



PPL companies

Different Approaches to Supply Chain Training

2016 RAPID Conference

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Manager Commercial Operations



Supply Chain Training

- **Why Do We Train?**

- *Provide fundamental knowledge and skills to our employees specific to their jobs*
- *Constantly changing business requirements and processes*
- *Regulatory requirement (OSHA, FERC, NRC, etc)*
- *Training is an item in my annual performance review*
- *It's in the budget*

- **Who Do We Train?**

- *New hires*
- *Employees with changing roles and responsibilities?*
- *Employees who show an interest?*
- *Train everyone?*

Supply Chain Training

- **How Do We Train?**

- *"O-T-J" - ON THE JOB*
- *Classroom formal departmental wide training*
- *Individual continuing education*
- *Individual on line courses*
- *Seminars*

- **Where do we focus our training?**

- *Safety*
- *Technical*
- *Do you have any Supply Chain specific training?*

LG&E / KU Career Roadmap Program

- **Corporate wide Supply Chain training program.**
- **Addresses fundamental questions of "why we train", "who we train" and "how we train".**
- **Standardized best practice employee development process for current job classification requirements and potential advancement in a desired career path.**

Career Progression Roadmap Model (CPRM)

Elements of CPRM

- Establishes standard knowledge and experience requirements by Supply Chain job titles.
- Establishes training and development courses for each core knowledge requirement to be used for targeted development.
- Defined specific on-the-job activities that should be undertaken to build and demonstrate capabilities within functional roles.
- Enhanced performance evaluation and individual development plan goals.

Career Progression Roadmap Model (CPRM)

How does CPRM work?

- **Knowledge and Experience requirements are established by job classification for all Supply Chain positions.**
- **Multiple requirements under larger categories based upon the job classification:**
 - *Corporate Mission and Supply Chain Alignment*
 - *Core Procurement Skills*
 - *Logistics and Warehousing Skills*
 - *Accounts Payable Skills*
 - *Business System Skills*
 - *Computer Skills*
 - *Soft Skills*
 - *Leadership*

Career Progression Roadmap Model (CPRM)

- **Management establishes the minimum level of “EXPECTED” knowledge or experience for each requirement under a given job classification.**
 - *No understanding of concept = 1 rating*
 - *Familiar with concept or where to get info = 2 rating*
 - *Basic understanding & application w/ assistance = 3 rating*
 - *Strong understanding & application of concepts = 4 rating*
 - *Advanced understanding & application = 5 rating*
- **Employees “self rate” themselves on their personal level of knowledge and experience for each “requirement” in their job classification (1 to 5 scale).**

Career Progression Roadmap Model (CPRM)

- **Self rating is NOT a punitive process. Be honest.**
- **Employee's Manager then rates the employee.**
- **Gap analysis completed between "Manager Rating" and "Expected" job classification "Requirements"**
 - *Identify the employee's knowledge and experience deficiencies (current job and a chosen career path)*
 - *Individual training needs are identified*
 - *Also look at consolidated results company wide to identify corporate supply chain training needs*

Career Progression Roadmap Model (CPRM)

- **Employee and Manager develop a training plan to focus on individual knowledge and experience needs.**
 - *Current job*
 - *Career Path for advancement opportunity*
- **Track and document progress on CPRM as knowledge and experience are gained.**
- **On-going meetings and discussions between employee and their manager.**
- **Part of performance review process.**
- **Library established of training resources.**
- **Budget resources identified and established to support training in a planned manner.**

CPRM – Self Assessment Tool



Please enter your name here---->
Please enter Manager's name here---->

Corey Lewandowski
Donald Trump

Campaign Manager

*** Scale of Importance**

- 1) Very High Importance
- 2) High Importance
- 3) Average
- 4) Low Importance
- 5) Not part of job/or not done at this level

**** Individual Level of Knowledge - Key**

- 1) No understanding of concept
- 2) Familiar with Concept or where to get appropriate info.
- 3) Basic Understanding and Application with assistance
- 4) Strong understanding and application of concepts on specific activities / commodities
- 5) Advanced understanding and application in diverse environments

SKILLS		* Scale of importance to job	Use today? Yes/No	** Self Ranking	** Manager's Ranking
CORE SUPPLY CHAIN MANAGEMENT SKILLS					
1	Corporate Mission and Supply Chain Alignment	1	Yes	4	4
2	Supply/Demand Planning & Modeling				
2a	Collaborative Planning	4	Yes	4	4
2b	Special Event and Product Lifecycle Impact Planning	4	Yes	3	3
2c	Outage Repairs Scheduling and Allocation	5	No	2	2
2d	Purchase Requirements Planning	1	Yes	4	4
2e	'What-If' Analysis	4	Yes	3	3
3	Forecasting				
3a	Forecast Continuous Improvement	3	No	3	3
3b	Goods and Services Forecast Development	3	No	3	3
3c	Trend Forecasting	2	Yes	4	4
4	Information Technology	2	Yes	4	4
5	Inventory & Spend Management Continuous Improvement				
5a	Inventory & Spend Management Planning/Modeling	4	No	4	4
5b	Inventory Modeling	3	Yes	4	4
5c	Inventory Management	1	Yes	4	4

