Training & Development

Systems View*

Performance Improvement Assessment Workshop

because it’s still a business decision...

...even for a learning organization

EPPIC Inc.

Achieve Peak Performance

www.eppic.biz

* T&D/ Learning/ Knowledge Management
Training & Development leadership manages a complex set of systems and processes to provide their enterprise with value-adding T&D products and services. It is more than content development and deployment...
Workshop Learning Objectives

At the conclusion of this workshop you will have

- Systemically and systematically assessed the current and future adequacy of the current formal and informal ways that the T&D processes are being performed and managed in your organization
- Targeted your priority T&D function’s systems and processes for improvement - based on your preliminary ROI forecasts and assessment of the Strategic Impact for your Enterprise
- Developed a Improvement Plan and Documented Improvement Specifications for the continuous improvement, or discontinuous improvement, of your #1 target
Workshop Agenda

1. Workshop Welcome & Open
2. T&D Systems View Orientation
3. Assessing Your T&D Core Systems & Processes
5. Assessing Your T&D Support Systems & Processes
6. Targeting T&D Systems & Process Improvement
7. Planning the Improvement Project for Your Top Target
8. Workshop Summary & Close
## Detailed 5 Day Schedule

### Day 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:00</td>
<td>1- Workshop Welcome and Open</td>
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<tr>
<td>10:20</td>
<td>2- T&amp;D Systems View Orientation</td>
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<tr>
<td>12:00</td>
<td>Lunch Break</td>
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<tr>
<td>1:00</td>
<td>2- T&amp;D Systems View Orientation, continued</td>
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<tr>
<td></td>
<td>3- T&amp;D Core Systems and Processes Assessment, continued</td>
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<tr>
<td>5:30</td>
<td>Daily Debriefing Q&amp;A, and Preview</td>
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<td>6:00</td>
<td>End of Day</td>
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### Day 2

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<th>Time</th>
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<tr>
<td>10:00</td>
<td>Welcome, Review and Preview</td>
</tr>
<tr>
<td>10:20</td>
<td>3- T&amp;D Core Systems and Processes Assessment, continued</td>
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<tr>
<td>12:00</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>1:00</td>
<td>3- T&amp;D Core Systems and Processes Assessment, continued</td>
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### Day 3

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<tr>
<td>10:00</td>
<td>Welcome, Review and Preview</td>
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<tr>
<td>10:20</td>
<td>4- T&amp;D Leadership Systems and Processes Assessment, continued</td>
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<tr>
<td>12:00</td>
<td>Lunch Break</td>
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### Day 4

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<td>Welcome, Review and Preview</td>
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<tr>
<td>10:20</td>
<td>5- T&amp;D Support Systems and Processes Assessment, continued</td>
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<tr>
<td>12:00</td>
<td>Lunch Break</td>
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<tr>
<td>1:00</td>
<td>5- T&amp;D Support Systems and Processes Assessment, continued</td>
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### Day 5

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<td>10:00</td>
<td>Welcome, Review and Preview</td>
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<tr>
<td>10:20</td>
<td>7- Planning the Improvement Project for Your Top Target</td>
</tr>
<tr>
<td>12:00</td>
<td>Lunch Break</td>
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<tr>
<td>1:00</td>
<td>7- Planning the Improvement Project for Your Top Target, continued</td>
</tr>
<tr>
<td>4:30</td>
<td>8- Workshop Summary &amp; Close</td>
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<tr>
<td>5:00</td>
<td>End of Day</td>
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Workshop Agenda and Map

The Focus on each day....

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
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<tbody>
<tr>
<td>1- WS Open</td>
<td>3- Assessing Your T&amp;D Core Systems</td>
<td>4- Assessing Your T&amp;D Leadership Systems</td>
<td>5- Assessing Your T&amp;D Support Systems</td>
<td>7- Planning the Improvement Project</td>
</tr>
<tr>
<td>2- T&amp;D Systems View Orientation</td>
<td>6- Targeting T&amp;D System Process Targets for Improvement</td>
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<tr>
<td>3- Assessing Your T&amp;D Core Systems</td>
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- We begin each day at 10:00 am
- The Lunch Break will be one hour and begin at: ________
- The day will end at 6 pm each day - except on Friday at 5 pm
- 2 Breaks 15 minutes each...or as required/negotiated prior
1. Leadership Systems and Processes
   - Strategic Planning
   - Operations Planning and Management

2. Core Systems and Processes
   - Process Improvement
   - Product and Service Line Design
   - Product and Service Line Development
   - Marketing and Communications

3. Support Systems and Processes
   - Cost/Benefits Measurement

4. Human and Environmental Asset Management
   - Research and Development

5. Financial Asset Management

6. Product and Service Line Deployment

7. Product and Service Line Development

8. Product and Service Line Design

9. Governance and Advisory
   - Strategic Planning

10. Core Systems and Processes
    - Process Improvement

11. Support Systems and Processes
    - Cost/Benefits Measurement

12. Leadership Systems and Processes
    - Strategic Planning
We Will Make 4 “Passes” at the Model

1- A “Big Picture” view of the 12 Systems

2- A listing of the 47 Processes within the 12 Systems

3- A Quick - 1st Impressions Assessment of your 47 Processes

4- A Detailed - In-Depth Assessment of your 47 Processes
The T&D Systems View Model

Published in 2002
Available from Amazon.com or for quantities from EPPIC Inc.
Guy W. Wallace Introduction

Guy W. Wallace has been in the T&D and Human Performance Technology fields since 1979 and been an ISD/HPT consultant since 1982. His clients have included over 40 US Fortune 500 Firms, plus NASA, BP, Novacor, Opel, and Siemens.

He has analyzed and designed/developed training and development for almost every type of business function and process in a wide cross-section of industries.

He is the author of three books, more than 70 articles, and has presented more than 70 times at international conferences and local chapters of ISPI, ASTD, and the Conference on Nuclear Training & Education, IEEE and Lakewood Conferences.

He has served on the International Society for Performance Improvement (ISPI) Board of Directors as the Treasurer (1999-2000) and as its President-Elect and President (2002-2004).

Guy is a Certified Performance Technologist.

