

## 2015 Summary of Nominations

The 2015 ATD Kansas City Chapter (ATD-KC) Excellence in Practice (EiP) Award Ceremony was held on March 3, 2015 at Boulevard Brewery. The following summaries contain the name of the award; nominees; and the challenge, action, and results reported for each. The award winner has been bolded in each nominee list.

### **ATD-KC Performance Improvement EiP Award**

2015 nominees for the ATD KC Excellence in Practice Award for Performance Improvement were:

- H&R Block for their work improving Federal Tax expertise across their organization
- **ITC Holdings for their Real-Time Operations processes and operational excellence**
- Terracon for their work improving their Incident and Injury-free safety culture

### ***H&R Block - H&R Block Learning & Development***

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• 60,000 associates with 500,000 hours of required Federal Tax Continuing Education (FTCE)</li> <li>• Goal to improve student satisfaction, increase test scores and pass rates</li> <li>• Improve performance back on the job based on increased FTCE</li> </ul>	<ul style="list-style-type: none"> <li>• Designed and implemented Virtual Delivery strategy</li> <li>• Designed and developed high-impact blended learning solutions</li> <li>• Integrated formal learning with Communities of Practice (COPs), EPSS, and organizational communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improved training efficiency and reduced costs associated with training</li> <li>• Increased instructor efficiencies and capabilities led to improved delivery capacities</li> <li>• 9% improved comprehension and student participation/completion in the various programs</li> </ul>

## 2015 Summary of Nominations

### ATD-KC Performance Improvement EiP Award, continued

#### *Terracon*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Further develop the organization's Incident and Injury-free Safety Culture</li> <li>Ensure each employee goes home safely at the end of the day</li> <li>Communicate Core Rules and Practices to all employees</li> </ul>	<ul style="list-style-type: none"> <li>Core Rule Training Program designed, developed, and delivered</li> <li>Teach backs developed to foster knowledge transfer and applied learning</li> <li>Job Aids designed and delivered to each employee to reinforce learning and provide quick performance support</li> </ul>	<ul style="list-style-type: none"> <li>Favorable feedback from Core Rule trainers and executive sponsors</li> <li>Level 3 results included improvement in rules violation documentation</li> <li>Reduced number of safety incidents and reduction in organization's costs related to safety</li> </ul>

#### *ITC Holdings*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Improve efficiency of Real-Time Operations Department</li> <li>Improve reliability and decrease events caused by human error</li> <li>Build trust with department and cross-department leadership</li> </ul>	<ul style="list-style-type: none"> <li>Completed comprehensive needs analysis</li> <li>Positive change management with no surprises</li> <li>Designed and developed organizational programs</li> <li>Integrated Human Performance Tool across the organization</li> </ul>	<ul style="list-style-type: none"> <li>Initial performance risks mitigated and new risks managed</li> <li>Well received by control room personnel</li> <li>Addressing increasingly sophisticated questions, moved beyond the previous performance challenges</li> <li>Leadership team is pleased and sees connection between business strategies and goals</li> <li>Communication strategy has reduced the previous need for rumor management</li> </ul>

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### ATD-KC Career Development EiP Award

2015 nominees for the ATD KC Excellence in Practice Award for Career Development were:

- **Cerner for their DevArc program**
- Terracon for their work with Project Managers
- Waddell & Reed for their “Choice Advisors” program

### *Cerner Corporation - Associate Learning*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Rapidly growing software engineering workforce</li> <li>• Additional software architects needed</li> <li>• Need for a flexible educational support structure aligned with business needs</li> </ul>	<ul style="list-style-type: none"> <li>• DevArc Program</li> <li>• Blended learning, career development, mentoring program</li> <li>• Tech Talks</li> <li>• Mentoring and Coaching software engineers to mentor others</li> </ul>	<ul style="list-style-type: none"> <li>• 88% program completion and matriculation</li> <li>• 50% promotion to Software Architect role</li> <li>• Reduced recruiting spend</li> <li>• DevArc participants' attrition rate lower than associate base</li> </ul>

