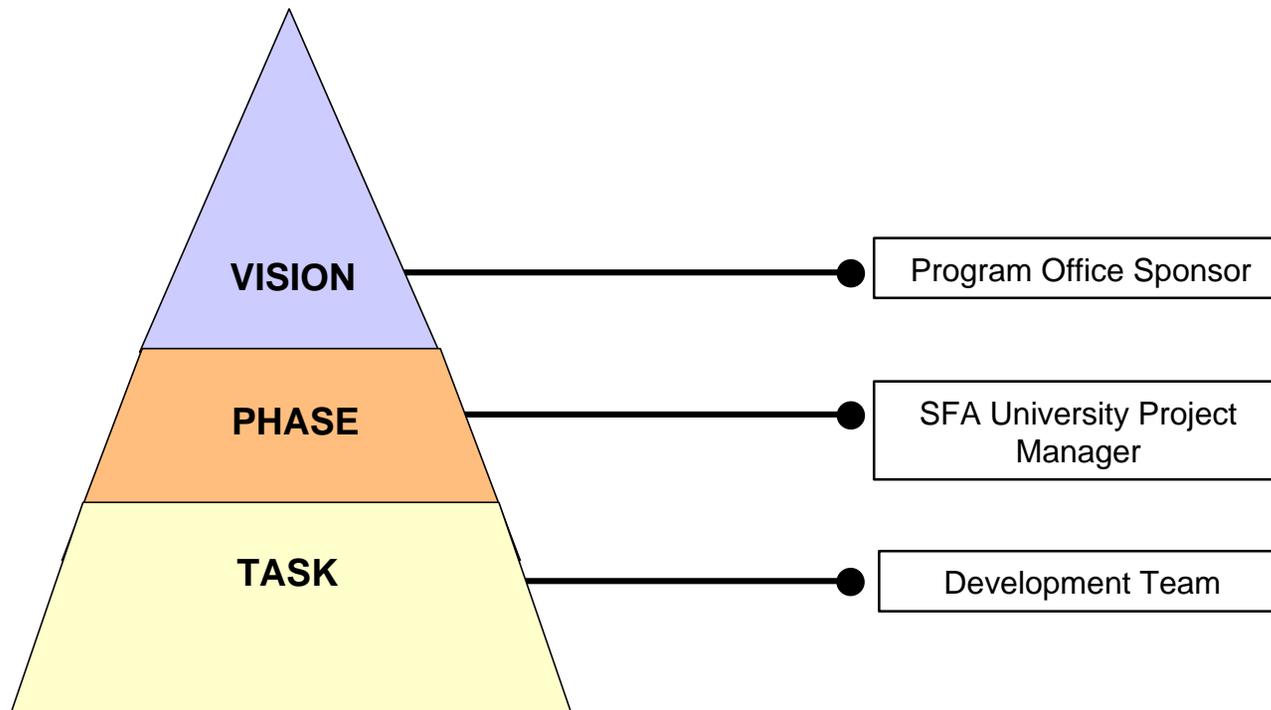


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# **Training Development & Delivery Process**