His professional biography was listed by Marquis’ Who’s Who in America in 2001. He was recruited as an Instructional Systems Thought Leader by ISPI’s Professional Community in 2004.
Guy W. Wallace Internal & External Consulting Experience

2002—Today
EPPIC, Inc., President-Sole Owner, Consultant

1997—2002
CADDI, Inc., President-Partner/Majority Owner, Consultant; Staff of 24 Employees

1982—1997
Svenson & Wallace, Inc., Partner, Consultant, Staff of 33 Employees

1981—1982
Motorola - Motorola Training & Education Center, Training Project Supervisor - 2 years later MTEC became “Motorola University”

1979—1981
Wickes Lumber - Corporate Training Services, Training Developer
Guy W. Wallace Clients

1982—Today


Including over 40 USA Fortune 500 Clients
Guy W. Wallace T&D Experience

CAD - Curriculum Architecture Design
- 74 CAD Projects to date, since 1982
- Mostly for Fortune 500 firms
- Always targeted at “critical performers” in “critical processes”

MCD - Modular Curriculum Development/Acquisition
- 50 MCD Projects to date, since 1982
- Over 5000 Hours of Blended T&D designed and developed by me and my project teams

IAD - Instructional Activity Development/Acquisition
- Over one dozen Projects to date, since 1985, focused on
  - Qualification/Certifications Instruments and Implementation Processes
  - Organization Overviews
  - Policies & Procedures
Guy W. Wallace Publications

3 Books, 4 Chapters, and many years of internal Quarterly Newsletters, and over 70 externally published Articles and Columns

...see full list of publications at www.eppic.biz
Over 70 presentations at ISPI, ASTD, Training and elsewhere since 1983

…see full list of presentations at www.eppic.biz
Session Participant Poll

What is your role?
- Leadership or Management/Supervisory or Individual Contributor or multi-role

What is your department/function’s primary role?
- Training and/or Quality Improvement/ Human Performance Technology

What is the total number of your staff in your ISD/HPT function?
- Less than 5
- Between 5 and 10
- Between 10 and 50
- Between 50 and 100
- More than 100

How many distinct customer segments does your ISD/HPT function serve?
- Only 1
- Between 2 and 5
- Between 5 and 10
- Between 10 and 20
- More than 20
Workshop Participant Introductions

- Name
- Job title and current responsibilities
- Background experience in T&D
- Expectations for this workshop

Plus any initial . . .

Questions/ Comments/ Concerns
Administration Items

- Fire/Emergency Escape Procedures & Routes
- Breaks
- Refreshments/Meals
- Messages

Parking Lots

- #1 - Open Issues
- #2 - Closed Issues
The T&D Systems View Model

Next: An orientation to the T&D Systems View Model
The T&D Systems View Model

Learning by Design
Use the **T&D Systems View Quick Assessment Tool** to further your familiarity with the **T&D Systems View Model** in preparation for a more detailed review and assessment later in the workshop.
The T&D Systems View Model

Research and Development Systems are processes that keep the T&D organization on the cutting edge when deemed appropriate to the needs of the overall business.

Human and Environmental Asset Management Systems organize and manage the acquisition, development, assessment, and retention of the T&D staff, plus they provide the environment and infrastructure required to support their performance.

Financial Asset Management Systems are the processes that track and monitor the fiscal obligations of the T&D enterprise.

Marketing and Communications Systems organize, distribute, and collect information throughout the T&D marketplace.

Product and Service Line Deployment Systems organize and distribute the T&D products and services in several ways, including traditional instructor-led, group-paced deliveries; self-paced readings; computer-based delivery; Web; etc.

Product and Service Line Development Systems complete the product/service line T&D by building or buying, or by modifying existing products and services using ISD methodologies such as Modular Curriculum Development™ (MCD) and Instructional Activity Development™ (IAD).

Governance and Advisory Systems are the central, driving force behind the strategies for business-based T&D.

Strategic Planning Systems are effective only if they address the critical business needs—the showstoppers and make-or-break opportunities—of the enterprise today and tomorrow.

Operations Planning and Management Systems organize and guide the day-to-day operations and management of the various T&D functions.

Cost/Benefits Measurement Systems organize the measurement and reporting of all T&D-related metrics.

Process Improvement Systems respond to issues and trends from the Measurement System.

Product and Service Line Design Systems define the high-priority and critical T&D products and services that must be offered to the marketplace as determined by ISD methodologies such as Curriculum Architecture Design™ (CAD).
Another View of the 12 T&D Systems

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Core</th>
<th>Support</th>
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<tbody>
<tr>
<td>12 Governance and Advisory</td>
<td>5 Product and Service Line Design</td>
<td>8 Marketing and Communications</td>
</tr>
<tr>
<td>1 Strategic Planning</td>
<td>6 Product and Service Line Development</td>
<td>9 Financial Asset Management</td>
</tr>
<tr>
<td>2 Operations Planning and Management</td>
<td></td>
<td>10 Human &amp; Environmental Asset Management</td>
</tr>
<tr>
<td>3 Costs/Benefits Measurement</td>
<td></td>
<td>11 Research and Development</td>
</tr>
<tr>
<td>4 Process Improvement</td>
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</tbody>
</table>

T&D Systems View - Performance Improvement Assessment Workshop ©2006 EPPIC, Inc. and Guy W. Wallace
12 O’clock: T&D Governance and Advisory System
1. T&D Governance Process
2. T&D Advisory Process

1 O’clock: T&D Strategic Planning System
1. Enterprise Strategic Plans Surveillance Process
2. T&D Strategic Planning Process

2 O’clock: T&D Operations Planning and Management System
1. Annual Operations Planning and Budgeting Process
2. Quarterly Operations Planning and Budgeting Updates Process
3. Forecasting and Accounting Process

3 O’clock: T&D Cost/Benefits Measurement System
1. Cost/Benefits Measurement System Design and Deployment Process
2. Ongoing Cost/Benefits Measurement and Feedback Receiving Process
3. T&D Project Lessons Learned Process
4. Results Reporting and Archiving Process

4 O’clock: T&D Process Improvement System
1. T&D Issues Generation and Assessment Process
2. T&D Improvement Project Planning and Management Process
5 O’clock: T&D Product and Service Line Design System

1. T&D Product and Service Line Program Management Process
2. T&D Product Line Design Process
3. T&D Service Line Design Process

6 O’clock: T&D Product and Service Line Development/Acquisition System

1. T&D Product and Service Line Development and Acquisition Program Management Process
2. T&D Custom Development Process
3. T&D Purchased Product Acquisition Process
4. T&D Purchased Product Modification Process
5. Existing T&D Maintenance Process

7 O’clock: T&D Product and Service Line Deployment System

1. T&D Master Materials Storage and Retrieval Process
2. T&D Master Materials Change Management Process
3. T&D Scheduling Process
4. T&D Facilitator and Coach Development and Certification Process
5. Facilitator-led T&D Deployment Process
6. Self-paced T&D Deployment Process
7. Coached/Mentored T&D Deployment Process
8 O’clock: T&D Marketing and Communications System
1. T&D Stakeholder Communications Process
2. Individual T&D Planning Process
3. T&D Ordering and Registration Process

9 O’clock: T&D Financial Asset Management System
1. Organizational T&D Plans and Budget Roll-up and Adjustment Process
2. T&D Physical Property Management Process
T&D Support Systems/ Processes (continued)

