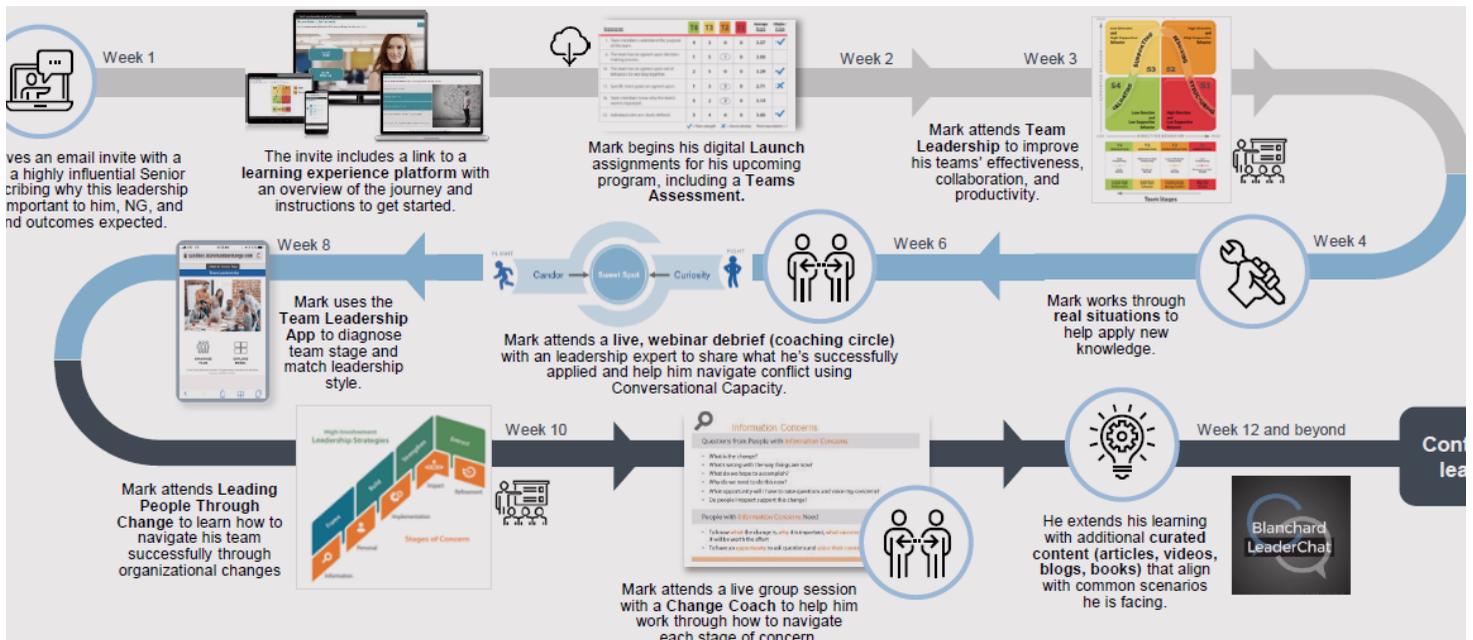




LEARNING PATHWAYS: MAPPING THE FUTURE OF TECHNICAL PROFESSIONAL DEVELOPMENT



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INTRODUCTION

Utilities have long relied on a combination of experience, training hours and/or degree obtainment, and technical manuals (i.e., job aids) to develop internal subject matter expertise. But the pace of technological and business model transformation underway throughout the industry is dramatically reshaping the kind of skills and competencies—such as analytics and customer interfacing—that technical staff must know and be able to do; workforce development solely focused on on-the-job experience and workshops simply cannot keep up. Needed, then, is a new approach to planning and programming the professional development of technical staff, one grounded in the research base on adult learning and able to keep pace with the speed of change.

One promising approach to the overhaul of technical professional development: creating and systematizing learning pathways.