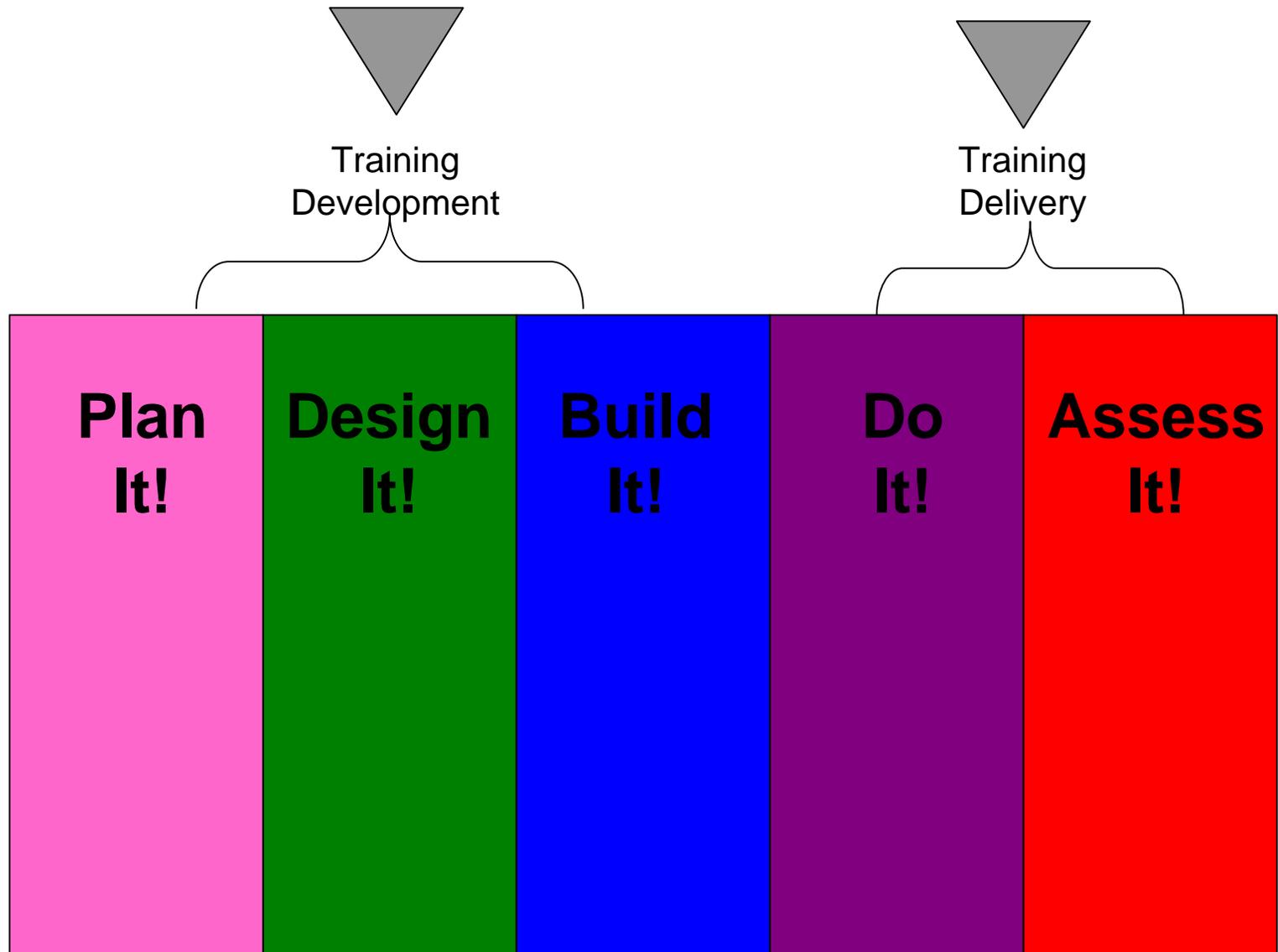
There are varying levels of understanding needed by each of the key stakeholders who will be working within this model. These understandings are needed in order to achieve success at the Managerial levels down through the carrying out of each step in the process.