10 O’clock: T&D Human and Environmental Asset Management System
1. T&D Staff Recruiting and Selection/Succession Process
2. T&D Staff Training and Development Process
3. T&D Staff Assessment Process
4. T&D Staff Compensation and Benefits Process
5. T&D Staff Rewards and Recognition Process
6. T&D Organization Structural Design Process
7. T&D Facilities Development and Deployment Process
8. T&D Equipment and Tools Development and Deployment Process
9. T&D Materials and Supplies Acquisition and Deployment Process
10. T&D Information Systems Development and Deployment Process
11. T&D Methods Deployment Process

11 O’clock: T&D Research and Development System
1. T&D Methodology and Technology Surveillance Process
2. T&D Internal and External Benchmarking Process
3. T&D Methodology and Technology Pilot-Testing Process
TDSV Model Orientation

**Leadership Systems & Processes**
- 12- Governance & Advisory
- 1- Strategic Planning
- 2- Operations P&M
- 3- Cost/Benefit Measurement
- 4- Process Improvement

**Core Systems & Processes**

**Support Systems & Processes**

Do you have something akin to these?

Quickly Assess
12 O’clock: T&D Governance and Advisory System
   1. T&D Governance Process
   2. T&D Advisory Process

1 O’clock: T&D Strategic Planning System
   1. Enterprise Strategic Plans Surveillance Process
   2. T&D Strategic Planning Process

2 O’clock: T&D Operations Planning and Management System
   1. Annual Operations Planning and Budgeting Process
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   1. Cost/Benefits Measurement System Design and Deployment Process
   2. Ongoing Cost/Benefits Measurement and Feedback Receiving Process
   3. T&D Project Lessons Learned Process
   4. Results Reporting and Archiving Process

4 O’clock: T&D Process Improvement System
   1. T&D Issues Generation and Assessment Process
   2. T&D Improvement Project Planning and Management Process
TDSV Model Orientation

Leadership Systems & Processes

Core Systems & Processes

- 5- Product & Service Line Design
- 6- Product & Service Line Development
- 7- Product & Service Line Deployment

Support Systems & Processes

Do you have something akin to these?  
Quickly Assess
5 O’clock: T&D Product and Service Line Design System

1. T&D Product and Service Line Program Management Process
2. T&D Product Line Design Process
3. T&D Service Line Design Process

6 O’clock: T&D Product and Service Line Development/Acquisition System

1. T&D Product and Service Line Development and Acquisition Program Management Process
2. T&D Custom Development Process
3. T&D Purchased Product Acquisition Process
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3. T&D Scheduling Process
4. T&D Facilitator and Coach Development and Certification Process
5. Facilitator-led T&D Deployment Process
6. Self-paced T&D Deployment Process
7. Coached/Mentored T&D Deployment Process
Leadership Systems & Processes

Core Systems & Processes

Support Systems & Processes
- 8- Marketing & Communications
- 9- Financial Asset Management
- 10- Human & Environmental Asset Management
- 11- Research & Development

Do you have something akin to these?

Quickly Assess
8 O’clock: T&D Marketing and Communications System
1. T&D Stakeholder Communications Process
2. Individual T&D Planning Process
3. T&D Ordering and Registration Process

9 O’clock: T&D Financial Asset Management System
1. Organizational T&D Plans and Budget Roll-up and Adjustment Process
2. T&D Physical Property Management Process

…continued…
10 O’clock: T&D Human and Environmental Asset Management System
1. T&D Staff Recruiting and Selection/Succession Process
2. T&D Staff Training and Development Process
3. T&D Staff Assessment Process
4. T&D Staff Compensation and Benefits Process
5. T&D Staff Rewards and Recognition Process
6. T&D Organization Structural Design Process
7. T&D Facilities Development and Deployment Process
8. T&D Equipment and Tools Development and Deployment Process
9. T&D Materials and Supplies Acquisition and Deployment Process
10. T&D Information Systems Development and Deployment Process
11. T&D Methods Deployment Process

11 O’clock: T&D Research and Development System
1. T&D Methodology and Technology Surveillance Process
2. T&D Internal and External Benchmarking Process
3. T&D Methodology and Technology Pilot-Testing Process
# Quick Assessment Summary

## Leadership
1. Strategic Planning
2. Operations Planning and Management
3. Costs/Benefits Measurement
4. Process Improvement
5. Product and Service Line Design
6. Product and Service Line Development
7. Product and Service Line Deployment
8. Marketing and Communications
10. Human & Environmental Asset Management
11. Research and Development

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**T&D Systems View - Performance Improvement Assessment Workshop**

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Quick Assessment Summaries
T&D Systems View Model

Model Summary

- **T&D Leadership Systems/Processes**
  - Build relationships with all stakeholders to align and direct all T&D efforts; develop strategic and operational plans; forecast and measure results; and direct internal process improvement efforts

- **T&D Core Systems/Processes**
  - Produce T&D products/services and deploy them to improve the learners' performance on the job

- **T&D Support Systems/Processes**
  - Market and communicate throughout the T&D System to all T&D stakeholders; manage the financial, human and environmental resources; and conduct R&D activities
Section 2- Summary & Close

- The T&D System is composed of Processes and SubProcesses within three SubSystems of
  - Leadership, Core and Support

- We will next systematically assess your T&D Systems and Processes for potential ROI and Value Add impact and then target specific processes for improvement.

- We will also develop initial Improvement Specifications and Project Plans for your top target - and the other T&D Process you've targeted - as time allows.
Section 3

Assessment of Your T&D Core Systems & Processes
Section 4- **Core Systems & Processes**
T&D Core Systems & Processes

Produce T&D products/services and deploy them to improve the learners’ performance on the job

<table>
<thead>
<tr>
<th>5</th>
<th>Product and Service Line Design</th>
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<td>6</td>
<td>Product and Service Line Development</td>
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<tr>
<td>7</td>
<td>Product and Service Line Deployment</td>
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</table>

What types of T&D does your T&D System produce?
5 O’clock: T&D Product and Service Line Design System
1. T&D Product and Service Line Program Management Process
2. T&D Product Line Design Process
3. T&D Service Line Design Process

6 O’clock: T&D Product and Service Line Development/Acquisition System
1. T&D Product and Service Line Development and Acquisition Program Management Process
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4. T&D Facilitator and Coach Development and Certification Process
5. Facilitator-led T&D Deployment Process
6. Self-paced T&D Deployment Process
7. Coached/Mentored T&D Deployment Process
5 O'clock: T&D Product and Service Line Design System
System Overview

This system’s processes organize and conduct the efforts to “systematically engineer” or “architect” the performance-based T&D product lines that make sense “programmatically.”

