

# Raytheon reduces costs, enhances employee performance for local utility company.

## Client Overview

DTE Energy is a diversified Michigan energy company involved in developing and managing energy-related businesses and services nationwide. Operating units include an electric utility serving 2.2 million customers, a natural gas utility serving 1.2 million, and other non-utility, energy businesses.

## Business need

Deregulation, consolidation among providers, and the search for renewable energy resulted in significant upheaval in the energy industry. DTE Energy recognized that these changes demanded innovation and discipline. They decided to strategically outsource select, non-core functions to “drive costs down and develop administrative processes that provided value to both employees and customers.”

The utility was challenged to ensure their more than 10,000+ employees were compliant with their regulatory and safety training. Pulling employees away from their jobs to meet training requirements resulted in lost productivity and increased cost. Consequently the utility decided to partner with a training organization with extensive experience in the learning industry—Raytheon Professional Services (RPS).

Instructor-led training was the primary delivery method for DTE Energy employees, focused heavily on safety and regulatory training. In addition to implementing blended learning, they rolled out an enterprise-wide SAP Learning Management System that encompassed all training activities. This was a significant change for the employees and for RPS to manage from a training perspective.

## How RPS helped

After assessing the capabilities of several outsourcing firms, the client chose RPS because of its expertise in creating and delivering cost-effective technical training that employed the latest blended learning technologies.

The initial step in this transformation process was to analyze the content of hundreds of existing service technical courses and DTE Energy’s training delivery process. Based on this information, RPS provided services across the full learning value-stream, which included:

- Curriculum analysis & learning design
- Instructor-led and web-based courseware development
- Learning delivery (classrooms, instructors, and online courseware)
- Learner testing and performance evaluation (Level I, II and III)
- Learning administration (scheduling, rosters, records retention, educational assistance/tuition reimbursement (ETAP) Contact Center (Learning “Help Desk” or “Call Center”)

- Learning reports and metrics to track expirations and compliance for safety-related certifications and job-related qualifications
- Technology support for the client’s SAP LMS
- New delivery media previously unavailable (i.e., webinars, virtual classroom training, proctored web-based training)

## Business results

DTE Energy continues to experience improvement in key areas including strategic alignment, quality, capability, efficiency, and cost. Additionally, the client has realized a number of important benefits:

- Process improvement initiatives in their learning program through RPS’ Six Sigma capability and the client’s continuous improvement methodologies.
- Convenience through 24/7 web based course availability.
- Target learner satisfaction ratings achieved for all media types via a blended model.

## DTE Energy Testimonial

*“Our best-in-class service provider is leveraging their networks for improved training development, delivery, administration, and measurement. Best-in-class training service providers offer advantages: accelerated transformation, proven high-quality non-specialized training, speed and accuracy, efficient administration and tactical processing, management/maintenance of world-class tools and technology, appropriate measurement/monitoring practices, e-learning technology that otherwise would be cost prohibitive, lower overall cost structure to our organization, and allows a more variable cost model in the future.”*

- Raymond Kelly IV, Director for Technical Training and Safety

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