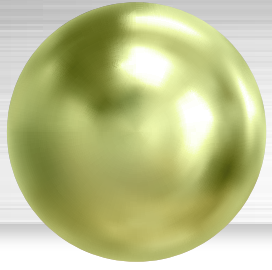




# Development Course Catalog 2021



# ***DEVELOPMENT***

We believe people strive for improvement.

Our training is delivered in an interactive & informative format that is educational, retainable, engaging and applicable.

**Our training process is *Uniquely Lucas*.**

Training meets Federal, State and regional requirements in addition to company-specific guidelines.

## **4 Development Paths | Limitless Growth Potential**

- Human Performance Improvement (HPI)
- Leadership Development
- Safety & Health
- Talent Development

Due to the global COVID-19 crisis Lucas OPT™ offers virtual trainings wherever possible. Courses subject to regulatory oversight, requiring in person instruction, follow all current COVID-19 safety protocols.

Courses are offered in-person and virtually.

On- Demand  
coming soon!

An abstract graphic in the bottom right corner features a blue, wireframe-style hand holding a large, glowing blue gear. The background is dark blue with a diagonal yellow line. The text 'DRIVING GROWTH' is written in large, bold, white capital letters across the bottom.

# **DRIVING GROWTH**

# Lucas OPT Development Pricing

## HPI Courses

### HPI Tools and Techniques Workshop: Fundamental Skills Development

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

### Incident Evaluation and Causal Analysis Fundamentals: An HPI Approach

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

### The BEST Observation

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

### HPI for Engineers and Knowledge Workers

4-Hour Virtual Training	\$650	Maximum 20 People
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### Front Line Safety: Line Manager's Roles, Responsibilities and Opportunities

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

### Cognitive Interviewing: Getting Details to Get Results

2-Hour In Person	\$200/Person	Maximum 20 People
2-Hour Virtual Training	\$100/Person	Maximum 20 People

### Navigating Through the Fog of Change:

#### A HPI Approach During a Time of Crisis & Uncertainty

1-Hour In Person	\$200/Person	Maximum 20 People
1-Hour Virtual Training	\$100/Person	Maximum 20 People

## Leadership Courses

### Leadership by Design I: Supervisory Skills Development

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

### Leadership by Design II:

#### Continuing Education for Program/Process Managers

16-Hour In Person	\$3,600	Maximum 20 People
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### Safety Culture Leadership

8-Hour In Person	\$1,800	Maximum 20 People
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### Safety Culture: Organizational Habits and the Erosion of Practice

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

## Developing Safety Teams and Champions

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

## Safety Advocacy: Roles, Responsibilities and Techniques

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

## Supervisor 101 Fundamentals Course: A Human Performance Improvement Focus

Two 4-Hour Virtual Trainings	\$1,300	Maximum 20 People
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## Life, Work and the Distractions that Make Both Difficult: A Fresh Look at an Old Problem

2-Hour In Person	\$200/Person	Maximum 20 People
2-Hour Virtual Training	\$100/Person	Maximum 20 People

## Series of Yellow Lights: Situational Thinking

2-Hour In Person	\$200/Person	Maximum 20 People
2-Hour Virtual Training	\$100/Person	Maximum 20 People

## Generational Shift: Myths & Realities of our Multi-Generational Workforce

2-Hour In Person	\$200/Person	Maximum 20 People
2-Hour Virtual Training	\$100/Person	Maximum 20 People

## Safety & Health Courses

### Safety Conscious Work Environment: Skills & Techniques Workshop

8-Hour In Person	\$1,800	Maximum 20 People
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### Safety Auditor & Assessment Training

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

### Introduction to Causal Analysis & Corrective Action Planning

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

### Incident Evaluation

4-Hour In Person	\$900	Maximum 20 People
4-Hour Virtual Training	\$650	Maximum 20 People

### Advanced Causal Analysis Techniques Workshop: Causal Analysis & Corrective Action Management

8-Hour In Person	\$1,800	Maximum 20 People
8-Hour Virtual Training	\$1,300	Maximum 20 People

## Conduct of Reliability | Operational Excellence

8-Hour In Person	\$1,800	Maximum 20 People
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## CPR/AED & First Aid Certification

6.5-Hour In Person	\$1,550	Maximum 12 People
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## CPR/AED & First Aid Certification Refresher Course

4-Hour In Person	\$900	Maximum 12 People
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4-Hour Virtual Training	\$650	Maximum 12 People
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## Fire Extinguisher Training

2-Hour In Person	\$200/Person	Maximum 8 People
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## Talent Development Courses

