FY 2012-2013
- Limited candidate pools in certain job categories
- City Auditor's Report (August 2012) – ESD Confronting Troubling Staffing Trends and Vacancy Levels at the Water Pollution Control Plant (now known as the Regional Wastewater Facility)



# Consultant Selection Process

- RFQ issued 2/11/13 through 3/22/13
- Outreached to a broad ‘training focused’ audience
- 114 accounts viewed the RFQ, 63 downloaded the RFQ, received one proposal
- Very few firms possess the expertise to provide trades-related competency based training programs.
- Proposal evaluated by five member panel, with subsequent Consultant oral interview/presentation.



# About CTS International

- CTS International founded in 2008
- Chief Operating Officer, Jim Mcpherson, has 28 years experience as a trainer
  - Ten years as Technical Training Coordinator at Union Sanitary District, where he developed and implemented an award winning competency-based technical training program
  - 18 years prior experience as a trainer, including 12 years as an Afloat Trainer for the U.S. Navy
- Masters Degree in Education, and ASTD Certified Trainer



# Eight Tailored Programs

- CTS will develop and administer a competency-based training curriculum to the SJ-SC Regional Wastewater Facility O&M staff
  - Wastewater Operators (60 FTE)
  - Wastewater Mechanics (45 FTE)
  - Wastewater Mechanics – HDEOM Specialty (20 FTE)
  - Industrial Electricians (11 FTE)
  - Instrument Control Technicians (11 FTE)
  - Air Conditioning Mechanics (4 FTE)
  - Industrial Painters (8 FTE)
  - Process Control System Specialists (5 FTE)



# Scope of Work and Deliverables

## ■ Comprehensive Training

- Training Needs Assessment
- Training Modules tied to specific systems or equipment
- For each Training Module:
  - Job Competency Requirement Document
    - » Includes a Competency Assessment Tool
  - Standard Answer Document
  - Standard Operating Procedure Document
  - Curriculum, presentation and training materials
  - Training – classroom and on the job
  - Pre and Post training employee assessment

## ■ Train-the-Trainer



# Organizational Relationship



# Contract Management

- Tasks, Timeline, and Not-to-Exceed Budget Set By Service Orders
- Bi-Weekly Progress Reports and Meetings with Facility Management and Subject Matter Experts
- Progress Payments Upon Approval of Progress Reports
- Final Service Order Payment Upon Acceptance of Completed Service Order Tasks
- Effectiveness of Training Measured Through Initial and Post-Training Assessments





# Anticipated Outcomes

- Comprehensive Training Program
- Accelerated Integration of New and Newly Promoted Staff
- A uniform, Facility-wide documentation system that standardizes and facilitates training
- A way to measure, enhance, and maintain employee expertise
- Improved employee performance through the setting of clear objectives, job relevant training, and easily accessible resources
- Facilitated Cross Training





# Questions?



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