CPRM – Skills and Knowledge (Before)

Name: **Corey Lewandowski**

Position:

A box that has an "X" Denotes this is required knowledge in order to progress. When it is shaded **GREEN**, the individual contributor has met or exceed the requirements.

**Campaign
Manager**

Core Knowledge Elements

CORE SUPPLY CHAIN MANAGEMENT SKILLS		
1	Corporate Mission and Supply Chain Alignment	x
2	Supply/Demand Planning & Modeling	
2a	Collaborative Planning	x
2b	Special Event and Product Lifecycle Impact Planning	x
2c	Outage Repairs Scheduling and Allocation	x
2d	Purchase Requirements Planning	x
2e	'What-If' Analysis	x
3	Forecasting	
3a	Forecast Continuous Improvement	x
3b	Goods and Services Forecast Development	x
3c	Trend Forecasting	x
4	Information Technology	
5	Inventory & Spend Management Continuous Improvement	
5a	Inventory & Spend Management Planning/Modeling	x
5b	Inventory Modeling	x
5c	Inventory Management	x
6	Market Behavior Analysis & Industry Knowledge	x

CPRM – Skills and Knowledge (After)

Name: **Corey Lewandowski**

Position: Campaign Manager

A box that has an "X" Denotes this is required knowledge in order to progress. When it is shaded **GREEN**, the individual contributor has met or exceeded the requirements.

**Campaign
Manager**

Core Knowledge Elements

CORE SUPPLY CHAIN MANAGEMENT SKILLS		
1	Corporate Mission and Supply Chain Alignment	x
2	Supply/Demand Planning & Modeling	
2a	Collaborative Planning	x
2b	Special Event and Product Lifecycle Impact Planning	x
2c	Outage Repairs Scheduling and Allocation	x
2d	Purchase Requirements Planning	x
2e	'What-If' Analysis	x
3	Forecasting	
3a	Forecast Continuous Improvement	x
3b	Goods and Services Forecast Development	x
3c	Trend Forecasting	x
4	Information Technology	
5	Inventory & Spend Management Continuous Improvement	
5a	Inventory & Spend Management Planning/Modeling	x
5b	Inventory Modeling	x
5c	Inventory Management	x
6	Market Behavior Analysis & Industry Knowledge	x

Intended Outcomes of CPRM

- **Establish/increase professionalism.**
- **Consistent platform for professional development across Supply Chain organization company wide.**
- **Platform for more clear communication between managers and employees.**
- **Prepare to compete for opportunities when they arise.**
- **Attract and retain new talent.**
- **Increased Customer Service!!**

Challenges

- **Culture change**
- **New terminology**
- **Plugging in mid to late career for many employees**
 - *Validate some in their roles*
 - *Challenge others*
- **Should be viewed as growth opportunity**

Focus To Date

Conducted Group Trainings

- *Sourcing Skills Enhancement*
- *Inventory Skills Enhancement*
- *Legal Aspects of Purchasing*
- *Market Analysis*
- *Scope of Work Development*
- *Negotiations*
- *How to Lead Meetings*
- *Leading Teams*

Supply Chain On-Line Courses

Core Knowledge Element	Course Title	Course Description	Course Code	CE Hours	Source
Supply/Demand Planning & Molding	Advanced Financial Modeling & Forecasting Workshop		SC0118		AMA
Forecast Continuous Improvement	Advanced Financial Modeling & Forecasting Workshop		SC0118		AMA
Supply/Demand Planning & Molding	Basic Replishment & Forecasting Statistics and Probability		SC0104		ISM
Inventory Management	Basic Replishment & Forecasting Statistics and Probability		SC0104		ISM
Market Analysis (Commodity Related)	Best Practice Benchmarking		SC0144		Forefront Group
Market Analysis (Commodity Related)	Building Industry Knowledge		SC0141		Forefront Group
Business Strategy and Supply Chain	Business Analysis Essentials		SC0102		AMA
Inventory & Spend Management	Certified Supply Chain Professional (CSCP) program		SC0127		APICS
Program, Environmental and Policy	Corporate Sustainability & The Environment		SC0146		ISM
Inventory & Spend Management	CPIM Certification Program		SC0125		APICS
Inventory Management	CPIM Certification Program		SC0125		APICS
Business Strategy and Supply Chain	Customer-Focused Supply Chain Management courses		SC0109		APICS
Special Event and Product Lifecycle	Customer-Focused Supply Chain Management courses		SC0109		APICS
Supply/Demand Planning & Molding	Demand Management		SC0103		CSCMP
Purchase Requirements Planning	Effective Supply: Identifying Requirements		SC0112		ISM
Product or Service Design/Supply Chain	Elements of Product Design		SC0137		ISM
Inventory & Spend Management	Financial Fundamentals		SC0122		CSCMP
Forecasting	Forecasting Demand		SC0117		ISM
Trend Forecasting	Forecasting Simulation		SC0120		ISM