### Train the Trainer Course: The ADDIE Model

40-Hour In Person	\$9,000	Maximum 10 People
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### Train the Trainer Course: DOE - 426 SAT Model

40-Hour In Person	\$9,000	Maximum 10 People
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### SME Trainers Training

16-Hour In Person	\$3,600	Maximum 10 People
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### Facilitation Skills Workshop

4-Hour In Person	\$900	Maximum 10 People
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### Training for the Non-Trainer

4-Hour In Person	\$900	Maximum 20 People
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4-Hour Virtual Training	\$650	Maximum 20 People
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### Effective Leadership Presentation Skills

4-Hour In Person	\$900	Maximum 20 People
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4-Hour Virtual Training	\$650	Maximum 20 People
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### Building an Inclusive Workplace Culture

1-Hour Virtual Training	\$50/Person	Maximum 20 People
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### The Soft Skills of Leadership

1-Hour Virtual Training	\$50/Person	Maximum 20 People
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### Building Your Professional Identity – How to Brand and Network Yourself

1-Hour Virtual Training	\$50/Person	Maximum 20 People
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### Finding Your Voice

1-Hour Virtual Training	\$50/Person	Maximum 20 People
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# Human Performance Improvement



## The framework of Human Performance is captured in four guiding principles:

People are fallible, and even the best make mistakes. Error-likely situations are predictable and manageable. Individual behavior is influenced by organizational processes and values. Operational excellence is not measured by the absence of incidents but by the presence and effectiveness of defenses.

Lucas drives improvement for clients by supporting the learning of different tools and techniques in HPI. We support complete collaboration and transparency, working with clients to select the appropriate organizational modules, training and discovery practices that meet immediate needs and satisfy long-term expectations.

## HPI Courses

HPI Tools and Techniques Workshop: Fundamental Skills Development	7
Incident Evaluation and Causal Analysis Fundamentals: An HPI Approach	8
The BEST Observation	9
HPI for Engineers and Knowledge Workers	10
Front Line Safety: Line Manager's Roles, Responsibilities and Opportunities	10
Cognitive Interviewing: Getting Details to Get Results	11
Navigating Through the Fog of Change: A HPI Approach During a Time of Crisis & Uncertainty	11



### Overview:

Organizations spend considerable time and effort recovering from undesirable events that too often are blamed solely on human error. A more productive effort is spent in advance of these events by planning for human error rather than reacting to it.

Participants are able to use the tools from the training course immediately in the workplace, having practiced and discussed various error prediction and reduction techniques and tools.

Course certified and accredited through Team Concepts Training and Consulting.

### Options:

8-Hour  
In Person  
or Virtual

### Training Goals: By the end of this course, participants will:

- The definition of latent weaknesses, active errors, latent errors, error likely situations and other human performance improvement terms and conditions.
- The five basic principles of Human Error Management.
- 10 techniques and tools for “fixing the problem” not the person.
- HPI in work planning and project management (tools for accident-free routine and non-routine work).
- HPI Causal Analysis methodologies and corrective action planning (preventing the frequency and severity of similar events in the future).



### Overview:

The consequences and costs associated with a less than adequate, ineffective or inaccurate incident analysis process can be significant. Missed opportunities to uncover organizational and individual weaknesses can lead to process losses, increased costs, personal injuries and environmental insults. This course presents effective analysis tools and techniques that provide a more accurate picture of why performance fails to meet expectations.

### Options:

8-Hour  
In Person  
Or Virtual

### Training Goals: By the end of this course, participants will:

- Learn the importance and method for crafting a defined problem statement.
- Discuss the biases and filters that hinder an adequate and effective analysis process.
- Gain a working knowledge of event-conditions charting, cause and effect trees and cross-level conditions timeline to determine collective significance in lower level 'practical drift' events.
- Practice the use of four common analytical techniques: Barrier Analysis, Change Analysis, Causation Staircase and HPI Task Reviews (simple and complex)
- Create impactful and measurable corrective actions based upon the SMART criteria.
- Develop a meaningful, well written incident analysis and corrective action management report.





USED TO REINFORCE ORGANIZATIONAL GOALS AND INDIVIDUAL RESPONSIBILITIES RELATING TO CREATING AND SUSTAINING A SAFE, PRODUCTIVE WORK ENVIRONMENT.

### Overview:

Formal inspections serve an important function in assuring safe, compliant and efficient operations; however, hazardous conditions can still be overlooked if the organization relies only on this type of assessment and audit to uncover latent organizational weaknesses and individual

performance issues. A well-written checklist used by an experienced inspector is an important part of the total observation and feedback process, but a complimentary informal observer process can capture underlying conditions more readily and usually at a less threatening risk level. Managers, skilled crafts persons and other professionals should be observers 100% of the time, not just when they don a badge, vest and clipboard.