Systems Processes

- 5.1: T&D Product and Service Line Program Management Process
- 5.2: T&D Product Line Design Process
- 5.3: T&D Service Line Design Process
Process Overview

This Process oversees the effort to determine, across the enterprise, which T&D priorities to address. This process interacts with the Governance and Advisory System and responds, perhaps planning and implementing over a multiyear period, depending on the complexity of the enterprise.

Key Process Outputs

- A list of prioritized T&D project targets with CONC and COC figures from each advisory group
- A final priority list of target projects for T&D to address
5.1 - T&D Product/Service Line Program Management Process

Clues & Cues That Your Process May Be Broken

- Projects undertaken by the T&D system are not the most critical to the enterprise.
- Return on investment and economic value add forecasts do not exist or suggest a low-payback for the efforts.
- You’ve spent hundreds of thousands of dollars to develop/acquire generic content, e.g., time management and communications skills, when strategic and/or critical enterprise initiatives have been under-resourced in the past.
- No project management portfolio exists.
- The portfolio is not aligned with business or T&D organization strategy.
- The portfolio is not logical, and it doesn’t align with functions and/or management’s model of business.
5.1 - T&D Product/Service Line Program Management Process

The Informal Process

- Could be as simple as making a list of all of the projects to be undertaken for the year (or for multiple years)

The Formal Process

- Would have formal Program Plans, composed of numerous business cases and project plans, with schedules and staff resource allocations, and budgets

When to be More Formal

- When the resource costs will be significant, and when the number of projects to be undertaken is large or stretches over a multi-year span
5.1 - T&D Product/Service Line Program Management SubProcesses - AoPs

1. Programs/ Product Lines Definition

2. Program/ Product Lines Project Planning

3. Program/ Product Lines Project Oversight Management

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2 Source Categories for the “R” in ROI

Profit Increases
- Increased “top-line” Revenues
- Increased “bottom-line” Profits

Cost Reductions
- Reduced cycle time
- Reduced materials costs
- Reduced scrap/increase yields
- Reduced labor costs
- Reduced rework costs
- Reduced management costs
- Reduced energy costs
- Reduced overhead costs

Risk Reduction

Other?
5.1 - T&D Product/Service Line Program Management SubProcesses - AoPs

AoPs:
1. Programs/Product Lines Definition
2. Program/Product Lines Project Planning
3. Program/Product Lines Project Oversight Management

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

This Process is a macro-ISD process. It is a systematic process for conducting the project planning, performance and enabling analysis, macro-design of T&D, and prioritization of any product line gaps. It is very different from traditional ISD processes that develop only a course (or an e-learning module) as a “one-off” effort.

Key Process Output

- T&D product architecture for a target audience and priority gaps in that architecture
5.2 - T&D Product Line Design Process

Clues & Cues That Your Process May Be Broken

- T&D efforts are “one-offs” and not part of a comprehensive effort to understand the total, critical needs of targeted audiences and address those high-payback needs on a priority basis.

- “Chunks”/products don’t maximize potential for appropriate reuse.

- There are gaps in critical content

- There is redundant content between T&D products.

- T&D products don’t directly target performance and impact performance adequately.

- Key, critical jobs do not have a logical menu and path for career development—members of key target audiences don’t know what T&D to complete in what order.

- Your product offerings don’t align with critical, high-payback business/T&D strategies and needs.
5.2 - T&D Product Line Design

Process

**The Informal Process**
- Could be a compilation/collection of courses (based on an analysis or not)

**The Formal Process**
- Would be a highly structured set (menu or path) of curricula based on a thorough analysis of performance requirements and enabling knowledge/skills

**When to be More Formal**
- When the risks and costs of an incomplete set of curricula are unacceptable in terms of dollars, safety, regulatory compliance, public relations, or strategic failings
5.2 - T&D Product Line Design

SubProcesses - AoPs

1. Project Planning & Management

2. Analysis

3. Design

4. Implementation Planning

Example: EPPIC’s PACT Process for Curriculum Architecture Design

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
5.2 - T&D Product Line Design

SubProcesses - AoPs

AoPs:

1. Project Planning & Management
2. Analysis
3. Design
4. Implementation Planning

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
5.3 - T&D Service Line Design Process

Process Overview

- This Process is similar to the previous process, except that it macro-designs the non-product T&D service line.
  - Those services might include performance improvement consultation, executive and manager coaching, job redesign, etc. (depending on the capabilities of the T&D system’s personnel skills and the intentions of the T&D Governance and Advisory System).
  - A non-productive service is not a “widget,” such as a course, book, video, attendance at a seminar, etc. It could be something such as a “coaching service” that is provided to new supervisors, or executives; or could other related services such as “process mapping and analysis.”

Key Process Outputs

- T&D service architecture and priority gaps in that architecture
5.3 - T&D Service Line Design Process

Clues & Cues That Your Process May Be Broken

- Portions of the enterprise are complaining of a lack of needed services from T&D or are recommending/demanding them.

- T&D efforts are “one-offs” and not part of a comprehensive effort to understand the total, critical needs of targeted audiences, and then address and meet those high-payback needs in a priority basis.

- T&D services don’t directly target performance improvement.

- Service offerings don’t align with critical, high-payback business/T&D strategies and needs.
5.3 - T&D Service Line Design Process

The Informal Process

- Could be a compilation/collection of services (based on an analysis or not)

The Formal Process

- Would be a highly structured set of service offerings based on a thorough analysis of performance requirements

When to be More Formal

- When the risks and costs of an incomplete set of service offerings are unacceptable in terms of dollars, safety, regulatory compliance, public relations, or strategic failings
5.3 - T&D Service Line Design
SubProcesses - AoPs

1. Project Planning & Management
2. Analysis
3. Design
4. Implementation Planning

This would be very similar to 5.2 - T&D Product Line Design

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
5.3 - T&D Service Line Design

SubProcesses - AoPs

AoPs:
1. Project Planning & Management
2. Analysis
3. Design
4. Implementation Planning

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6 - T&D Product and Service Line Development/Acquisition System
System Overview

This system’s processes organize the efforts to build, buy and use, or buy and modify, and then maintain T&D consistent with the performance-based requirements and the T&D product line architecture designs. These expensive efforts are always done in order to meet only the high-payback, critical business needs of the enterprise, not every need uncovered.

Systems Processes

- 6.1: T&D Product and Service Line Development and Acquisition Program Management Process
- 6.2: T&D Custom Development Process
- 6.3: T&D Purchased Product Acquisition Process
- 6.4: T&D Purchased Product Modification Process
- 6.5: Existing T&D Maintenance Process
Process Overview

The T&D Product and Service Line Development and Acquisition Program Management Process, much as the first process within 5 o’clock, is intended to deliberately control the multiple efforts for development and acquisition for putting high-priority, high-payback T&D products and services in place.

