



Memorandum

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CC: Linh Nguyen, Accenture

From: Howard Weitzner, Accenture

Date: June 15, 2001

Subject: Deliverable 29.2.1c Training Services Summary

Purpose

This memo summarizes the results of Training Services provided to SFA University during the period May 16 – June 15, 2001. The results were delivered through supporting materials and working sessions with SFA University staff. The work effort addressed improvements to SFA University's training services, processes and systems.

Initiatives this Period

Specific initiatives addressed during this period included:

- Follow up initiatives from Corporate University Conference
- SFA University planning meeting design and support
- Training development and delivery methodology/Process team support
- SFA University skills catalog

Planned Initiatives

During the period June 15 – July 15, the following initiatives may be addressed, but not limited to:

- SFA University planning meeting conduct and follow-up
- Training development and delivery methodology
- Evaluation and measurement strategy
- Delivery cost assessment

Description of Initiatives

Corporate University Conference and Follow-Up Initiatives

A presentation was delivered to all SFA University staff to review the topics discussed during a custom developed workshop on Corporate Universities at the Accenture training

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facility in St. Charles, IL. The purpose of this conference was to apply industry best practices to SFA University. Further, key follow up opportunities were identified for further development:

- Learning Consultant Capability Development
- Learning Tracks/Curriculum Map
- Delivery Cost Assessment
- Survey and Measurement Strategy
- Learning Circle

SFA University planning meeting design and support

The SFA University planning meeting for all managers is planned for June 21 at the Accenture office. The purpose of this meeting is to identify the vision, identify the as-is state of SFA University, and plan key initiatives for SFA University to be a strategic partner in support of SFA's performance plan. Follow up activities are planned to support SFA University managers to develop the initiatives identified.

Training development and delivery methodology/Process team support

The process team has evolved from a team designed only to improve the process of APS Processing with the Schools channel to a team designed to create and implement a best practice for how SFA University develops and delivers training. This training development and delivery methodology will enable SFA University to provide "best-of-breed" training services to the organization.

The methodology (Plan It, Design It, Build It, Do It, Assess It) follows a customized version of the ADDIE model (Analysis, Design, Develop, Implement, Evaluate). Major tasks, deliverables and roles have been identified and will be refined prior to presenting to the "stakeholder" group during the week of July 2. Further stages of work will include the development of detailed steps, deliverable examples, job aids, templates, project plans, etc... The approach is to start small (step 1), provide some quick wins (step 2) and then expand as needed (steps 3). By completing a high-level methodology first, SFA University will approach the Schools channel, and others, with valuable information from which projects can get immediate value.

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SFA University Skills Catalog

The skills catalog identifies the functional skills employed by SFA University personnel and the primary tasks associated with each skill. The Skills Catalog was revised, reviewed and submitted to Human Resources. The primary skills identified include:

- Communication Management
- Contract Management
- Learning Design and Development
- Office Administration
- Planning and Budgeting
- Product Knowledge
- Survey and Measurement
- Technology Planning
- Technology Design and Development
- Training Administration
- Training Delivery

Observations/Recommendations

During the period May 15 – June 15, the following observations were identified and will be reviewed to determine the potential impact/value for SFA University:

- It would be beneficial to capture the services SFA University provides in a SFA University “blueprint” similar to the organization-wide blueprint. This will help SFA University communicate its role as a strategic partner within the organization as well as prioritize capability development projects.
- Alternative delivery channels may reduce costs of training delivery. An initial analysis of course information was based on the SFA University 1999 Annual Report on Training and has identified some quick hits. Quick hits include those courses with low content complexity, high volume of participants, frequent course sessions, low course fulfillment and the need for consistent content for all users. Preliminary results were reviewed and the need identified to conduct a quick delivery cost assessment of which courses to target for cost reduction.
- Measurement of course effectiveness will help SFA University to manage training from a performance perspective and validate the value of training. Effectiveness along with cost management are key metrics in establishing a ROI for training. A survey and measurement strategy was identified and is in progress.

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- A strategy for knowledge management for SFA University will help share and integrate processes/information. The SFA University knowledge management strategy should be aligned with, but not subordinate to, an overall SFA knowledge management strategy. This knowledge management strategy should be coordinated with HR, CIO and Analysis.

Attachments:

- Draft of Training Development and Delivery Methodology
- Summary of Corporate University Conference
- Key opportunities from corporate university conference
- SFA University skills catalog