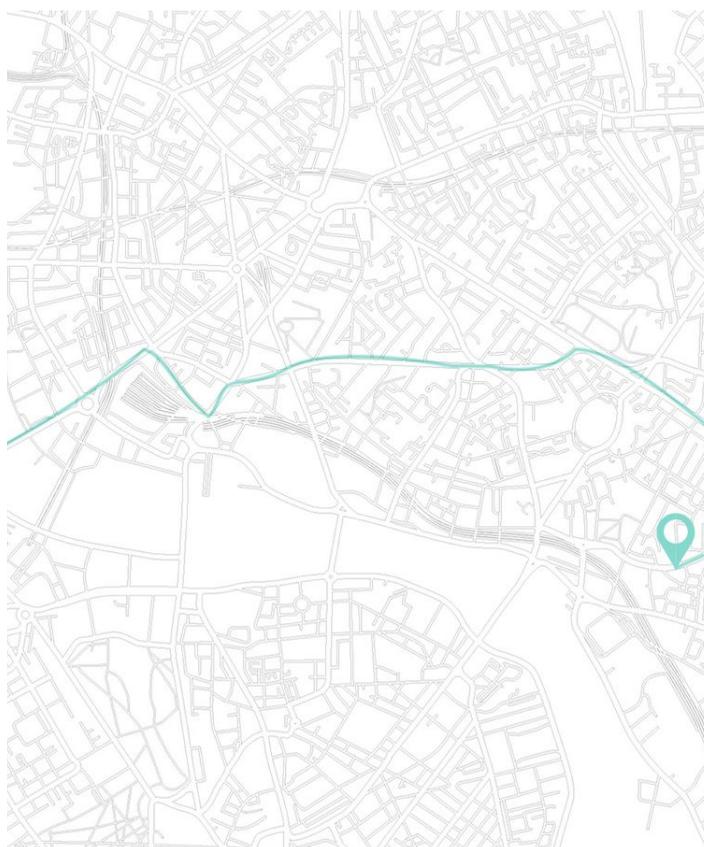
INTRODUCING LEARNING PATHWAYS

Learning Pathways are a designed and deliberate sequence of intermediate learning activities that lead to mastery in a critical skill area or competence. Think of them as maps, routes, or steppingstones for professional development. Learning Pathways can be developed for a role, department, and/or skill; they can also be personalized around individual employees' career goals, needs, and/or interests.

A pathway typically consists of statements about the skills and/or competencies to be obtained, the path or route of experiences to achieve those learning goals, and the outcomes or achievements to be obtained (i.e., badges, promotions).

A learning pathways approach can improve the continuity, flexibility, and integration of professional development of your technical staff. It does so by ensuring what employees need to know and be able to do is:

- *Extensive*: effective learning pathways sequence multiple opportunities to learn and practice a skill or competence over time; they also utilize learning science principles like spaced repetition and practice to ensure that learning sticks.



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- *Diverse*: activities included as part of a pathway are multi-modal and multi-disciplinary, inclusive but not limited to formal training workshops and conferences. Such sequences may also include specific tasks and projects, mentoring and feedback, shadowing and rotations, online self-directed learning, readings, and so on. Methods will be based on the demands of the skill or competence and the learning goals established.
- *Accountable*: The impact and application of learning can be more readily monitored by using completion rates, assessments, and performance feedback opportunities throughout the pathway.

Learning pathways can be implemented online and largely self-directed, making them an ideal mechanism to support continued professional development during the COVID-19 pandemic.

Quanta Technology's recent survey of recruitment and retention practices throughout the industry found very few instances of learning pathways implementation. However, the concept has recently exploded in the tech sector, with several major corporations—including Microsoft, Google, and LinkedIn—rolling out pathway projects over the past year.