Key Process Outputs

- Portfolio/program plans for developing and updating T&D content, reusing “content chunks” as appropriate
- Portfolio/program plans for purchasing T&D content
Clues & Cues That Your Process May Be Broken

- You can’t measure positive return on investment and economic value add against plans for T&D products/services.
- T&D product and service development is being done because someone internal to the T&D system thinks it’s a good idea—the T&D portfolio is not being managed.
- T&D products and services developed aren’t maintained due to T&D resource constraints.
- Resources are not reallocated as needed based on changes in business direction.
- You don’t know what to work on next if a project is completed early.
- Projects are not sequenced to take appropriate advantage of synergies (e.g., similar content/subject matter experts between projects).
6.1 - T&D P/S Line Development/Acquisition Program Management Process

The Informal Process

- Could be a list of project assignments for the staff.

The Formal Process

- Would be a listing of multiple, priority projects, with the specific development/acquisition strategy articulated, budgets and a spend plan (budget per milestone or per month), milestone dates, and specific staff assignments; along with a “rolled-up” plan of all projects that helps manage the assignment of staff and facilities to ensure the total plan’s feasibility.

When to be More Formal

- When there are many critical projects and any schedule slippage (missed deadlines) are unacceptable.
6.1 - T&D P/S Line Development/Acquisition
Program Management SubProcesses - AoPs

1. Project Priority Setting
2. Project Budgeting
3. Staffing Assignments
4. Facility Planning
5. Project Planning (Macro)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.1 - T&D P/S Line Development/Acquisition Program Management SubProcesses - AoPs

AoPs:

1. Project Priority Setting
2. Project Budgeting
3. Staffing Assignments
4. Facility Planning
5. Project Planning (Macro)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.2 - T&D Custom Development Process

Process Overview

The T&D Custom Development Process is a formal ISD process to develop performance-based T&D or, minimally, performance-relevant awareness, knowledge, and skills. This process can be done via in-sourcing, outsourcing, or a combination of the two.

Key Process Outputs

- T&D product “masters” for ongoing deployment (composed of content chunks)
6.2 - T&D Custom Development Process

Clues & Cues That Your Process May Be Broken

- T&D does not meet the established objectives for transferring awareness, knowledge, or skills to the target audiences.
- T&D development efforts are somewhat ad hoc, not in control, and not predictable in terms of their eventual costs or cycle times.
- T&D development does not design and build appropriately reusable “chunks” of content for sharing with other target audiences.
6.2 - T&D Custom Development Process

The Informal Process
- Could be simple “content” development (based on analysis or not)

The Formal Process
- Would be an ISD process for “content” development based on systematic performance and knowledge/skill analysis, utilizing a design process and rules/guidelines to increase performance impact and the re-use/shareability of content chunks (without denigrating impact)

When to be More Formal
- When the cost of poor content (less-than-adequate impact of post-T&D performance capability) and the potential exists to reduce life cycle costs through greater reuse
6.2 - T&D Custom Development

SubProcesses - AoPs

1. Project Planning & Kick-Off
2. Analysis
3. Design
4. Development
5. Pilot-Test
6. Revision & Release (to the deployment systems)

Example: EPPIC’s PACT Process for Modular Curriculum Development

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
SubProcesses - AoPs

AoPs:

1. Project Planning & Kick-Off
2. Analysis
3. Design
4. Development
5. Pilot-Test
6. Revision & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.3 - T&D Purchased Product Acquisition Process

Process Overview

The T&D Purchased Product Acquisition Process is a formal process to buy T&D for use as is or for modification prior to use or deployment.

Key Process Output

- Purchased/licensed T&D products for ongoing deployment
6.3 - T&D Purchased Product Acquisition Process

Clues & Cues That Your Process May Be Broken

- T&D bought often doesn’t make the grade in terms of creating the awareness, knowledge, and skills as measured in the target audiences during/after the T&D deployment.

- It takes too long evaluating and deciding on “low-value return”/“low-hanging fruit” T&D that you could simply purchase.
6.3 - T&D Purchased Product Acquisition Process

**The Informal Process**
- Could be a simple review of documented course objectives, length and deployment method; potentially comparing alternate options.

**The Formal Process**
- Would be a thorough review of alternate courses after an analysis and articulation of learning objectives, followed by a pilot-test.

**When to be More Formal**
- When the cost of poor content (less-than-adequate impact of post-T&D performance capability) is high.
6.3 - T&D Purchased Product Acquisition SubProcesses - AoPs

1. Project Planning & Kick-Off
2. Analysis
3. Purchasing Specifications Development
4. Purchased Product(s) Sourcing
5. Pilot-Test
6. Purchasing & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.3 - T&D Purchased Product Acquisition SubProcesses - AoPs

AoPs:

1. Project Planning & Kick-Off
2. Analysis
3. Purchasing Specifications Development
4. Purchased Product(s) Sourcing
5. Pilot-Test
6. Purchasing & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.4 - T&D Purchased Product Modification Process

Process Overview

The T&D Purchased Product Modification Process is a formal process used to make modifications or augmentations to purchased products, depending on the legalities of making modifications to copyrighted content, per the terms and conditions of the purchase.

Key Process Outputs

- T&D products for ongoing deployment
6.4 - T&D Purchased Product Modification Process

Clues & Cues That Your Process May Be Broken

- You have/have had any legal issues (lawsuits, complaints, or future risks) resulting from making modifications to copyrighted T&D materials.

- The cycle times and costs for making modifications are not reliably predictable.

- T&D bought and modified often doesn’t make the grade in terms of creating the awareness, knowledge, and skills as measured in their target audiences during/after the T&D deployment.
The Informal Process
- Could be a simple edit (assuming legal rights are not violated)

The Formal Process
- Would be an edit based on an analysis and articulation of learning objectives, then followed by a pilot-test

When to be More Formal
- When the cost of poor content (less-than-adequate impact of post-T&D performance capability) is high
6.4 - T&D购入产品修改子过程 - AoPs

1. Project Planning & Kick-Off

2. Analysis

3. Revision Specifications Development

4. Update Purchased Materials

5. Pilot-Test

6. Revise & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.4 - T&D Purchased Product Modification SubProcesses - AoPs

AoPs:

1. Project Planning & Kick-Off
2. Analysis
3. Revision Specifications Development
4. Update Purchased Materials
5. Pilot-Test
6. Revise & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.5 - Existing T&D Maintenance Process

Process Overview

The Existing T&D Maintenance Process allows any existing T&D product to be updated as needed. It employs sound ISD processes. It uses the original project data, as available, and revalidates that before moving forward with updates.

