



# DACUM Research Chart for Train-the-Trainer Function

Produced for



An **AEP** Company

**BOUNDLESS ENERGY**<sup>SM</sup>

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# DACUM Research Chart for Train-the-Trainer Function

## DUTIES

## TASKS

DUTIES	TASKS			
<b>A. Promote Learning Culture</b>	A.1 Support promotional activities (e.g., blog articles, videos)	A.2 Orient employees to learning culture (e.g., ATOP, training expectations)	A.3 Recruit training personnel (e.g., learning champions, mentors, guest instructors)	A.4 Train learning mentors/coaches
<b>B. Perform Change Management Activities</b>	B.1 Evaluate impact of proposed change (e.g., cost & time efficiency, timing of change, cultural impact)	B.2 Evaluate proposed learning program impact (e.g., department, process, role)	B.3 Evaluate past change outcomes	B.4 Create change management plan
<b>C. Perform Training Analysis Activities</b>	C.1 Perform job observations to identify learning needs	C.2 Perform stakeholder interviews to identify learning needs	C.3 Conduct stakeholder surveys to identify learning needs	C.4 Identify regulatory compliance requirements (e.g., NERC, OSHA, AEP)
	C.10 Participate in competency profile development	C.11 Perform task verification activities	C.12 Determine learning participants	C.13 Forecast training needs
<b>D. Design Learning Experience</b>	D.1 Determine training approach (e.g., competency-based, conventional)	D.2 Define learning objectives	D.3 Develop training plan	D.4 Determine method of training delivery (e.g., instructor-led, on-the-job, job aid)
<b>E. Develop Learning Experiences</b>	E.1 Develop lesson plans	E.2 Manage development of computer-based training	E.3 Develop cognitive assessments	E.4 Develop performance assessments
	E.10 Conduct peer (360) review	E.11 Train ILT trainers	E.12 Pilot training program	
<b>F. Deliver Training Programs</b>	F.1 Plan job to allow for OJT	F.2 Manage training program registration activities	F.3 Facilitate training logistics (e.g., materials, food, room)	F.4 Manage compliance with training requirements (e.g., OSHA, NERC, AEP)
	F.10 Conduct training demonstrations (e.g., OJT, classroom)	F.11 Administer learner cognitive assessments	F.12 Administer learner performance assessments	F.13 Perform post-training activities (e.g., post assignments, certification process, instructor feedback)

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A.5 Participate in learning outreach events (e.g., learning fairs, stakeholder meetings, newbie)	A.6 Review individuals' training plans	A.7 Publicize learning opportunities	A.8 Assist learners with studying	
B.5 Develop change management communication plan	B.6 Implement change management communication plan	B.7 Conduct stakeholder analysis	B.8 Conduct voice of customer & business analysis	B.9 Evaluate effectiveness of change management plan
C.5 Identify best practices & industry standards (e.g., historical, legacy, other departments)	C.6 Recruit subject matter experts	C.7 Participate in job analysis activities	C.8 Conduct learner experience interviews	C.9 Participate in task analysis activities
C.14 Compile existing learning resources (e.g., software, job aids, online training)	C.15 Maintain training review schedule			
D.5 Map learning content to learning objectives	D.6 Develop performance measures	D.7 Identify training resources & materials (e.g., staff, facilities, equipment)	D.8 Determine completed training documentation requirements	D.9 Review training design
E.5 Develop instructional videos	E.6 Develop job aids	E.7 Develop presentation materials (e.g., PowerPoint, handouts)	E.8 Develop learning guides	E.9 Develop learning activities/labs
F.5 Manage content storage (e.g., access, confidentiality, organization)	F.6 Prepare for instructor-led training (e.g., classroom setup, AV equipment setup)	F.7 Conduct instructor-led training	F.8 Facilitate instructor-led training	F.9 Facilitate lab activities
F.14 Maintain training records				

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DUTIES	TASKS			
<b>G. Evaluate Learning Experiences</b>	G.1 Conduct learner feedback survey	G.2 Evaluate learner cognitive assessments	G.3 Evaluate learner performance assessments	G.4 Administer learning experience assessments
	G.10 Identify conflicts/inconsistencies across training	G.11 Provide ongoing usability feedback	G.12 Conduct ongoing usability testing	G.13 Provide coaching and mentoring to learners
<b>H. Participate in Personal Professional Development</b>	H.1 Participate in internal training opportunities (e.g., SLA, GOLD, facilitator training)	H.2 Participate in external training opportunities (e.g., change management, DACUM, OSHA)	H.3 Participate in professional organizations	H.4 Review training literature (e.g., books, articles)

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G.5 Evaluate learning experience assessments	G.6 Assess trainer effectiveness	G.7 Identify learning content gaps (e.g., open questions, questions missed in testing, general feedback)	G.8 Conduct usability heuristic evaluations	G.9 Identify recurring errors/problems (e.g., software, outdated content)
H.5 Observe experienced trainers	H.6 Perform job site observations	H.7 Participate in peer (360) reviews	H.8 Maintain professional certifications	H.9 Create change implementation plan

## General Knowledge and Skills

### Skills

Organizational  
Leadership  
Time management  
Problem solving  
Critical thinking  
Public speaking  
Planning  
Facilitation  
Decision making  
Scheduling  
Communication (written, verbal, listening)  
Interpersonal  
Interviewing  
Mentoring/coaching  
Administrative  
Analysis  
Presentation  
Multi tasking  
Emotional intelligence  
Photography/videography

### Knowledge

Risk management  
Company policies and procedures  
Safety policies  
Scientific method  
SOPs  
Regulations  
Change management  
Company structure  
Usability concepts  
Basic math/statistics  
Adult learning principles  
ADDIE model  
Training methodologies  
General utility industry

## Acronyms

OJT	On-the-Job Training
OSHA	Occupational Safety & Health Administration
SME	Subject Matter Expert
DACUM	Developing a Curriculum
NERC	North American Electric Reliability Corporation
GOLD	Growing Outstanding Leadership Through Development
ATOP	AEP Transmission Onboarding Program
ILT	Instructor-Led Training
SLA	Supervisor Leadership Academy
AR/VR	Augmented Reality/Virtual Reality
O&M	Operations & Maintenance

## Behaviors

Team player  
Dependable  
Assertive  
Patient  
Detail oriented  
Respectful  
Tactful  
Professional  
Confident  
Analytical  
Fair  
Approachable  
Process oriented  
Ethical  
Knowledgeable  
Positive  
Consistent  
Safety oriented  
Self starter  
Diligent  
Collaborative  
Enthusiastic  
Engaging  
Devil's advocate  
Solutions oriented

## Tools, Equipment, Supplies and Materials

Basic office equipment  
Phone  
PPE  
A/V equipment  
Templates  
SOPs  
LMS  
Printer/copier/scanner  
Software:  
\* MS Office Suite  
\* Snag It  
\* Camtasia  
\* Flare  
\* DocuSign  
\* Zoom  
\* Skype  
\* Sharenow  
\* QuickTime  
\* Articulate  
\* MyAccess  
\* Trello  
\* YouTube  
Polycom conferencing system  
Training props

## Future Trends and Concerns

New software  
Employee turnover  
Changing technology  
Regulatory changes  
Financial constraints (O&M)  
Leadership buy-in  
Business model changes  
Politicization  
Maintaining quality  
Customer/learner technology savviness  
Process changes  
Increased virtual training  
Evolving workforce  
Increased use of contractors  
Resistance to change  
Mismanagement of change resistance  
Leadership change  
Augmented reality/virtual reality  
Aging workforce/retirements  
Capturing legacy knowledge