### Options:

4-Hour  
In Person  
or Virtual

**Training Goals:** Using a 90-second process, field tested for years by trained observers from a diversity of industries working in a wide variety of settings (manufacturing, construction, service and administrative), participants will learn how to eliminate mental biases, determine organizational and individual areas of improvement and provide constructive, meaningful feedback during the observation.

Using the BEST observation process, participants will learn to recognizing conditions and behaviors that lead to unsafe acts and performance issues, while developing a greater sense of safety awareness personally.



## HUMAN PERFORMANCE IMPROVEMENT

### HPI for Engineers and Knowledge Workers

#### Overview:

The Department of Energy (DOE) Standard Handbook 1028-2009 states, engineers and other knowledge-based workers contribute differently than first-line workers to facility events. Design and design change problems are a factor in 81% of the events involving human error.

#### Options:

4-Hour  
Virtual

#### Training Goals: By the end of this course, participants will:

- Understand the H.E.A.R.T. Analysis
- Design with the mind in mind
- Resolve user-designer gap with forcefield countermeasures analysis



## HUMAN PERFORMANCE IMPROVEMENT

### Front Line Safety: Line Manager's Roles, Responsibilities and Opportunities

#### Overview:

Supervisors and lead workers are the only organizational bridge that reduces the gap between what employees want and what the organization needs. Course materials are customized based upon a personal assessment of each individuals.

#### Options:

4-Hour  
In Person  
or Virtual

#### Training Goals: By the end of this course, participants will:

- How to guide and organize work to ensure quality and safety
- How to management performance and relationships
- How to develop people via a variety of supervisory techniques

Participants will have an action plan designed for their own continued improvement.



## HUMAN PERFORMANCE IMPROVEMENT

### Cognitive Interviewing: Getting Details to Get Results

#### Overview:

The finer details our senses pick up during an event (e.g., accident, crime or emergency) are often key to unraveling what happened. These details get stored in our brain's "Indiana Jones" warehouse - buried in a corner with limited access. Interviewers often, in an attempt to unlock those details, disrupt the flow of information.

#### Options:

2-Hour  
In Person  
or Virtual

#### Training Goals: By the end of this course, participants will:

- Learn how to overcome inherent challenges of interviewing
- Maximize the information obtained
- Reduce stress on those being interviewed



## HUMAN PERFORMANCE IMPROVEMENT

### Navigating Through the Fog of Change: A HPI Approach During a Time of Crisis & Uncertainty

#### Overview:

Change and uncertainty are more constant than we think. Uncertain times reveal reality. We need to know the future cannot be predicted based on the past. Managing change is an unwritten job description for all. Employees are impact minded and want to be a part of the solution.

#### Options:

1-Hour  
In Person  
or Virtual

#### Training Goals: By the end of this course, participants will:

- Learn how to avoid "yellow light" statements
- How implementing controls to help mitigate risk
- How subject matter experts (SMEs) increase our success
- How to identify decision traps and how we can avoid them



# Leadership

**“What you do has a far greater impact than what you say.” | Stephen Covey**

Leaders are the most important organizational bridge, filling the gap between what employees want and what the organization needs. Leadership skills are learned & practiced to be perfected.

Our uniquely Lucas methods will provide real-world applications for the development of leadership skills in people a company promotes and seasoned managers.

## Leadership Courses

Leadership by Design I: Supervisory Skills Development	13
Leadership by Design II: Continuing Education for Program/Process Managers	14
Safety Culture Leadership	15
Safety Culture: Organizational Habits and the Erosion of Practice	16
Developing Safety Teams and Champions	16
Safety Advocacy: Roles, Responsibilities and Techniques	17
Supervisor 101 Fundamentals Course: A Human Performance Improvement Focus	17
Life, Work and the Distractions that Make Both Difficult: A Fresh Look at an Old Problem	18
Series of Yellow Lights: Situational Thinking	18
Generational Shift: Myths & Realities of our Multi-Generational Workforce	19



**Overview:** Designed to introduce communication and priority management techniques to new and seasoned supervisors.

**Training Goals:** By the end of this course, participants will understand:

- Management Gaps between work as planned and work as performed
- Near-Miss reductions by reinforcing safe personnel work habits
- The potential for significant events resulting in negative outcomes
- How to motivate and empower individuals to invest in their own performance