Key Process Outputs

- T&D products for ongoing deployment
Clues & Cues That Your Process May Be Broken

- T&D products are still being deployed that are in need of updating.

- Updating cycle times and costs cannot be reasonably predicted.

- You never stop updating.

- Maintenance is not a resourced, prioritized project effort.
6.5 - Existing T&D Maintenance Process

The Informal Process

- Could be a simple edit based on SME input and/or document reviews.

The Formal Process

- Would be an edit or redesign and then new development based on an analysis of the change and articulation of revised learning objectives, then followed by a pilot-test.

When to be More Formal

- When the cost of out-of-date content (less-than-adequate impact of post-T&D performance capability) is unacceptable or poses unacceptable risk.
6.5 - Existing T&D Maintenance

SubProcesses - AoPs

1. Project Planning & Kick-Off
2. Analysis
3. Maintenance Specifications Development
4. Update Materials
5. Pilot-Test
6. Revise & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
6.5 - Existing T&D Maintenance SubProcesses - AoPs

AoPs:

1. Project Planning & Kick-Off

2. Analysis

3. Maintenance Specifications Development

4. Update Materials

5. Pilot-Test

6. Revise & Release (to the deployment systems)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7 - Product & Service Line Deployment System
System Overview

This system’s processes organize the operations of the T&D distribution channels, including traditional instructor-led, group-paced classroom deliveries, but also Web site delivery systems; CD-ROM; CBT modes; structured, coached, or mentored delivery; paper-based delivery; and all other delivery channels.

Systems Processes

- 7.1: T&D Master Materials Storage and Retrieval Process
- 7.2: T&D Master Materials Change Management Process
- 7.3: T&D Scheduling Process
- 7.4: T&D Facilitator and Coach Development and Certification Process
- 7.5: Facilitator-led T&D Deployment Process
- 7.6: Self-paced T&D Deployment Process
- 7.7: Coached/Mentored T&D Deployment Process
7.1 - T&D Master Materials Storage & Retrieval Process

Process Overview
The T&D Master Materials Storage and Retrieval Process stores all material masters for access by developers and delivery staff.

Key Process Outputs
- Available T&D products for ongoing deployment
7.1 - T&D Master Materials Storage & Retrieval Process

Clues & Cues That Your Process May Be Broken

- It is too difficult to retrieve material masters for updating or deployment purposes.

- It is too difficult to access current content to attempt reuse.

- Materials are used in deployment when the intent should have been to make them unavailable during updates.

- There is no version control of material masters that ensures all materials are up to date.
7.1 - T&D Master Materials Storage & Retrieval Process

The Informal Process
- Could be a file cabinet (for paper masters/files) and/or a shared server (for electronic masters/files) accessible by everyone

The Formal Process
- Would be electronic files with security access control, or a “gatekeeper” who provides revision “version control” of all “masters”

When to be More Formal
- When the costs and other risks (legal/competitive) for lost “masters” is significant
7.1 - T&D Master Materials Storage & Retrieval SubProcesses - AoPs

1. Material Master Files Access Policy Establishment

2. Access Security/Gatekeeper System Established Identifying Authority for Check-in/Check-out

3. Material Masters Check-in/Check-out

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.1 - T&D Master Materials Storage & Retrieval SubProcesses - AoPs

AoPs:

1. Material Master Files Access Policy Establishment

2. Access Security/Gatekeeper System Established Identifying Authority for Check-in/Check-out

3. Material Masters Check-in/Check-out

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Master Materials Change Management Process is responsible for displacing the old content with the new and making sure that the old doesn’t inadvertently get out along with the new content.

Key Process Outputs

- Updated T&D products for ongoing deployment
Clues & Cues That Your Process May Be Broken

- Outdated materials are still being used in deployment after updating.
7.2 - T&D Master Materials Change Management Process

The Informal Process

- Could be informing staff regarding NOT TO USE directives, and when again to use (and what version)

The Formal Process

- Would be informing staff regarding NOT TO USE and removing all paper/electronic Material Master files from storage locations

When to be More Formal

- When the risks (safety, legal) and costs associated with the inadvertent use of out-of-date materials is significant
7.2 - T&D Master Materials Change Management SubProcesses - AoPs

1. Material Masters Check-out (for out-of-date or other reasons) and announcements/notification to those who need to know

2. Material Masters Check-in and announcements/notification to those who need to know

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
7.2 - T&D Master Materials Change Management SubProcesses - AoPs

AoPs:

1. Material Masters Check-out (for out-of-date or other reasons) and announcements/notification to those who need to know

2. Material Masters Check-in and announcements/notification to those who need to know

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.3 - T&D Scheduling Process

Process Overview

The T&D Scheduling Process is used to develop market-demand schedules of delivery for any T&D that is scheduled.

Key Process Outputs

- T&D deployment schedule
Clues & Cues That Your Process May Be Broken

- There are complaints from the target audience about availability of T&D offerings.

- T&D seats (or sites) go underused or seat spaces are backlogged.

- Materials are overstocked or understocked (unavailable) when requested.
7.3 - T&D Scheduling Process

The Informal Process

- Could be selecting dates for all deliveries based on the enterprise calendar (proactive) and/or based on the customer’s request (reactive)

The Formal Process

- Would involve polling the target audience for their preferred time frames/schedules (perhaps as part of an annual development planning process)

When to be More Formal

- When the T&D is intended for very critical target audiences for very critical development needs (some new hire training, product release training, etc.)
7.3 - T&D Scheduling SubProcesses
- AoPs

1. Polling the Target Audience(s) and/or their Management Regarding Their Preferred Scheduling

2. Setting the Schedule(s)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.3 - T&D Scheduling SubProcesses - AoPs

AoPs:

1. Polling the Target Audience(s) and/or their Management Regarding Their Preferred Scheduling

2. Setting the Schedule(s)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Facilitator and Coach Development and Certification Process is used to prepare the humans in T&D deployment and/or support.

Key Process Outputs

- Trained deployment and support staff
Clues & Cues That Your Process May Be Broken

- There is an insufficient number of staff to deploy T&D per the demand-driven schedules.

