

# The Quality Imperative: SAS Institute's Commitment to Quality

A corporate statement of SAS' commitment to product quality,  
service quality, and customer satisfaction



## Appendix 4: Employee Training

Just as SAS actively cultivates continuous improvement in products and processes, SAS employees cultivate continuous improvement in the skills and abilities that are critical to developing a quality workforce. By helping employees meet their professional and personal development goals, SAS empowers them in the quest to deliver the highest quality software and services to customers.

### Education for New Employees

New SAS employees attend an orientation session to learn about SAS history, culture, compliance training, mandatory company policies, and employee programs and services. Afterward, direct managers collaborate with their new employees to tailor a training plan that balances job skill needs with the employee's strengths. A customized program might include live classroom courses, virtual learning, self-guided study, or one-on-one training sessions with a mentor. Managers may engage with subject matter experts (SMEs), Human Resources, and SAS Education to identify the most effective learning options and channels for each new employee.

Although skills acquisition occurs primarily through experience, exposure to thought leaders and relevant educational opportunities are essential to professional development. SAS' Global Career Mentoring Program fosters employee connections within the SAS global workforce. The program's mission is to accelerate talent development and expand functional expertise and innovation across the company.

### Leadership and Management Development

The Leadership Development program increases organizational effectiveness at SAS by providing all managers and their teams with leadership and management development opportunities. The program includes a core curriculum of 10 to 12 classes that individuals might participate in alone or with their teams. The mission is to increase their competence in leadership and interpersonal communication skills, as well as their commitment to developing the overall performance of their individual staff members and teams. Both the transfer of training and the consistent use of new skills are fostered through action plans, skills coaching, and varied follow-up opportunities to embed learning in day-to-day behaviors. In addition, Leadership Development offers coaching and consultation in leadership, conflict management, team development, energy management, meeting planning, and facilitation.

All new managers participate in the Manager Essentials program. The two-day program educates new managers on their roles, responsibilities, and communication skills, especially for resolving conflict and coaching staff. Participants learn about time and energy management and the need to care for their own well-being as they continue their management duties. SAS partners with local universities for the development and delivery of manager and leadership course content.

## Lifelong Learning

### Live Training

Employees may use several learning channels to enhance their knowledge, job performance, and technical or managerial skills. Live training encompasses technical skill development in areas such as analytics, artificial intelligence, and data management, as well as topics in DevOps, security, and cloud services.

Interpersonal development assists employees in enhancing their human skills. SAS workshops help employees strengthen their ability to communicate and resolve conflict, as well as coach them on how to improve understanding and build more effective relationships.

SAS employees are encouraged to attend any SAS training class offered by the SAS Education division. Employees may attend public courses with SAS customers in Live Web classrooms or in traditional classroom settings (when available). Employees may also access SAS' virtual learning options for self-paced training. Where demand warrants, groups can request employee-only courses to cover a SAS tool that benefits their current business needs.

### On-demand Training

SAS employees may take training on-demand from our corporate Learning Management System (LMS). The LMS enables employees to view their training records, see course descriptions and schedules, register online, receive reminders before class, and sign up for interest and waiting lists. This environment provides many on-demand offerings, including self-study materials, live web training, and downloadable videos from both external and internal sources. Dedicated training specialists work with internal subject-matter experts to coordinate and record workshops on new technologies—often before products are released. By providing this training early, the LMS empowers those in the field with the hands-on experience needed to successfully deploy SAS technology.

### Mandatory Training

Mandatory employee training is delivered and tracked through the LMS, fostering a culture of continuous employee skill development. All employees, and applicable third parties, are required to take appropriate courses to ensure a respectful and ethical culture, and to protect critical customer and corporate assets. Mandatory training encompasses subjects such as diversity in the workplace, corporate ethics, and SAS corporate policies, such as policies on data protection and information security. Mandatory training can also target specific roles, such as the technical skills program for SAS R&D designed to elevate managers' and engineers' skills in next-generation development methodologies.



## The SAS® Library

The mission of SAS Library and Information Services is to provide the information that our employees need to do their work in software research and development, customer service, and support. It offers more than 10,000 books, thousands of online periodicals, and access to premier subscription databases and third-party online learning platforms.

In addition to online journals, magazines, and books, the SAS Library provides a research service that assists employees across all divisions with requests of varying complexity. It monitors access to external education providers for training in next-generation development methodologies. The SAS Library maintains agreements with local universities and document delivery vendors for a widened information base.

## Collaborative Education and Knowledge Sharing

Within SAS, employees continually exchange subject-matter expertise to optimize the development, delivery, and support of SAS products and solutions. SAS employees are driven to excel, and frequently share their knowledge by either plugging into one of the existing channels for collaborative education, or by innovating their own. Below is just a small sampling of the many collaborative and knowledge-sharing channels at SAS:

- BetaLabs - high-energy and extremely popular classroom sessions that allow employees from any area of the company to test drive pre-production software.
- Big Ideas - formal employee presentations designed to enlighten and inspire.
- Blogs - SAS has a blogging culture, and employees frequently use blogging to disseminate information.
- Lightning Talks - a group of short (5 minute) talks focused on a specific topic such as cybersecurity.
- Quality Week - a week of articles, blogs, presentations, seminars, activities, and formal sessions that are coordinated around the topic of whole company quality.
- Specialized Forums - employee-driven forums on technical topics such as DevOps, Product Security, and software testing, that are open to all. Employees with shared interests and skill sets gather to share information and best practices based on their working experience.
- Unconferences - gatherings of subject-matter experts around a particular topic, with no set agenda.

### Release Information

The version of this paper is January 2022.

Unless otherwise indicated, this document relates only to SAS 9.4, SAS Viya, and the products that are available with SAS 9.4 and SAS Viya. It also relates to services from the date of this paper forward. Quality processes are continually evolving. Therefore, SAS reserves the right to modify the processes described in this document at any time. If you are using SAS 9.4 and SAS Viya and have questions about processes in those releases, send email to [qualitypaper@sas.com](mailto:qualitypaper@sas.com).

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