### Options:

8-Hour  
In Person  
or Virtual

**Module One:** What is a safety culture?

Supervisor and foreman roles and responsibilities to create and sustain a successful safety culture (an overview)

**Module Two:** Ensuring work as planned is work as performed

Observation and feedback techniques  
Leading by questioning to increase engagement

**Module Three:** Work planning and safe execution

Identifying and reducing or eliminating errors and unsafe acts and conditions (hazard awareness, recognition and controls)

**Module Four:** Managing and monitoring performance

Crucial conversations and confrontations: defining accountability  
Recognizing the significance of an issue before it turns into a consequence or negative outcome





### Overview:

In-depth discussion, a series of hands-on competitive activities and case studies will further develop the competencies & skills of today's professional manager.

### Options:

16-Hour  
In Person

Course materials are customized based upon a personal assessment of each individuals.

**Training Goals:** By the end of this course, participants will understand:

- How to improve their working knowledge and skills in six leadership-management areas

### Module One: The 21st Century Organization

Accelerating learning and transition

### Module Two: Leadership/Management Profile

Six key competency assessments

### Module Three: Manager's Guide to Behavioral Economics

The science of improving motivation and ability

### Module Four: Decision Making and Discussions

Two major career-ending or enhancing paths toward reward or regret

### Module Five: Team Leadership Styles

Issues management communications styles and project team leadership traits

### Module Six: Delegation and Priority Management

Defined accountability and shared responsibility



### Overview:

There is a common misconception that an organization must choose between productivity and doing work safely. With proper planning, execution and maintenance, a safety culture will result in an increase of both productivity and safety.

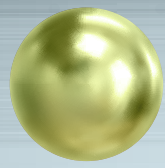
### Options:

8-Hour  
In Person

**Training Goals:** Using research based, fact-driven HPI techniques and tools, students will learn to predict when and where errors will occur, and how to eliminate “the undesirable event” - whether it is a failure to meet a customer’s need, meager conformity with regulatory requirements or poor productivity and less than adequate safety performance in the workplace.

### Course Topics:

- Learn principles, evolution, definition and attributes of a successful safety culture.
- Understand the mechanics and methodologies for maintaining an effective incident analysis and corrective action planning program.
- Demonstrate the working knowledge and skills necessary to provide safety advocacy for an individual who is unwilling or unable to do so.
- Learn how to set and manage safe work performance expectations.
- Discuss how to utilize the appropriate tools and techniques for safety improvement, including:
  - BEST Observation and Feedback Process (the 90-second observation safety walk)
  - Defense in Depth Strategies: Choice, Control or Constraint?
  - Questioning Attitude: Structured Mental Framework for Eliminating/Reducing Incidents and Near Misses
- Learn how to leverage organizational influencers in order to create a sustainable safety culture and a passionately proactive workforce.



## LEADERSHIP

### Safety Culture: Organizational Habits and the Erosion of Practice

**Overview:** Sustain a successful safety culture: understand how behavior fits into an organization. Gain an understanding of how cultural norms are formed & eroded and can be improved.

#### Options:

4-Hour  
In Person  
or Virtual

**Training Goals:** By using five key error reduction techniques  
Individuals will learn to recognize the drift into failure caused by shortcuts, the specific questioning attitude and mental tools to employ in routine and non-routine situations and how to avoid common mistakes and biases that lead to unsafe acts and conditions.



## LEADERSHIP

### Developing Safety Teams and Champions

**Overview:** This course will help team members develop skills required for defining, developing, and following a reliable process that leads to consistent results.

#### Options:

8-Hour  
In Person  
or Virtual

**Training Goals:** During the one-to-two-day course, participants will:

- Understand obstacles & challenges facing change agents and safety champions.
- Understand strategic planning, safety improvement plan development, measuring & monitoring results and communicating up, down & across the stream to garner cooperation and reduce conflict.
- Be able to identify causes of lagging and leading safety indicators, and how to impact the organization toward continuous safety improvement.
- Develop meaningful, well-written goals, supporting objectives and defined responsibilities.
- Learn their own team strengths and limitations by completing an individualized effectiveness assessment and subsequent action plan for improvement.



## LEADERSHIP

### Safety Advocacy: Roles, Responsibilities and Techniques

#### Overview:

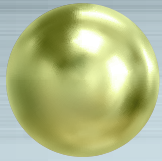
Advocacy is a skill that must be taught, learned, applied and practiced. An advocate can prevent a company from falling victim to a consequence driven culture which hides near-miss events.