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**Stages**

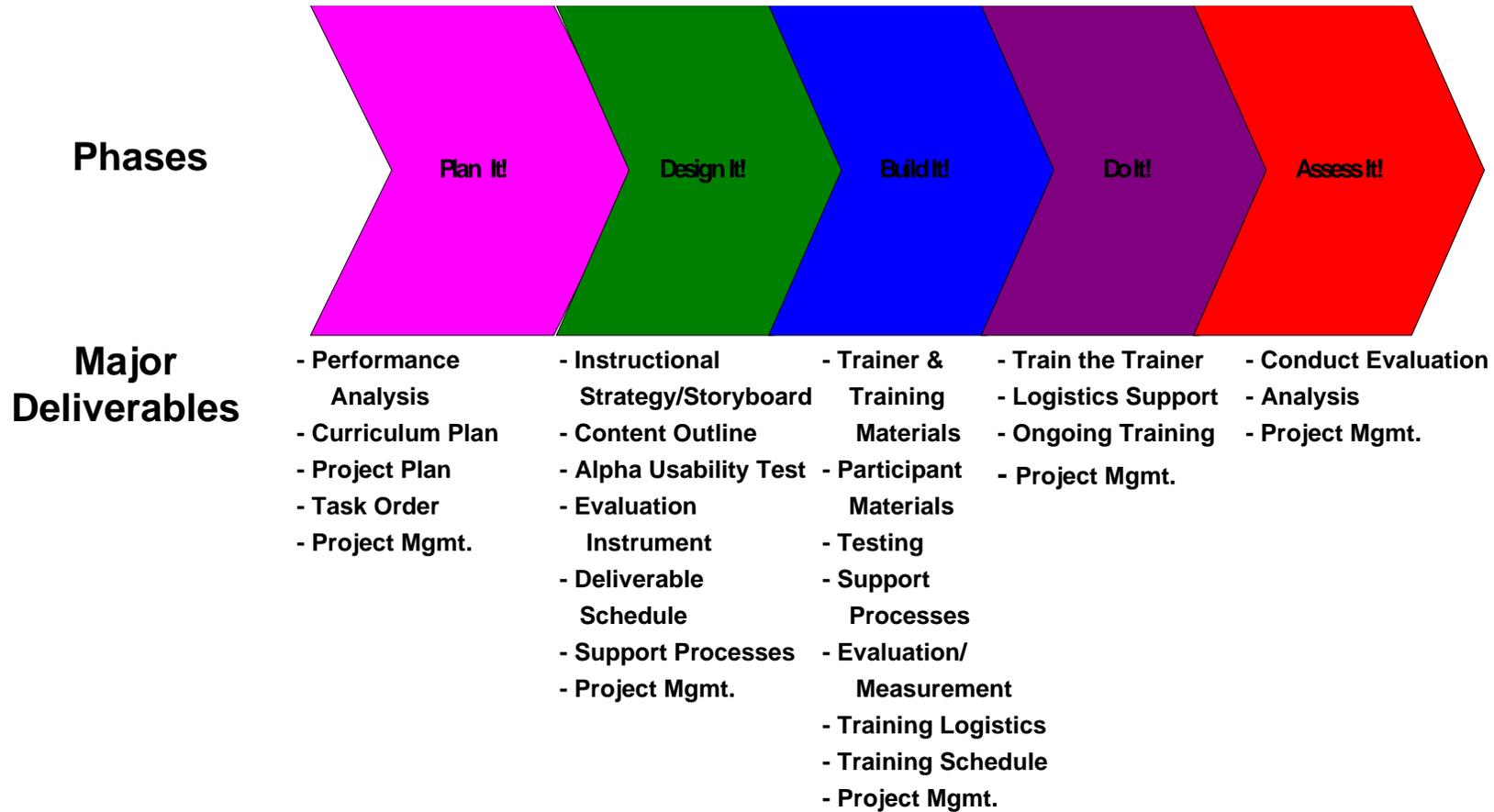
**Phases**



There are really two main functions to developing training: Develop & Deliver. The Plan It, Design It and Build It phases actually come together to form the Development stage, while the Do It and Assess It phases work to create the Delivery stage.

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# Training Development & Delivery Process



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# Plan It!

## **Purpose:**

To provide the training development team with an understanding of the user groups, the number of users, and user training requirements. Training developers will use this information to target the training materials to meet the specific needs of the training audience. In addition, this knowledge provides the training team with the information needed to manage the scope of the training effort.

## **Major Deliverables/Tasks:**

### **Performance Analysis**

- Conduct Audience/Stakeholders Analysis (Needs Assessment)
  - Assess Current “as is” Performances
  - Define “to be” Performance Requirements
  - Identify Performance Gaps (Gap Analysis)
  - Identify Strategy for Addressing Gaps (e.g. is it a training problem?)

### **Curriculum Plan**

- Identify Learning Objectives
- Identify Content Scope (Content Inventory)
- Determine Macro Training Delivery Strategy/Instructional Approach/Software
- Identify Instructional Platform (training material & performance criteria descriptions)
- Identify Logistics Summary

### **Project Plan**

- Identify Stakeholders (Role Map)
- Identify Tasks, Deliverables & Roles
- Develop Budget
- Create Macro Timeline
- Define Check-in Points

### **Task Order**

- Create, Review & Award Task Order

### **Project Management**

- Kick off Meeting & Control project work throughout each Phase

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## Deliverables:

- Stakeholders Analysis
- “As Is” Performance Flow
- “To Be” Performance Flow
- Gap Analysis
- Role Map
- Curriculum Plan
  - Learning Objectives
  - Content Inventory
  - Instructional Approach & Training Delivery Strategy
  - Training Material Descriptions and Samples
  - Training Performance Criteria Descriptions and Samples
  - Logistics Summary
- Workplan
  - Tasks
  - Deliverables (Drafts, Final & Sign Off)
  - Macro Timeline
  - Budget
- Awarded Task Order
- Kick off Meeting

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- SMEs
- Instructional Designer
- COR (Contracting Officer Representative)
- Logistics Coordinator
- Users
- Production people

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# Design It!