- Evaluation feedback identifies any problems with the knowledge, skills, and attitudes/demeanor of the facilitators, coaches, or other support staff.
7.4 - T&D Facilitator/Coach Development & Certification Process

The Informal Process
- Could be a handoff of T&D materials to intended facilitators/coaches and a review of the learners feedback

The Formal Process
- Would be systematic selection, involvement of the facilitator/coaches’ management, T&D for the role, and “performance certification”

When to be More Formal
- When the risks (safety, legal, costs, reputation) associated with failure are significant
7.4 - T&D Facilitator/Coach Development & Certification SubProcesses - AoPs

1. Setting Facilitator/Coach Selection Specifications
2. Conducting Facilitator/Coach Recruiting & Selection
3. Conducting Facilitator/Coach Training & Development
4. Conducting Facilitator/Coach Performance Capability Certification

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.4 - T&D Facilitator/Coach Development & Certification SubProcesses - AoPs

AoPs:

1. Setting Facilitator/Coach Selection Specifications

2. Conducting Facilitator/Coach Recruiting & Selection

3. Conducting Facilitator/Coach Training & Development

4. Conducting Facilitator/Coach Performance Capability Certification

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
**7.5 - Facilitator-Led T&D Deployment Process**

**Process Overview**

The Facilitator-led T&D Deployment Process controls the deployment of all instructor-led/facilitator-led T&D.

**Key Process Outputs**

- Delivered group-paced T&D
- Deployment metrics and feedback
Clues & Cues That Your Process May Be Broken

- Feedback from delivery evaluations (learners, instructors, administrative, etc.) suggests problems from the learners' perspective with things other than facilitator credibility or content accuracy, completeness, and appropriateness, including noncontent items such as room, facility, and equipment issues.
7.5 - Facilitator-Led T&D Deployment Process

The Informal Process

- Could be giving an assignment to the facilitator (instructor) and letting them make it happen.

The Formal Process

- Would be the scheduling of available facilitators (instructors), any materials preparation required, facilities (equipment/rooms), and any other support required (satellite time, transportation, etc.).

When to be More Formal

- When the delivery is complicated due to requirements for equipment, facilities, certified facilitators/instructors and the risks for failure are significant.
7.5 - Facilitator-Led T&D Deployment

SubProcesses - AoPs

1. Facilitator/Instructor Preparation

2. Facilities Preparation

3. Pre-Deployment Support

4. Deployment Support & Evaluation (levels 1 and 2)

5. Post-Deployment Support & Evaluation (levels 3 and 4)

6. Facilities Clean-up/Storage

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.5 - Facilitator-Led T&D Deployment

**SubProcesses - AoPs**

AoPs:
1. Facilitator/Instructor Preparation
2. Facilities Preparation
3. Pre-Deployment Support
4. Deployment Support & Evaluation (levels 1 and 2)
5. Post-Deployment Support & Evaluation (levels 3 and 4)
6. Facilities Clean-up/Storage

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
7.6 - Self-Paced T&D Deployment Process

Process Overview

The Self-paced T&D Deployment Process handles the deployment of all learner-controlled (self-paced) T&D.

Key Process Outputs

- Delivered self-paced T&D
- Deployment metrics and feedback
Clues & Cues That Your Process May Be Broken

- Feedback from evaluations suggests problems from the learners' perspective for things other than content accuracy, completeness, and appropriateness, including items such as availability, timeliness of receipt, or accessibility.
7.6 - Self-Paced T&D Deployment Process

The Informal Process
- Could be allowing access to the electronic files (of T&D “e” Content) and/or shipping the T&D product out upon request.

The Formal Process
- Would be providing “gate keeping/security access” to some/all electronic files (of T&D “e” Content) and/or shipping the T&D product out upon request.

When to be More Formal
- When the risks (legal, competitive) and costs associated with allowing anyone access to enterprise content are significant.
7.6 - Self-Paced T&D Deployment

SubProcesses - AoPs

1. Order Fulfillment (for paper products, audio tapes, video tapes, CD-ROMs, etc.)

2. Access Control (for “e”)

3. Completion Tracking

4. Learner & Management Evaluations (for levels 1, 2, 3 and 4)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.6 - Self-Paced T&D Deployment

SubProcesses - AoPs

AoPs:

1. Order Fulfillment (for paper products, audio tapes, video tapes, CD-ROMs, etc.)

2. Access Control (for "e")

3. Completion Tracking

4. Learner & Management Evaluations (for levels 1, 2, 3 and 4)

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The Coached/Mentored T&D Deployment Process deploys all T&D using coaches and mentors to support the learners.

Key Process Outputs

- Delivered coached/mentored T&D
- Deployment metrics and feedback
Clues & Cues That Your Process May Be Broken

- Feedback from delivery evaluations (learners, instructors, administrative, etc.) suggests problems from the learners’ perspective with things other than coach/mentor credibility or content accuracy, completeness, and appropriateness, including noncontent items such as room, facility, and equipment issues.
7.7 - Coached/Mentored T&D Deployment Process

The Informal Process
- Could be giving an assignment to the coach and letting them make it happen

The Formal Process
- Would be the scheduling of available coaches, any materials preparation required, facilities (equipment/rooms), and any other support required (equipment/materials shipping, transportation, etc.)

When to be More Formal
- When the delivery is complicated due to requirements for equipment, facilities, certified coaches and the risks for failure are significant
7.7 - Coached/Mentored T&D Deployment SubProcesses - AoPs

1. Coach Preparation

2. Coaching-site Facilities Preparation

3. Pre-Deployment Coach Support

4. Coaching Conduct Support & Evaluation (levels 1 and 2) Conduct

5. Post-Deployment Coach Support & Evaluation (levels 3 and 4) Conduct

6. Coaching-site Facilities Clean-up/Storage

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
7.7 - Coached/Mentored T&D Deployment SubProcesses - AoPs

AoPs:

1. Coach Preparation
2. Coaching-site Facilities Preparation
3. Pre-Deployment Coach Support
4. Coaching Conduct Support & Evaluation (levels 1 and 2) Conduct
5. Post-Deployment Coach Support & Evaluation (levels 3 and 4) Conduct
6. Coaching-site Facilities Clean-up/Storage

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
**T&D Core Systems/Processes**

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**5 O’clock: T&D Product and Service Line Design System**

1. T&D Product and Service Line Program Management Process
2. T&D Product Line Design Process
3. T&D Service Line Design Process

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**6 O’clock: T&D Product and Service Line Development/Acquisition System**

1. T&D Product and Service Line Development and Acquisition Program Management Process
2. T&D Custom Development Process
3. T&D Purchased Product Acquisition Process
4. T&D Purchased Product Modification Process
5. Existing T&D Maintenance Process

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**7 O’clock: T&D Product and Service Line Deployment System**

1. T&D Master Materials Storage and Retrieval Process
2. T&D Master Materials Change Management Process
3. T&D Scheduling Process
4. T&D Facilitator and Coach Development and Certification Process
5. Facilitator-led T&D Deployment Process
6. Self-paced T&D Deployment Process
7. Coached/Mentored T&D Deployment Process
**Small Team Exercise**

Break into small groups of 4-6 and sit together at a table.

For each of the 3 Core Systems’ Processes...

- Each person in turn will quickly, in 60 seconds-or-less present their assessment of process 5.1, AND explaining “why” they assessed it the way they did.