Supply Chain On-Line Courses

Core Knowledge Element	Course Title	Course Description	Course Code	CE Hours	Source
Inventory Management	Fulfillment Fundamentals: Introduction		SC0132		ISM
Business Strategy and Supply Chain	Introduction to Supply Chain: Basics		SC0101		ISM
Inventory Management	Inventory Control Workshop series		SC0134		APICS
Inventory Management	Inventory Management		SC0130		CSCMP
Inventory & Spend Management	Inventory Management Metrics & Classification		SC0128		ISM
Inventory Management	Inventory Management Practices		SC0131		ISM
Product or Service Design/Supply Chain	Lean Enterprise Workshop Series		SC0139		APICS
Market Analysis (Commodity Related)	Market Analysis		SC0143		Forefront Group
Information Technology	Material Requirements Planning		SC0121		CSCMP
Trend Forecasting	Measuring Forecast Error & Variability		SC0119		ISM
Inventory & Spend Management	Organizing & Analyzing Spend		SC0126		Forefront Group
Market Analysis (Commodity Related)	PACE © and Supply Market Analysis		SC0145		ISM
Inventory Management	Physical Distribution Systems		SC0133		ISM
Inventory Modeling	Physical Distribution Systems Part 1		SC0129		CSCMP
Inventory & Spend Management	Principles of Operations Management program		SC0124		APICS
Inventory Management	Principles of Operations Management program		SC0124		APICS
Product or Service Design/Supply Chain	Product End-of-Life Management		SC0138		ISM
Inventory Management	Profitable Inventory Management & Control		SC0135		Next Level
Supply/Demand Planning & Molding	Requirements Development, Documentation & Management		SC0107		AMA

Supply Chain On-Line Courses

Core Knowledge Element	Course Title	Course Description	Course Code	CE Hours	Source
Purchase Requirements Planning	Requirements Development, Documentation & Management		SC0107		AMA
Business Strategy and Supply Chain	Requirements Planning & Prioritization		SC0100		Forefront Group
Purchase Requirements Planning	Requirements Planning & Prioritization		SC0100		Forefront Group
Special Event and Product Lifecycle	Sales & Operation Planning Management Consideration		SC0110		ISM
Product or Service Design/Supply Chain	Sales & Operations Planning Concepts		SC0136		ISM
Market Analysis (Commodity Related)	Supply Base Assessment		SC0142		Forefront Group
Forecasting	Supply Chain Inventory Management course		SC0116		Forefront Group
Forecast Continuous Improvement	Supply Chain Inventory Management course		SC0116		Forefront Group
Raw Forecast Development	Supply Chain Inventory Management course		SC0116		Forefront Group
Purchase Requirements Planning	Supply Chain Management		SC0111		ISM
Supply/Demand Planning & Molding	Supply Chain Planning: Finding the Right Model		SC0105		ISM
Supply/Demand Planning & Molding	Supply Chain Planning: Leading Practices		SC0106		ISM
Collaborative Planning	Supply Management Planning & Execution Modules 1&2		SC0108		CSCMP
Raw Forecast Development	Supply Management Planning & Execution Modules 1&2		SC0108		CSCMP
What-If Analysis	Supply Planning Simulation Game		SC0114		Responsive.net
Program, Environmental and Policy	Sustainability and the Product Lifecycle		SC0147		ISM
Inventory & Spend Management	Symptoms of Poor Inventory Management		SC0123		ISM
What-If Analysis	Utilities Simulation Game		SC0113		Forefront Group
Warranty Management	Warranties & Product Liability	Warranties may be a part of the obligations of a supplier of either goods or services as a result of law or contract language. This course addresses the concept of warranty and its legal sources. The course also covers product liability and its relationship to warranties as well as important considerations for the supply professional with regard to product liability.	SC0140		ISM
What-If Analysis	What if Analysis		SC0115		Responsive.net
Tools/Repairs Scheduling and Allocation					
Work Behavior Analysis & Industry Knowledge					

Questions