## Purpose:

The primary focus of the Design It! phase is to provide detailed structure for the training course to be developed; specifically all the necessary information is identified, gathered and structured to allow for the creation of materials during the Build It phase.

## Major Deliverables/Tasks:

### Instructional Strategy/Storyboard

- Create Macro Storyboard
- Review and Adopt Training Material Standards
- Create Engagement, Interactive and Learning Relevance Activities
  - Identify Activity Type (information delivery, creating deliverable, test, etc)*
  - Map Objectives and Content to Activity*
  - Identify Artifacts/Tools, Examples & Feedback Strategy*
- Develop Scripts, Blocking and Schedule Production
- Design Instructional Platform

### Content Outline

- Create Macro Content Outline
- Gather Detailed Information

### Alpha Usability Test

- Plan Alpha Usability Test
- Conduct Alpha Usability Test

### Evaluation Instrument

- Plan Evaluation/Measurement Tools & Methods

### Deliverable Schedule

- Create Micro Implementation Timeline
- Create Logistics Timeline

### Support Processes

- Identify Help/Support Processes Required

### Project Management

- Kick-off Meeting
- Create Communication Plan
- Control project work throughout each Phase

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## Deliverables:

- Goal Map/Macro Storyboard
- Macro Content Outline
- Activity Summary
  - Activity Name
  - Activity Type
  - Learning Objective for Activity
  - Content Scope
  - Artifacts/Tools
  - Examples Needed
  - Feedback Strategy
- Templates & Standards for Training Materials
- Alpha Usability Test Plan
- Alpha Usability Results & Recommendations
- Micro Implementation Timeline
  - Implementation Schedule
  - Train the Trainer Design Requirements
  - Training Maintenance Plan
- Logistics Timeline
  - Logistics Plan
  - Resource & Site Requirements
- Help/Support Requirements
- Evaluation/Measurement Plan
- Communication Plan

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- Instructional Designer
- SMEs
- Logistics Coordinator
- Tester
- Users
- Quality Control

- Media Coordinator
- COR (Contracting Officer Representative)
- Communications POC

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# Build It! - Classroom

## **Purpose:**

In this phase, the detailed course designs are used as input for the actual development of course materials for classroom-based courses.

## **Major Deliverables/Tasks:**

### **Trainer & Training Materials**

- Create Detailed Course content
- Create Instructor/Facilitator material
- Create Video & Graphics
- Prepare Train the Trainer Course Structure, Content, Material and Logistics
- Select Trainers for TOT

### **Participant Materials**

- Create Detailed Course content (Micro Content Outline)
- Create Participant material
- Develop Performance Support materials

### **Testing**

- Dry Run
- Plan & Conduct Internal/Beta Development Tests
- Plan & Conduct Pilot Development Tests

### **Support Processes**

- Build Help/Support Processes

### **Evaluation/Measurement**

- Develop Evaluation/Measurement Tools & Methods

### **Training Logistics**

- Execute Training Logistics
- Package Materials (Printing & Shipping)

### **Training Schedule**

- Select Trainers & Select Site
- Schedule Programs

### **Project Management**

- Conduct ongoing communications
- Control project work throughout each Phase

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## Deliverables:

- Trainer & Training Course Material
  - Course content/Micro Content Outline
  - Instructor/Facilitator Material (guides, presentations, training scenarios, learning activities, charts)
  - Videos & Graphics
  - Train the Trainer Course Structure, Content and Materials
- Participant Materials
  - Participant Guide, workbooks, etc
  - Artifacts
  - Performance Support material (Video/Props/Job Aids)
- Internal/Beta Usability Test Plan and Results
- Pilot Test Plan and Results
- Help/Support Processes
- Evaluation Measurement Tools & Methods
- Training Logistics
- Training Schedule
- Communication Messages

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- Instructional Designer
- SMEs
- Logistics Coordinator
- Tester
- Users
- Quality Control
- Graphics Designer
- Media Coordinator
- Desktop Publishing
- Communications POC

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# Build It! - Online

## Purpose:

In this phase, the detailed course designs are used as input for the actual development of course materials for online courses.