#### Options:

4-Hour  
In Person  
or Virtual

#### Training Goals:

During this workshop presentation, participants will learn the non-verbal cues that trigger the need for advocacy, how to advocate on someone else's behalf, and how to communicate and manage conflicts in order to achieve the mutual best interest of the individual and the organization.



## LEADERSHIP

### Supervisor 101 Fundamentals Course: A Human Performance Improvement Focus

#### Overview:

Managing performance is very different than performing the work yourself. When the most proficient and proven employees are promoted, training the supervisory skills gap is essential for success in their new role.

#### Options:

Two 4-Hour  
Virtual

#### Training Goals:

By the end of this course, participants will understand:

- Their current level of strengths and vulnerabilities
- Communication and decision making skills
- How to set clear expectations
- How to personally support the learning within the organization



## LEADERSHIP

### Life, Work and the Distractions that Make Both Difficult: A Fresh Look at an Old Problem

#### Overview:

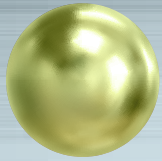
Learn about life's distractions, how they can negatively affect performance and what you can do to help prevent undesirable results from distractions thrown at us.

#### Options:

1-Hour  
Virtual

**Training Goals:** By the end of this course, participants will understand:

- The difference between actual and perceived abilities
- How to spot when your work priorities are wrong
- We all need the reminder to "Fly the Airplane"



## LEADERSHIP

### Series of Yellow Lights: Situational Thinking

#### Overview:

People rarely have a problem with the green and red light decisions. It's the yellow lights—the moments of intuitive decisions & automatic reflex that cause the greatest number of near misses to severe losses. Yellow light moments represent the biases that influence our actions & decisions, which, if predicted, can be used to eliminate errors that result in accidents.

#### Options:

2-Hour  
In Person  
or Virtual

**Training Goals:** Using case studies, hands-on activities and group discussions, participants will be introduced to a set of mental tools and practical techniques in order to manage their own yellow light moments.

Individuals will recognize the specific yellow light traps present in their policies, procedures and work practices and how to eliminate these traps in order to improve safety and performance.





### Overview:

Though people who live at the same time in the same era typically experienced the same significant emotional events, we were NOT similarly shaped by them.

Course materials are customized based upon a personal assessment of each individual creating a personality profile. These profiles are used to breakdown and work through two major myths:

1. There are only four generations working today
  2. Our age determines our generational era
- Effectively working through these myths aids in communication, reducing conflict.

### Options:

2-Hour  
In Person  
or Virtual

**Training Goals:** By the end of this course, participants will understand:

How to improve their working knowledge and skills in six leadership-management areas

### Module One: The 21st Century Organization

Accelerating learning and transition

### Module Two: Leadership/Management Profile

Six key competency assessments

### Module Three: Manager's Guide to Behavioral Economics

The science of improving motivation and ability

### Module Four: Decision Making and Discussions

Two major career-ending or enhancing paths toward reward or regret

### Module Five: Team Leadership Styles

Issues management communications styles and project team leadership traits

### Module Six: Delegation and Priority Management

Defined accountability and shared responsibility



# Safety & Health

We've untangled the red tape of safety regulations.

Lucas delivers safety training helping educate employees at all levels on the most current Occupational, Safety and Health Administration (OSHA), Centers for Disease Control and Prevention (CDC) and Department of Labor and Industry (L&I) regulations, as well as other agencies that oversee workplace safety and health. Our training materials meet federal, state and regional requirements in addition to company-specific guidelines.

## Safety & Health Courses

Safety Conscious Work Environment:	21
Skills & Techniques Workshop:	21
Safety Auditor & Assessment Training:	22
Introduction to Causal Analysis & Corrective Action Planning:	23
Incident Evaluation:	23
Advanced Causal Analysis Techniques Workshop:	24
Causal Analysis & Corrective Action Management:	24
Conduct of Reliability   Operational Excellence:	25
CPR/AED & First Aid Certification:	26
CPR/AED & First Aid Certification Refresher Course:	26
Fire Extinguisher Training:	26



### Overview:

Most Safety Culture training is primarily designed to improve the motivation of individuals, in order to inspire and educate them on the importance of performing work safely. However, most workers already understand this - it's not the motivation that generally needs improvement, it's the ability to actually perform successfully that requires continuous improvement through greater working knowledge and skills development.

This course will prepare individuals with the knowledge and skills necessary to predict, manage and prevent incidents and accidents associated with work planning and execution. It will also provide staff with the skills and mental tools necessary to appropriately identify specific controls for 'elevated at-risk' conditions and error-likely situations.

