



Program Managers Implementation Guide (PMIG)

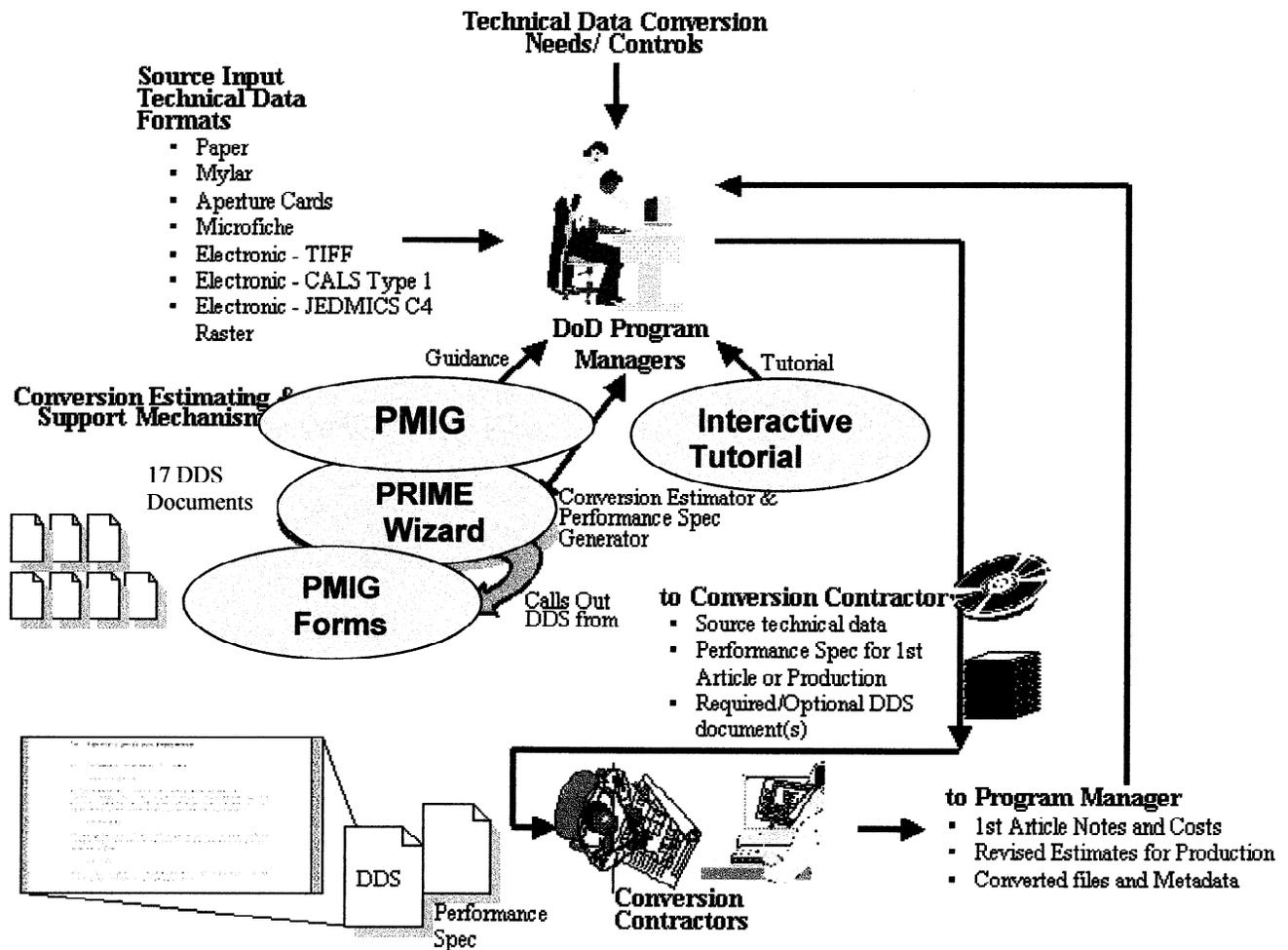
Training Plan

Prepared by Hampton University &
Global Technology LLC for
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I. Training Program Goal

A. Purpose

The Document Conversion Strategy (DCS) provides for a cost-effective strategy leading to conversion of existing technical data to vector formats that best support weapons system life cycle requirements. The training program goal is to provide DoD Personnel with the skills and knowledge necessary to effectively manage the DCS process. A primary component of this process is the use of the Project Managers Implementation Guide (PMIG) that leads the manager through a step-by-step process to determine what technical documents to convert and provides tools to enable tradeoff analyses of potential conversion output format(s) versus conversion costs. This training plan using the existing Program Managers Implementation Guide process illustrated in Figure 1-1 as the context for development of the training program.