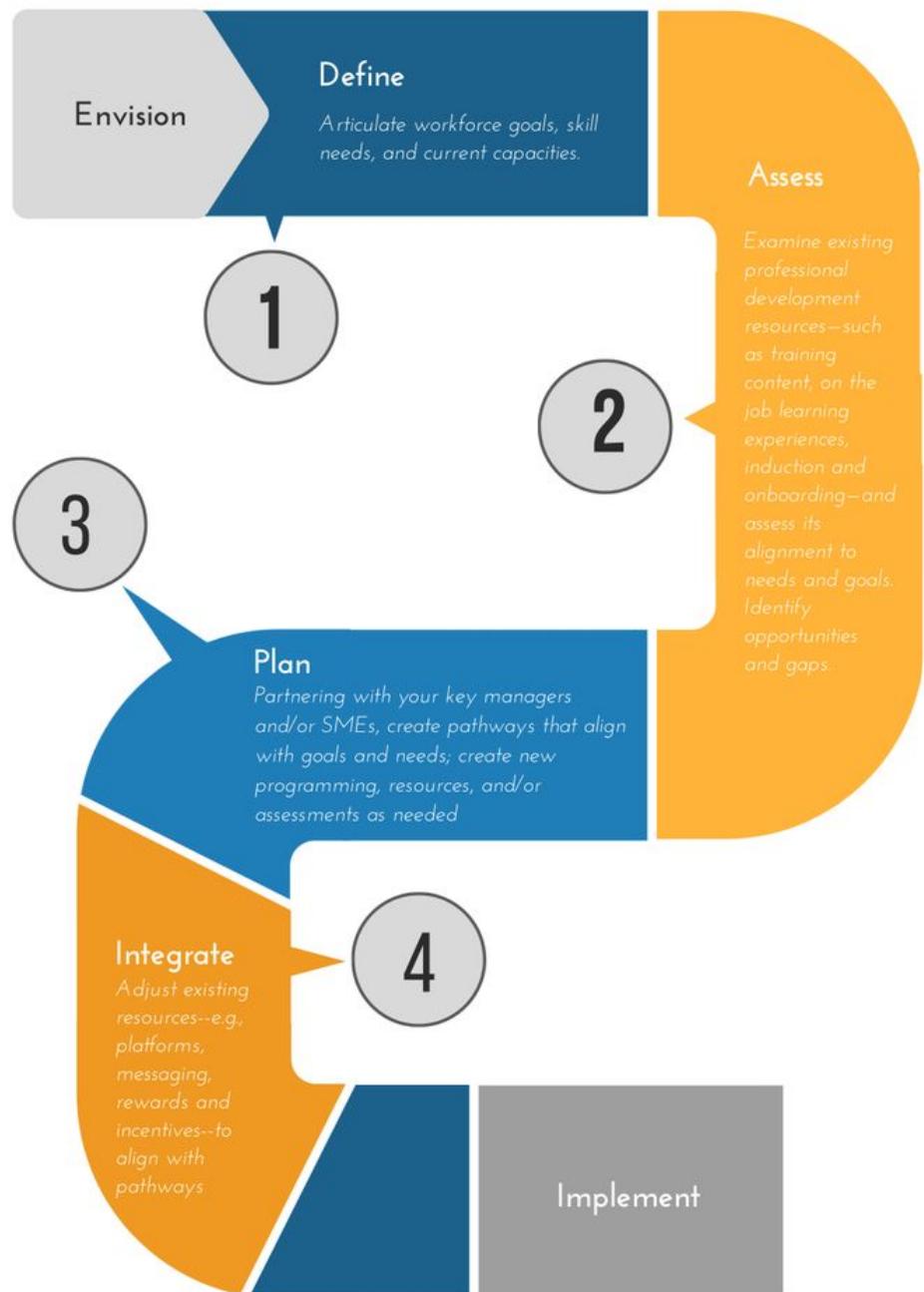
QUANTA: YOUR LEARNING PATHWAYS PARTNER

Learning Pathways Process

On their own, Learning Pathways can improve the systems and structures of professional development activities; as part of a broader workforce transformation effort, they can also be a component in the improvement of your professional development systems and structures themselves, such as the HR/Talent functions of your organizations. Quanta can work with you to determine your vision for change and the how creation and implementation of learning pathways can spearhead lasting transformation of technical skill development across your organization.

Quanta's learning pathway development process, outlined in the graphic at right and in the chart on the next page, is highly personalized to an organization and even an individual department's specific needs and goals. Our subject matter experts work closely with your key managers and stakeholders throughout the process to ensure the pathways and supporting programming developed align to both your organization's needs and strategy and industry best practices.

Interested in starting the Learning Pathways journey? Contact Brad Cawn, Quanta's Senior Advisor, Knowledge Transfer, at bcawn@quanta-technology.com or (847) 946-4595 to discuss your goals and potential next steps.



LEARNING PATHWAYS ACTIVITIES



Define

- Knowledge mapping
- Surveying
- Skills benchmarking
- Learner profiles



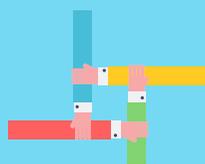
Assess

- Audit existing resources, programming, and skills capacities
- Identify opportunities and barriers to implementation



Plan

- Create pathways for roles, departments, and/or skills
- Develop additional assessments and programming that support pathways



Integrate

- Align existing programming with pathways
- Support managers to facilitate pathways uptake