### Options:

8-Hour  
In Person

**Training Goals:** By the end of this course, participants will be able to:

- Define and characterize a safety conscious work environment and indicators of a chilled work environment.
- Create conditions that lead to improved error prediction, error prevention and safe execution of work management.
- Demonstrate a working knowledge of observation and feedback tools at all levels of the organization.
- Conduct constructive conversations in order to reinforce expectations and to change undesirable behaviors that lead to unsafe acts and unsafe conditions.



### Overview:

This course provides instruction for performing effective formal and informal safety audits, known as walkabouts. Safety audits and assessments are an important part of every organization's continuous safety improvement process. Companies that perform effective walkabouts detect process errors and hidden hazards that can lead to consequential events. Organizations that only audit after an incident are forever destined to experience a history of avoidable and preventable accidents and injuries.

### Options:

8-Hour  
In Person  
or Virtual

### Training Goals:

During the one-day course, participants will:

- Learn the importance and method for crafting a well-defined audit and assessment checklist.
- Discuss the biases and filters that hinder an adequate and effective audit and assessment process.
- Gain a working knowledge of auditor and assessor tools and techniques, including the four phases of effective interviewing and vital conversation skills used to reduce conflict while identifying important issues.
- Learn how to drill down beyond obvious deficiencies to uncover the true underlying causes of non-compliance or non-conformance issues or deficiencies.
- Identify and discuss the six phases of the auditing process.
- Develop a meaningful, well written audit and assessment management report.

**Overview:**

If an organization experiences repeat, adverse events despite a thorough analysis, the process is wrong. Effective analysis and corrective action reduces the frequency and severity of similar issues.

**Options:**

4-Hour  
In Person  
or Virtual

**Training Goals:** By the end of this course, participants will understand:

- How the four common causal analysis tools should be used to separate correlations and coincidences from genuine causes
- Which corrective actions best fit the performance deficiency or error-likely situation
- How to select & implement the appropriate methodology & techniques in order to assure the proper causal factors are identified and subsequent corrective actions are developed.

**Overview:**

A variety of challenges await the incident investigator when interviewing observers and eyewitnesses, preserving the scene, gathering relevant documents and establishing a timeline.

**Options:**

4-Hour  
In Person  
or Virtual

**Training Goals:** By the end of this course, participants will understand:

- How to conduct a proper interview with a focus on continued improvement, not culpability
- How to obtain & record evidence - separating fact from assumption
- How to produce a time and condition chart



**Overview:**

This training supports the requirements of DOE Order 232.2, Occurrence Reporting and Processing of Operations Information and DOE 422.1, Conduct of Operations.

**Options:**

8-Hour  
In Person

In order to protect the public, personnel and property, the DOE requires contractors to categorize and analyze causal factors relating to opportunities for improvement, low threshold deficiencies and minor and significant events. This process is more formal and rigorous than most industry-based causal analysis processes and requires specific training on interviewing and data collection skills, creation of timeline and conditions charts, the appropriate use of a variety of analytical methodologies and tools and appropriately written reports.

**Training Goals:** During this one-to-two-day course, participants will:

- Learn the importance and method for crafting a defined problem statement
- Discuss the biases and filters that hinder an adequate and effective analysis process
- Gain a working knowledge of event-conditions charting, cause and effect trees and cross-level conditions timelines to determine collective significance in lower level 'practical drift' events
- Practice the use of four common analytical techniques: Barrier Analysis, Change Analysis, Causation Staircase, and HPI Task Reviews (simple and complex)
- Create impactful and measurable corrective actions based upon the SMART criteria
- Recognize the elements of good report writing based upon DOE O 232.2 and technical writing best management practices

**Overview:**

Organizations are either consequence-driven or operationally disciplined. Since the implementation of the first Conduct of Operations Order (5480.19), used primarily to

improve rigor and formality of operations within a Nuclear Hazard Category facility, many private sector companies and non-nuclear public contractors have witnessed and embraced the improved safety and performance a Conduct of Reliability process can provide.

This training supports the Conduct of Reliability principles and practices associated with High Reliability Organizations, HPI, Quality Management and Operational Discipline as well as requirements of DOE Order 422.1, Conduct of Operations.

**Options:**

8-Hour  
In Person

**Training Goals:** During this one-to-two-day course, participants will:

- Learn to utilize a graded approach to improving performance and operational assurance through the implementation of specific Conduct of Reliability requirements and associated Good Operating Practices.
- Review the Five Key Principles of Conduct of Reliability using specific industry-related examples.
- Improve management and worker risk competency through the identification and use of error reduction techniques in planning and executing work.
- Gain the working knowledge and skills necessary to predict, prevent and manage changing conditions using error reduction techniques, including a questioning attitude, STAR process, verification methods, tripwires and proper use of Human Performance aids.
- Specialized courses include First Line Supervisors Conduct of Reliability Fundamentals, Work Management System Reliable Performance and Control Area Code of Conduct and Professionalism.