### *Terracon - Career Development*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Large number of Project Managers (PM) with wide-range of experience</li> <li>• Current role training not structured</li> <li>• Skill and performance gaps regarding between PMs.</li> </ul>	<ul style="list-style-type: none"> <li>• Created module based training and performance support program</li> <li>• Designed internal tools to support program</li> <li>• Blended program designed to meet in-person and technology enabled delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Level 1 evaluations at middle and end of program</li> <li>• Level 2 knowledge sharing in facilitated calls</li> <li>• Level 3 Pre and Post individual and organizational performance metrics assessed</li> <li>• Level 4 reduced turnover cost and reduced variance in PM skills and performance</li> </ul>

### ATD-KC Career Development EiP Award, continued

#### *Waddell & Reed - Career Development*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Identified performance gap between Choice Advisor groups</li> <li>Variation between Choice Advisors is driven by business expertise</li> <li>Need identified to address each Choice Advisor's professional growth and career development</li> </ul>	<ul style="list-style-type: none"> <li>Developed prescriptive questions to recommend individual curriculum plans</li> <li>Delivered customized learning resources to Choice Advisors through a variety of online approaches</li> <li>Integrated new programs into existing Choice Advisor population and new hire orientation/onboarding program</li> </ul>	<ul style="list-style-type: none"> <li>Trending growth from initial benchmarked performance levels</li> <li>Increased use and adoption of learning resources and LMS tools</li> <li>Additional requests by Senior Management to create additional customized curriculum offerings for other groups in addition to the initial Choice Advisor scope</li> </ul>

### ATD-KC Coaching and Mentoring EiP Award

20015 nominees for the ATD KC Excellence in Practice Award for Coaching and Mentoring were:

- Don Gallagher LLC for the EngineeringCareerLauncher.com work
- **Terracon for their work with the APR Quality Advisor Program**
- Wolf Creek Nuclear Operating Company for their work in building Trust and Leadership

#### *Don Gallagher LLC*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Need identified to train and provide learning resources to help develop soft skills</li> <li>• Focused on engineers and mathematicians</li> <li>• Communicated personal expertise to audience that included program participants and parents</li> </ul>	<ul style="list-style-type: none"> <li>• Developed eight (8) conversation strategies to help develop soft skills</li> <li>• Developed resources and worksheets to facilitate discussions supporting the eight (8) conversation strategies</li> <li>• Designed and developed video program to supplement text based learning resources</li> </ul>	<ul style="list-style-type: none"> <li>• Initial results are favorable</li> <li>• STEM organizations have shared program resources with their various constituencies and stake holders</li> <li>• Addresses the gap between encouraging students to pursue STEM learning</li> <li>• Compliments existing STEM technical education with a strong soft skillset</li> </ul>

## 2015 Summary of Nominations

### ATD-KC Coaching and Mentoring EiP Award, continued

#### *Terracon*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Engineering project review process including a Quality Advisor (APR) requirement</li> <li>Improve workflow efficiency between Project Manager (PM) and APR</li> <li>Skill gap identified for APR coaching skills</li> </ul>	<ul style="list-style-type: none"> <li>Baseline individual and organizational performance</li> <li>APRs trained through distance delivered/technology enabled program</li> <li>Program sequenced to job responsibilities and project management day-to-day workflow</li> </ul>	<ul style="list-style-type: none"> <li>Senior executive visibility and program used for business operations</li> <li>Level 1: 4.5 and higher on 5.0 scale</li> <li>Level 3: Improved employee and client survey metrics</li> <li>Program acceptance and connection with future organizational business strategy</li> </ul>

#### *Wolf Creek Nuclear Operating Company*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Knowledge gap identified regarding leadership and workforce engagement</li> <li>Continued work to build and maintain trust</li> <li>Operational and technical department training need identified</li> </ul>	<ul style="list-style-type: none"> <li>Identified twenty-one (21) ways to build trust in a nuclear power plant</li> <li>Designed and developed coaching program to strengthen trust between employees</li> <li>Identified skill and affective elements and integrated findings into program design</li> </ul>	<ul style="list-style-type: none"> <li>Initial program reaction results met standards</li> <li>Program has created a "launching pad" for other initiatives to build off of</li> <li>Improved trust between employees and survey metrics</li> <li>Developed a culture of trust that strengthened trust across the organization</li> <li>Integrated program skills into day-to-day tasks and processes</li> </ul>

