

RECLAMATION

Managing Water in the West

Training Approaches

Leona Paul, PMP
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Assessment of Training Needs

- **During initial site assessments questions asked about past Maximo training experiences**
- **One of the top 10 items of major findings of problem areas**
- **Causes described as lack of funding, lack of organized training program, no resources to conduct training, and lack of formal training programs including sustained training**
- **Past train-the-trainer approach ineffective**

Steps Taken as a Result of Finding

- Training was planned and budgeted for at the start of the project
- Executive Sponsor buy-in to provide sustained training for Maximo users
- Commitment given to provide instructor-led, classroom training to everyone at each site
- Developed training programs oriented to new business practices and types of users; i.e., managers/supervisors, planner/scheduler, general user, inventory/purchasing.

Training Programs

- **Four programs developed**
 - **General User**
 - **Manager/Supervisor**
 - **Planner/Scheduler**
 - **Inventory/Purchasing**
- **Course outline, training manual, and desk reference materials created**
- **Everyone required to attend the General User overview training before attending other classes.**
- **Programs include exercises and quizzes**

Steps to Improve Training

- **An evaluation form created for each course.**
- **Evaluations used to improve training**
- **A Lessons Learned meeting held after each site's training delivered to document areas of weakness and areas of strengths**
- **Using consistent trainers throughout the implementation**
- **Announcing entire project training schedule so even sites that won't be implemented for months know when they will need to be available for training**
- **Mobile laptop classroom used**

Weaknesses Noted

- **The logistics to prepare for the class need to be improved; i.e., training laptops shipped, conference rooms reserved, network connections available, etc.**
- **Attendees need notification that explains what the course is about, where it is to be held, etc. Right now we use a central point of contact.**
- **Need to balance teaching about the new business practices with point-and-click Maximo training**
- **Keeping to our training schedule**

Still to be Resolved

- **How to deliver training through different channels; i.e., webinars, classroom, computer-based**
- **How to sustain the training**
- **How to offer training to new employees at sites we have already visited and trained**

Contacts

- **Leona Paul, CARMA Project Manager**
- lpaul@do.usbr.gov
- **303-445-3392**

- **Kenneth Maxey, CARMA Business Owner**
- kmaxey@do.usbr.gov
- **303-445-2727**