## SAFETY & HEALTH

### CPR/AED & First Aid Certification

#### Overview:

The purpose of the courses in the First Aid/CPR/AED program is to help participants recognize and respond appropriately to cardiac, breathing and first aid emergencies to know to give immediate care to a suddenly injured or ill person until more advanced medical personnel arrive and take over.

#### Training Goals:

By the end of this course, participants will:

- Recognize an emergency and prioritize tasks to render aid
- Recognize a cardiac event and perform CPR
- Understand when defibrillation is needed, take necessary precautions and use an AED

#### Options:

6.5-Hour  
In Person  
Course

Requires class  
participation  
and active  
engagement.



## SAFETY & HEALTH

### CPR/AED & First Aid Certification Refresher Course

#### Overview:

Offers current certificate holders renewed skills competency, exercises and refresher training for recertification credentials as a CPR/AED and First Aid Provider. The class is built upon the MEDIC First Aid BasicPlus CPR, AED and First Aid for Adults training program.

#### Options:

4-Hour  
In Person  
or Virtual



## SAFETY & HEALTH

### Fire Extinguisher Training

#### Overview:

Required by OSHA 29 CFR 1910.157 for anyone that will use a fire extinguisher in the workplace. Following successful completion, students will properly use a fire extinguisher without injury.

#### Options:

2-Hour  
In Person

# Talent Development



A recent Harvard Business Review states organizations spend \$350B globally on training yet only 70% of employees report a mastery of skills.

Lucas OPT will transform your subject matter experts (SMEs) into effective trainers to drive the growth of your employees. We help SMEs understand how to communicate and pass on their expertise to others.

## Top Workforce Development Trend:

Upskill & Reskill the Workforce | Between 2019 and 2020 there was a 24% increase in organizational spend to fill the skills gap and promote from within. 54% of all jobs will require reskilling or upskilling in the next three years. The looming Boomer retirement and shift to distributed workforces are contributing factors.

Our Training is Uniquely Lucas, preparing your workforce for 2021 and beyond.

## Talent Development Courses

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### Overview:

From instructional design and classroom delivery to the instructor evaluation, each step of the ADDIE (analysis, design, development, implementation and evaluation) process must

### Options:

40-Hour  
In Person

be applied to assure that training is an investment, rather than a cost to the organization. In addition to learning through an in-depth review and demonstration of the ADDIE process, participants will personally experience the best training practices by presenting a selected topic twice during the course. Each participant will also receive a variety of training aids and a list of online training design and development sites.

**Training Goals:** During this three-day course, participants will:

- Learn the best presentation principles associated with the differences between platform presenters (keynotes), facilitators, classroom and on-the-job trainers and evaluators.
- • Learn various training analyses used to create measurable objectives and evaluation standards.
- • Practice the communication skills required to properly facilitate workshop activities, classroom discussions and on-the-job training responsibilities.
- • Develop a working knowledge of the ADDIE process in creating and delivering memorable training sessions.
- • Discover their personal accelerated learning style to create meaningful activities and interactive training aids that engage all learning modalities.
- • Review the techniques associated with effective visual aids, avoiding the 10 most common slide development errors and shortcuts presenters use to increase visual attention.
- Learn the five key principles for dealing with a variety of student attitudes and beliefs, including the late arriver, the wallflower, the dominator and the overly “participating” non-participant.



### Overview:

The DOE requires federal and contractor employees at nuclear facilities to receive knowledge, skills and abilities through training developed using a Systematic Approach to

Training process. From instructional design to classroom delivery and instructor evaluation, each step of the ADDIE process must be applied to assure that “what gets taught, gets measured”. In addition to learning through an in-depth review and demonstration of the ADDIE process, participants will present a selected topic at least three times during the course in order to practice the applicable DOE training standards. Each participant will also receive a variety of training aids, DOE Standards guides and a list of online training design and development sites.