### ATD-KC Learning Technologies EiP Award

2015 nominees for the ATD KC Excellence in Practice Award for Learning Technologies were:

- **Burns & McDonnell for their work in increasing the efficiency and effectiveness of individual and organizational knowledge capital and billability processes**
- Cerner for their work growing management expertise through their Pre-Management Experience
- Shook Hardy Bacon for their instructional resources development and project communication processes
- Waddell & Reed for their work with the W&R Financial Advisors

#### ***Burns & McDonnell***

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Manual and time consuming approach to measure individual learning and program participation</li> <li>• Delay between program completion and organizational knowledge management system</li> <li>• Manual process increased risk of errors</li> </ul>	<ul style="list-style-type: none"> <li>• Barcodes and other knowledge measurement processes designed and implemented</li> <li>• Classroom and online learning participant tracking and knowledge measurements aligned with organizational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Increased billability time from eliminating delays</li> <li>• Automated manual processes leading to increased accuracy and reduced costs</li> <li>• Increased efficiency 800% and freed up people to complete additional value added tasks and processes</li> </ul>

### ATD-KC Learning Technologies EiP Award, continued

#### *Cerner Corporation - Cerner Corporation, Associate Development & Leadership*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Organizational strategy to build a robust population of managers throughout the organization</li> <li>Identified skill gap between individual contributors and managers</li> <li>Day-to-day responsibilities of individual contributors limited time available for management training</li> </ul>	<ul style="list-style-type: none"> <li>Designed, developed, and delivered Pre-Management Experience</li> <li>Used 70/20/10 experience to formal training program design structure</li> <li>Guided discussions with direct line managers</li> </ul>	<ul style="list-style-type: none"> <li>Integration into HRIS and LMS systems</li> <li>Early results are favorable to participants and senior executive sponsors</li> <li>Program review based on individual performance levels and organizational performance metrics</li> <li>Reduced time required to prepare next generation of managers</li> </ul>

#### *Shook Hardy Bacon - Learning and Development team*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Develop a more collaborative learning resource development and review process</li> <li>Reduce time in meetings</li> <li>Reduce existing bottleneck in learning resource development process</li> </ul>	<ul style="list-style-type: none"> <li>Designed software enabled process</li> <li>Increase functionality of Microsoft OneNote and other software</li> <li>Design and delivered Learning Bytes program</li> </ul>	<ul style="list-style-type: none"> <li>Reduced time required to design and develop learning resources</li> <li>Zero meetings—exceeded stakeholder expectations</li> <li>Increased usage of Learning Bytes and integrated program into day-to-day individual and organizational performance and learning</li> </ul>



### ATD-KC Learning Technologies EiP Award, continued

#### *Waddell & Reed*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Knowledge gap identified with W&amp;R Financial Advisors</li> <li>Gap identified between real and ideal level of performance support tools</li> <li>Need identified to make training experience consistent across advisor groups</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum designed and developed</li> <li>Waddell &amp; Reed University (WRU) program designed for 2 year program (52 weeks each) to integrate and maintain increased educational ramp up and performance capability building</li> <li>Advanced skill developing programs designed and developed</li> </ul>	<ul style="list-style-type: none"> <li>2014 mid-year launch received favorably</li> <li>Increased engagement across advisor groups</li> <li>Ongoing program measurement to close initial gaps and forecast emerging trends and future educational needs</li> </ul>

### ATD-KC Organizational Learning and Development EiP Award

2015 nominees for the ATD KC Excellence in Practice Award for Organizational Learning and Development were:

- **H&R Block Learning and Development for their work integrating the Affordable Care Act (ACA) across their organization and service line offerings**
- Kansas City University of Medicine and Biosciences for their work to support the University's tablet based curriculum

#### *H&R Block - Learning & Development*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Train The Affordable Care Act (ACA) knowledge and skills (K&amp;S) and possible penalties for non-compliance</li> <li>• Integrate ACA K&amp;S across employees who complete tax accounting work direct to consumers</li> <li>• ACA guidance and policy was undergoing constant change during time required for training</li> </ul>	<ul style="list-style-type: none"> <li>• Designed an end-to-end comprehensive training strategy</li> <li>• Designed and executed an agile and blended learning strategy</li> <li>• Deployed a rapid-response program to manage risk of changing policy guidance and structure</li> <li>• Delivered micro-learning resources to deliver flexible program</li> </ul>	<ul style="list-style-type: none"> <li>• Ensured individual and organizational readiness to meet government program requirements</li> <li>• 98.6% program participation and completion</li> <li>• Increased use of learning systems and resources by Franchise community</li> <li>• Strong ACA User Community formed driving performance across the organization</li> <li>• Increased consumer satisfaction with ACA conversations and applicability to tax responsibilities</li> </ul>