## Major Deliverables/Tasks:

### Course Materials

- Create Course Content (varies by solution - CBT, Business Simulation, eLearning)
- Create Activities (Micro Storyboard, Artifacts, Tools & Feedback)
- Identify Examples
- Develop Feedback
- Create Media
- Create Graphics
- Create Training Database
- Develop Performance Support Materials

### Testing

- Dry Run
- Plan & Conduct Internal/Beta Development Tests
  - Revise & Confirm Materials based on results from Internal/Beta Usability Test*
- Plan & Conduct Pilot Development Tests
  - Revise & Confirm Materials based on results from Pilot Test*
- Plan & Conduct Component, Assembly & System Development Tests
  - Revise & Confirm Materials based on results from Component, Assembly & System Tests*

### Package Materials

- Package Materials (printing & shipping)

### Support Processes

- Build Help/Support Processes

### Evaluation/Measurement

- Develop Evaluation/Measurement Tools & Methods

### Project Management

- Conduct ongoing communications
- Control project work throughout each Phase

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## Deliverables:

- Completed Course Activities
  - Course Content
  - Artifacts & Tools
  - Examples
  - Feedback
  - Media:
    - Graphics
    - Media/Video
  - Training Database
- Performance Support material (Video/Props/Job Aids)
- Internal Usability/Beta Test Plan and Results
- Pilot Test Plan and Results
- Component, Assembly & System Test Plan and Results
- Help/Support Processes
- Evaluation Measurement Tools & Methods
- Communication Messages

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- Instructional Designer
- SMEs
- Logistics Coordinator
- Tester
- Users
- Quality Control
- IT Department
- Graphics Designer
- Media Coordinator
- Desktop Publishing
- Communications POC

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# Do It!

## **Purpose:**

The focus of the Do It! phase is to prepare for, coordinate and carry out training by ensuring that the location, hardware, instructors, participants, and training materials are available and operational for each training session.

## **Major Deliverables/Tasks:**

### **Train the Trainer**

- Schedule Trainers
- Conduct Train the Trainer (TOT) sessions

### **Logistics Support**

- Execute Logistics Support

### **Ongoing Training**

- Registration
- Deliver Training (classroom, online)
  - Conduct Course Evaluations*
- Implement Ongoing Support
- Implement Training Maintenance Plan

### **Project Management**

- Conduct ongoing communications
- Control project work throughout each Phase

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## Deliverables:

- Train the Trainer Evaluations/Feedback
- Trainee Evaluations/Feedback
- Communication Messages

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- Instructional Designer
- Logistics Coordinator
- Trainers
- Users
- Quality Control
- IT Department
- Communications POC
- Development Team

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# Assess It!

## **Purpose:**

Perhaps the most critical phase of all. It is here that we want to determine the effectiveness of our training program. Thorough evaluation will not only help to improve the content and delivery of the current training course, but also processes for developing future training courses.

## **Major Deliverables/Tasks:**

### **Conduct Evaluation**

- Design Effectiveness (did the course achieve what it was supposed to achieve?)
- Delivery Effectiveness (instructors, registration process & ongoing support)
- Economical Effectiveness (Budget...today and future)
- Summarize Evaluation/Measurement Results

### **Analysis**

- Analyze Evaluation/Measurement Results
- Create Plan of Action/Make Recommendations
- Celebrate

### **Project Management**

- Conduct ongoing communications
- Control project work throughout each Phase

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## Deliverables:

- Summary of Evaluation/Measurement Results
- Recommendations/Plan of Action
- Communication Messages (Action plan back to trainees)

## Roles:

- Program Office Sponsor
- Program Office Project Manager
- SFA University Management
- SFA University Project Manager
- Instructional Designer
- SMEs
- Trainers
- Users
- Quality Control
- Communications POC

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# Project Plan

Components	Step 1	Step 2	Step 3/Ongoing
Lists of tasks	I	D, P	T
Process flows of tasks	I	D, P	T
Deliverables	I	D, P	T
Deliverable flows		I	P, T
Checkpoints	I	D, P	T
Roles	I	D, P	T
Work effort		I, D	P, T
Job Aids		I, D, P	D, P, T
Templates		I, D, P	D, P, T
Examples		I, D, P	D, P, T
Outcomes		I	P, T
Inputs		I	P, T
Entry criteria		I	P, T
Exit criteria		I	P, T

- *I = Identify* (specify the different pieces, such as lists of tasks and deliverables)
- *D = Develop Details* (create detailed descriptions and identify who uses the component when; may not be needed for all components)
- *P = Premiere* (begin to use the information and revise as needed)
- *T = Implement* (ongoing use of the information)

- Overview of the process is created quickly for immediate use
- Detailed information is created and revised over time, as needed
- Continuous process of developing job aids, templates and examples