B. Target Audience

The target audience for this program shall be anyone who is involved in the managing, storing, or the use of engineering technical documents. However, within this group, based on experience level with projects of this type, a realistic breakdown of the target audience would include the following levels: See Figure 1.

1. **Basic**- Individuals have never attempted the conversion process.
2. **Intermediate** – those individuals who may have attempted to select documents in the past and have project management experience. This group may or may not have had experience with the PMIG as it currently exists.
3. **Advanced**- individuals that have completed a conversion project in the past, with or without the use of the PMIG.

PMIG Training Plan Architecture

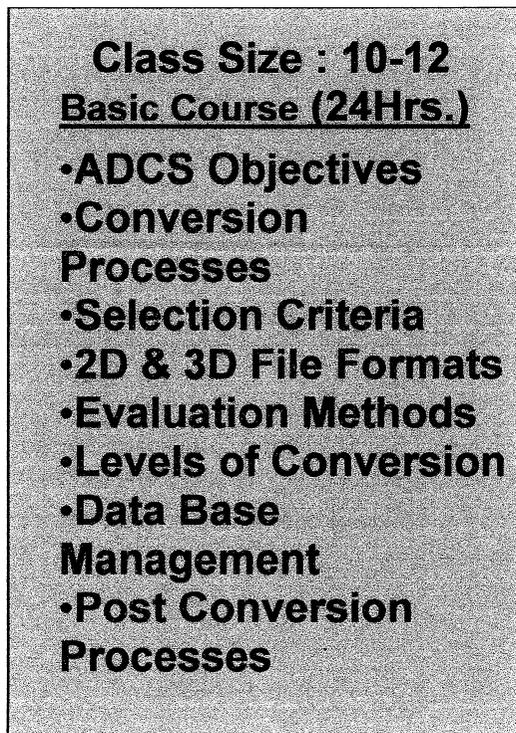


Figure 1

II. Rationale

A. Background

Development of a successful training plan requires an iterative process in which information is gathered from many sources. The sources used for this plan include:

1. Automated Document Conversion System Handbook
2. Guidance Specification For Development of ADCS Performance Specification
3. Detailed Definition Packages
4. ADCS Performance Specification Internal Progress Review Minutes (01/20/99)
5. ADCS FY2000 Project Road Map and Project Submittal Guide (5/14/99)
6. ADCS PMIG Detailed Definition Specification Update Statement of Work
7. ADCS FY2000 Project Road Map and Project Evaluation Guide (5/28/99)
8. ADCS Guidance Specification Internal Progress Review (01/20/99)
9. Product Data Management Functional Coordinating Group Venus Conference (05/04/99)

In turn, this information provides the basis for a dynamic training program focused on objectives to improve performance at three levels.

Level I – Individual. This classification refers to DOD Personnel.

Level II – Process. This category describes the steps necessary to ensure successful conversion, including use of the PMIG, PRIME and evaluation of overall project success.

Level III – Organizational. The organizational level targets the achievement of the implementation of standard engineering documentation and conversion activities and practices within the Department of Defense (DoD).

B. Purpose

This training plan proposes the establishment of a classroom environment and curriculum specifically designed to accomplish the following objectives.

1. Assist the DOD Personnel to more quickly and efficiently progress through the conversion process.
2. Establish a standard set of policies and procedures to insure that the conversion process results in improved system quality and performance.
3. Provide criteria for the objective evaluation of successful projects based on cost benefit analysis and project management techniques.

The following sections detail the classroom logistics and describe the proposed curriculum.

III. Strategy

A. Course Recommendations

Retention and transfer of course material back to job performance can be increased significantly when learner success is based on a standard level of performance rather than time spent in the classroom. Therefore, course materials should be selected and/or developed that are based on both knowledge and performance exercises.

Basic Level Curriculum - 3 Days Duration

DOD Personnel at this level would begin with a Project Management Institute certified course that introduces the basic processes, systems and techniques for effective planning and control of projects. The emphasis would be on the technical skills of project planning, task management and reporting. A course of this type is available through a variety of vendors and generally takes 24 hours to complete. The benefits of this course can be summed up in two words – the course teaches “communication and control” to the inexperienced individual.

Intermediate Level Curriculum - 2 Days Duration

The intermediate level would not be required to complete the basic course in project management. All other courses would be identical to the basic level.

Advanced Level Curriculum – 1 Day Duration

Advanced level Individuals would complete a condensed version of the Program Manager’s Implementation Guide and PRIME project generation and the self-study on the Project Evaluation Guide. They could immediately complete the process improvement course, using any project they have previously implemented as the scenario for the course practice exercises.