## 2015 Summary of Nominations

### ATD-KC Organizational Learning and Development EiP Award, continued

#### *Kansas City University of Medicine and Biosciences*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Rollout of new tablet technology to faculty and support staff</li> <li>Educate and motivate faculty to increase use of tablets when teaching and communicating with students</li> <li>Rollout of same tablet technology to students</li> </ul>	<ul style="list-style-type: none"> <li>Designed program to train faculty and students</li> <li>Delivered formal training and developed informal processes to increase adoption and use of tablets</li> <li>Work with IT to help meet organizational goals and adoption rates</li> </ul>	<ul style="list-style-type: none"> <li>Orientation sessions well-received</li> <li>Tablets set up and Mobile Device Management tool added to individual tablets</li> <li>"Appy Hours" well-received for specific App exploration and adoption</li> <li>Atomic Learning well-received by faculty and students</li> <li>Adoption rates increasing and tablet support satisfaction trending up</li> </ul>

### ATD-KC Talent Development EiP Award

2015 nominees for the ATD KC Excellence in Practice Award for Talent Development were:

- Cerner for their work with the Consulting Academy and increasing the industry acumen and expertise of their Associate base
- HNTB for their work in growing managers and leaders to help drive new business growth and existing project completion
- **PlattForm for their work in Talent Development and aligning and attuning with their business partners and PlattForm's clients through strategic business growth and development**

### *Cerner Corporation - Associate Learning*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>• Develop the consulting workforce of the future</li> <li>• Build on existing implementation knowledge and skill sets</li> <li>• Integrate and apply workflow knowledge and skills across the Continuum of Care</li> </ul>	<ul style="list-style-type: none"> <li>• Designed onboarding program for consulting-based roles</li> <li>• Integrated consultants closer to client end users</li> <li>• Grew individual and organizational consulting capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Built increased health care acumen across the Continuum of Care</li> <li>• Decreased time-to-value for our clients</li> <li>• Increased efficiency and productivity</li> <li>• More than doubled the number of Cerner Certified Trainers across the company</li> <li>• Reducing the number of consultants necessary to ExCeed client expectations</li> </ul>

## 2015 Summary of Nominations

### ATD-KC Talent Development EiP Award, continued

#### *HNTB Companies*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Identified performance need for increase in project and organizational leadership</li> <li>Foster existing high performing leadership skills across all business units</li> </ul>	<ul style="list-style-type: none"> <li>Designed and developed leadership training program</li> <li>Worked with line leadership to align and attune leadership program to organizational culture and day-to-day responsibilities</li> <li>Implemented training program across organization's leaders</li> </ul>	<ul style="list-style-type: none"> <li>Initial programs well received</li> <li>Increased demand for future program offerings</li> <li>Initial 360 degree feedback sessions are positive and trending according to company goals and business objectives</li> </ul>

#### *PlattForm*

Challenge	Action	Results
<ul style="list-style-type: none"> <li>Company reorganization to adapt to industry changes and build strong business relationships with new clients</li> <li>Team charged with developing training programs and managing employee motivation and morale during changing market conditions</li> </ul>	<ul style="list-style-type: none"> <li>Introduced 6 programs to help PlattFormers adapt to new market opportunities</li> <li>Fostered an open atmosphere of mutual discovery</li> <li>Created improved feedback cycle to capture PlattFormers' concerns and client service innovation</li> </ul>	<ul style="list-style-type: none"> <li>Increased trust between leadership and teams</li> <li>Overcame initial concerns about market changes to develop strong innovative new service line offerings</li> <li>Increased efficiency of tasks and capability to drive organizational strategy change</li> <li>Positioned the Talent Development Organization as a contributor to future organizational and business growth</li> <li>Driving fundamental business units to grow existing and new business development and grow revenues</li> </ul>



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