

## CASE STUDY

# LEARNING THAT ADVANCES COMPLIANCE GOALS

## ENTERPRISE TRAINING ROLLOUT

For decades, the utilities industry has put tremendous energy and focus on high standards for workplace safety. Organizations whose success depends on maintaining compliance in a regulated market understand how critical and challenging it can be to effectively roll out new compliance initiatives, especially across an entire company. Creating and sustaining a safe workplace includes more than adherence to injury prevention practices; it requires robust processes, training and systems designed to promote and assure a safety and compliance mindset across the enterprise.



# Raytheon

## CASE STUDY: ENTERPRISE TRAINING ROLLOUT



### SITUATION

The client is a diversified U.S. energy company with more than 10,000 employees in utility and non-utility subsidiaries, supporting a wide range of energy-related businesses. Its operating units include an electric utility serving 2.2 million customers and a natural gas utility serving 1.3 million customers. Having 100 percent safety compliance is paramount to any energy company, but it is of utmost concern for an organization as geographically dispersed as this client.

### CHALLENGE

A few years ago, the client faced safety and compliance risks and increased training costs. The company had to divert employees from their jobs to meet training requirements, resulting in lost productivity and increased expenses. The client needed innovative training solutions to achieve its safety and financial goals.

The client, sharing the industry's concern over employee protection and well-being, engaged Raytheon Professional Services (RPS) to achieve compliance and safety goals while improving overall efficiency and effectiveness of its training organization.

RPS embarked on a revolutionary journey by implementing the first-ever, end-to-end learning outsourcing engagement in utilities industry history. Driven by the client's operating systems and continuous improvement, initiatives designed to address service quality, professional aptitude, personnel development and technological changes were implemented.

### SOLUTION

RPS delivered a comprehensive suite of learning services to more than 100 client sites, including scheduling, classroom support and management, blended curriculum design and courseware development, and LMS implementation and administration. RPS also included performance consulting and Six Sigma project engagements to ensure continuous improvement and attainment of established program performance measures.

The engagement included a groundbreaking transition and transformation plan that involved 14 Six Sigma workshops with key RPS and client team members. The workshops uncovered a total of 27 discreet opportunities for process improvement, providing focus for the joint team's activities.

RPS and the client organized a Learning Governance Council, complete with processes and best practices, to drive learning strategy and provide the project with structure to ensure learning remained aligned with business objectives. A three-tiered council was instituted. Tier 1 was composed of the client's senior executive staff and business unit representatives who sponsor the program. This governing body served as a program steering committee by providing strategic direction and validation. The Tier 2 and Tier 3 governing bodies met more frequently and addressed operational issues.

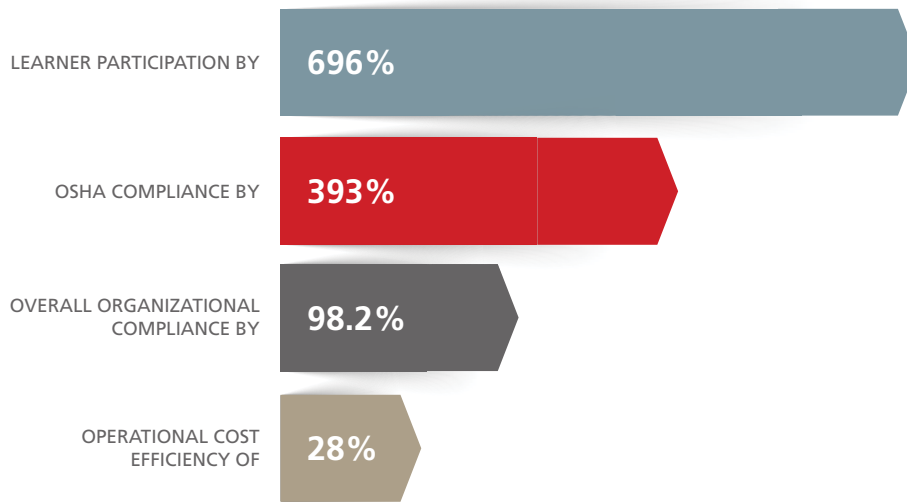
By creating the Learning Governance Council, RPS could realign the client's learning structure to focus on identified performance improvement challenges. Working together with thought leaders and the client's businesses, RPS identified key required changes to ensure success.

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### RESULTS

In alignment with Learning Governance Council guidelines, RPS deployed a learning metrics scorecard, enabling both the client and RPS to rate service area performance on a monthly or periodic basis. Service area criteria were developed collaboratively. The scorecard results were used to drive discussion around program performance issues and focused the team on critical areas for improvement. The scorecard results drew a direct correlation between learning and improved business outcomes. The outcomes achieved demonstrate the power of collaboration. By transitioning 25 percent of the client's existing learning content to online, they tripled the number of Occupational Safety and Health Administration qualifications.

### IN ADDITION, RPS' SOLUTION INCREASED;



### ABOUT RPS

Raytheon Professional Services is a learning solutions provider. RPS brings a consultative approach to working with clients across a wide range of industries and global markets to meet their critical objectives by designing training solutions that improve workforce performance and deliver measurable business results. Our award-winning solutions include content development and delivery, LMS services, adaptive learning, microlearning, content curation and curriculum design, and performance consulting services. Leveraging decades of training expertise and the latest technologies, RPS delivers tailored learning solutions in more than 145 countries and 34 languages.

### HIGHLIGHTS

- Implemented the first-ever end-to-end learning outsourcing engagement in utilities industry history.
- Training resulted in triple the number of Occupational Safety and Health Administration qualifications.
- Created groundbreaking transition and transformation plan.
- Learning metrics scorecard showed correlation between learning and improved business outcomes.

Contact us at [info-rps@raytheon.com](mailto:info-rps@raytheon.com) to learn what RPS can do for you.

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