The next step would be the creation of a “project” using the Program Manager’s Implementation Guide and PRIME in a classroom simulation under the supervision of an instructor. Concurrently, the participant would utilize a self-study guide to be developed from the Project Evaluation Guide to learn the measurement standards for a successful project.

After successfully completing these courses, the individual would submit and complete their first ADCS project. During the time that the contractor does the conversion, the individual would finish the basic curriculum by completing a course in process improvement. Again, excellent process improvement courses are available from a number of vendors and can be used as commercial off-the-shelf (COTS) so no further development is necessary. The completed project

would be used as the scenario for a classroom project. This project would provide the individual with an evaluation of the completed project and suggestions for improvement. The courses range in duration from sixteen hours to approximately 24 hours of classroom time.

Evaluation of all courses would be completed based on Kirkpatrick's four levels of evaluation.

Level 1 – classroom reaction survey

Level 2 – classroom practice exercises, signed off by instructor

Level 3 – submission of an ADCS project

Level 4 – the classroom project evaluation completed during the process improvement course.

B. Facilities Concept

A minimum size for a training room should be 30-sq. ft./person and should allow at least 9-sq. ft./person of table space for writing. Using a class size of 10 plus one instructor, the minimum size for this room should 330-sq. ft. with 100 square feet of writing surface. Included in this writing surface would be space for one computer per person.

Following is a suggested diagram for room layout.

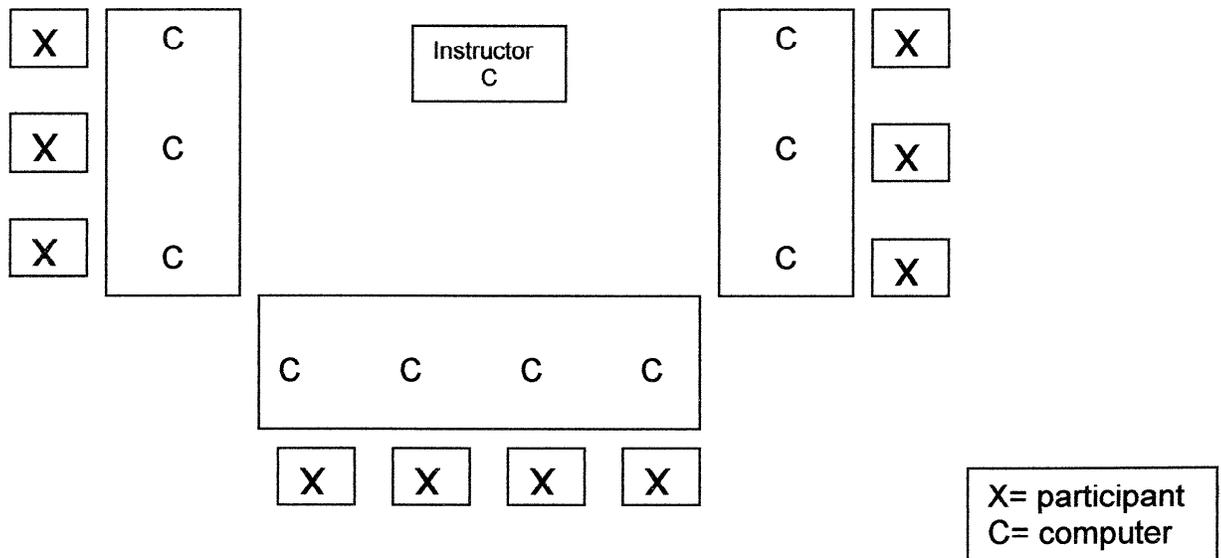


Figure III-1

The room should also include a white board, a projection device for the instructor's computer and a projection screen that can be raised and lowered.

C. Staffing

Staffing would be dependent on the number of students to complete the courses and how often the courses would be offered. More information would be needed to develop a comprehensive staffing recommendation, however, one full time trainer and one part time trainer could be considered a minimum. It is also recommended that one full time training coordinator be considered to perform the following tasks:

- Distribute training information to staff and participants
- Collect evaluations
- Answer questions about training
- Collate training needs
- Oversee the master training schedule.

IV. Implementation Plan

Implementation would begin with the approval of this plan. Upon approval, the first task would be to finalize the curriculum. This would require development of the self-study guide and selection of the project management and process improvement courses from vendor(s). Approximate duration for completion of this task would be 30 to 45 days. The next step would be to obtain and furnish an appropriate area for the training. The duration of this task would depend upon purchasing procedures and if a suitable room is available or if remodeling would be necessary.

Hiring the trainer and training coordinator should take place at least 30 days before the first class would begin. During this time, those individuals would familiarize themselves with training materials and notify the first class of participants.