### Options:

40-Hour  
In Person

**Training Goals:** During this five-day course, participants will:

- Learn the best presentation principles associated with the differences between platform presenters (keynotes), facilitators, classroom and on-the-job trainers and evaluators.
- Learn various training analyses used to create measurable objectives and evaluation standards.
- Practice the communication skills required to properly facilitate workshop activities, classroom discussions and on-the-job training responsibilities.
- Develop a working knowledge of the DOE training standards relating to the ADDIE Process, including required and recommended audit-able training documents and guides
- Discover their personal accelerated learning style to create meaningful activities and interactive training aids that engage all learning modalities
- Review the techniques associated with effective visual aids, avoiding the ten most common slide development errors and shortcuts presenters use to increase visual attention
- Learn the five key principles for dealing with a variety of student attitudes and beliefs, including the late arriver, the wallflower, the dominator, and the overly ‘participating’ non-participant.





### Overview:

Overview: Students will learn the basic instructor competencies and will practice presentation & facilitation skills. This course will include classroom management, proper questioning techniques and a systematic approach to training.

### Options:

16-Hour  
In Person

### Training Goals:

During this course, participants will:

- Practice basic instructor competencies such facilitation techniques, questioning tools and public speaking
- Develop and present their own module using these techniques



### Overview:

This course is designed to give you the skills and techniques to be able to facilitate any activity in which you are the one responsible to make it successful. Attendees will learn about tips for each stage of being a facilitator.

### Options:

4-Hour  
In Person  
or Virtual

### Training Goals:

By the end of this course, participants will:

- Determine accurately what the problem or opportunity is – crafting a problem statement
- Prepare for the actual facilitation, whether it is for a meeting or for a full-blown, two-day workshop
- Guide the activity with proper questioning techniques
- Interview people correctly to get the right details needed
- Diffuse difficult situations and/or difficult attendees – room management



**Overview:** Designed for subject matter experts, i.e. line managers, safety professionals, environmental professionals, non-traditional trainers will be more equipped to address just-in-time and on the job training.

#### Options:

4-Hour  
In Person  
or Virtual

**Training Goals:** By the end of this course, participants will: :

- Learn the essentials for developing and delivering a message
- Become more comfortable & adept at conducting briefings, presentations and topical overviews



**Overview:** Participants of this course will develop a working knowledge of effective virtual presentation skills.

#### Options:

4-Hour  
In Person  
or Virtual

**Training Goals:** By the end of this course, participants will:

- Recognize your current leadership communication style using a personal inventory to discover areas of strengths and opportunities for improvement when developing and delivering presentations
- Discuss the five elements on effective storytelling that increase engagement
- Identify the techniques used to improve retention when using data analytics during a presentation
- Recognize the key differences between conducting in-person presentations versus virtual presentations including audio, visual and memorable content construction tips and techniques
- Practice the presentation of various topics in breakout rooms with other participants to improve learning through observation and feedback



## TALENT DEVELOPMENT

### Building an Inclusive Workplace Culture

#### Overview:

Build, support, promote and sustain a diverse work environment. Course covers how to garner management buy-in, endorsement and support; promoting & facilitating open and transparent conversations; creating & establishing employee resource groups (ERGs), recruiting efforts, community activism, mentoring, building a road map for diversity & inclusion, etc. This is a subject that continues to evolve and change in our current times; Lucas OPT will provide relevant and pertinent sessions to help your organization on many levels.

#### Options:

1-Hour  
Virtual



## TALENT DEVELOPMENT

### The Soft Skills of Leadership

#### Overview:

The course provides insight in how to discard the archaic HERO leader mentality and build teams of leaders that work collaboratively. This session focuses on the importance of compassion/empathy, restoring workplace security, applying active listening, utilizing root cause analysis and critical thinking, looking at emotional intelligence (EI) and how to add value to employees.

#### Options:

1-Hour  
Virtual



## TALENT DEVELOPMENT

### Building Your Professional Identity – How to Brand and Network Yourself

**Training Goals:** By the end of this course participants will gain insight on:

- How to brand yourself on social media, specifically LinkedIn
- Resume 101 tips - always evolving, what does it say and how does it represent you?
- Using LinkedIn and your resume as a tool other than seeking employment opportunities.

**Options:**

1-Hour  
Virtual



## TALENT DEVELOPMENT

### Finding Your Voice

**Training Goals:** By the end of this course participants will gain insight on:

- How to overcome presentation nerves, whether live or virtual and execute an informative, engaging and professional presentation leaving an impact.
- Learn tips from pros on how to reduce stress & fear presenting, find your voice and style
- Prepare the layout of presentations, clearly identifying and summarizing objectives, using effective visuals, graphics and videos
- How to communicate to different audiences addressing audience needs.

**Options:**

1-Hour  
Virtual

### Other courses available upon request:

- Mentoring/ Coaching Skills
- Classroom Management
- Business Writing
- Technical Writing
- Time Management Strategy



# LUCAS

ORGANIZATIONAL PERFORMANCE TEAM

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