- Then go to the next Process, until addressing 7.7

Summarizes your notes on ideas you got from the others on the following pages.
## T&D Core Systems & Processes
- Assessment Summaries of Others’ Processes

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<td>7.2- T&amp;D Master Materials Change Management Process</td>
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<td>7.4- T&amp;D Facilitator and Coach Development and Certification Process</td>
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### T&D Core Systems & Processes

#### Assessment Summaries of Others’ Processes

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<td>7.7- Coached/Mentored T&amp;D Deployment Process</td>
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Small Team Exercise Readouts

For each of the 3 Core Systems’ Processes...

- Each table’s spokesperson person will quickly, in 2 minutes-or-less present their most interesting ideas regarding

“RETURNS” for

ROI
Section 3 Summary & Close

T&D Core Systems/ Processes...

- Produce T&D products/services and deploy them to improve the learners’ performance on the job

Next: Assessment of the T&D Support System’s Processes
Section 4

Assessment of Your T&D Leadership Systems & Processes
T&D Leadership Systems & Processes

- Build relationships with all stakeholders to align and direct all T&D efforts; develop strategic and operational plans; forecast and measure results; and direct internal process improvement efforts.

| 12  | Governance and Advisory |
| 1   | Strategic Planning |
| 2   | Operations Planning and Management |
| 3   | Costs/Benefits Measurement |
| 4   | Process Improvement |
12 O’clock: T&D Governance and Advisory System
   1. T&D Governance Process
   2. T&D Advisory Process

1 O’clock: T&D Strategic Planning System
   1. Enterprise Strategic Plans Surveillance Process
   2. T&D Strategic Planning Process

2 O’clock: T&D Operations Planning and Management System
   1. Annual Operations Planning and Budgeting Process
   2. Quarterly Operations Planning and Budgeting Updates Process
   3. Forecasting and Accounting Process

3 O’clock: T&D Cost/Benefits Measurement System
   1. Cost/Benefits Measurement System Design and Deployment Process
   2. Ongoing Cost/Benefits Measurement and Feedback Receiving Process
   3. T&D Project Lessons Learned Process
   4. Results Reporting and Archiving Process

4 O’clock: T&D Process Improvement System
   1. T&D Issues Generation and Assessment Process
   2. T&D Improvement Project Planning and Management Process
12.1- Governance Process
12.1- Governance Process

Process Overview
The T&D Governance Process organizes the executives of the enterprise for the purpose of directing both the overall T&D system and the specific efforts to expend the limited resources allocated to T&D, toward only the high-priority/high-payback needs.

Key Process Outputs
- General and specific goals, objectives, and measures for the T&D system’s operations
- Specific goals, objectives, and measures for the T&D system’s products and services
- Ultimate approval for any and all initiated T&D business case projects, and the business rationale for any/all T&D efforts and resources
- Budget, headcount, facilities, and other resources within their budgetary control or influence
Clues & Cues That Your Process May Be Broken

- The priorities and projects of the T&D system often change midstream, with little business rhyme or reason.
- There is little energy or enthusiasm for many of the T&D projects, and it is difficult to get the internal customer engaged and involved in timely, meaningful ways.
- Projects are under resourced or improperly resourced (any “body” “will do”).
- Projects have unrealistic cycle times.
- Projects themselves have no structure and do not seem to be scheduled activities on the calendars of the customer to be served.
- T&D is not a major component of either the overall business plan, or the HR plan, or the business plans for the other business units and functions.
12.1- Governance Process

The Informal Process

- May simply be conversations/meetings/lunches/dinners with your enterprise leadership to discuss their critical business issues and the resources necessary to meet the specific T&D support needs.

The Formal Process

- May be a formal counsel (board of governors) set up to bring the enterprise leadership to reach consensus and determine resource allocations.

When to be More Formal

- When your enterprise is large and complex, and the amount of T&D expected to be developed/deployed is large.
12.1- Governance SubProcesses - AoPs

1. Governance Process Definition and Design
2. Governance Board Goals and Charter Definition
3. Governance Board Member Selection and Recruiting
4. Governance Board Meeting Planning and Preparation
5. Governance Board Meeting Conduct and Follow-up

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
12.1- Governance SubProcesses - AoPs

AoPs:

1. Governance Process Definition and Design
2. Governance Board Goals and Charter Definition
3. Governance Board Member Selection and Recruiting
4. Governance Board Meeting Planning and Preparation
5. Governance Board Meeting Conduct and Follow-up

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
12.2 - Advisory Process

Process Overview

The T&D Advisory Process is a set of advisory committees/councils that identify and communicate to the board of governors the parochial, high-payback, potential targets.

They then oversee and conduct the approved, targeted T&D project efforts for their area of concern. The advisory committees/councils are immediately below the decision-making body of the board of governors of the T&D Governance Process.

Key Process Outputs

- Proposed T&D projects, return on investment, and the budget requirements (headcount and expense dollars)
- Completed T&D project efforts and specific T&D products and byproducts
Clues & Cues That Your Process May Be Broken

- The advice given to the ultimate, executive decision-makers regarding T&D resource allocations is happening without T&D’s active, structured involvement, and is more political than rational/process-performance based.

- There is no macro-development plan for key target audiences.

- Most T&D projects are “one-offs,” one-shot efforts, that do not lead to anything cohesive for key target audiences.

- T&D development projects are conducted without a clear understanding of their cost of conformance and cost of nonconformance or forecasting the life-cycle costs that will be incurred over time to offer this T&D product/service to the T&D marketplace.

- You feel that you have to continually roll with the punches and are constantly going from one T&D project “fire” to another.
12.2 - Advisory Process

The Informal Process

- May simply be meetings/lunches/dinners with your key customers to discuss their critical business issues and their needs for T&D support

The Formal Process

- May be a formal set of committees set up to bring up issues and needs and facilitate decision making

When to be More Formal

- When your enterprise is large and your customers are organized in a complex manner (as in “many engineers are spread across many business units” with potentially similar needs) and the informal approach won’t guarantee quality
12.2 - Advisory SubProcesses - AoPs

1. Advisory Process Definition and Design
2. Advisory Committee Goals and Charter Definition
3. Advisory Committee Member Selection and Recruiting
4. Advisory Committee Meeting Planning and Preparation
5. Advisory Committee Meeting Conduct and Follow-up

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
12.2 - Advisory SubProcesses - AoPs

AoPs:

1. Advisory Process Definition and Design
2. Advisory Committee Goals and Charter Definition
3. Advisory Committee Member Selection and Recruiting
4. Advisory Committee Meeting Planning and Preparation
5. Advisory Committee Meeting Conduct and Follow-up

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
1: Strategic Planning System

System Overview

This system’s processes organize all of the strategic planning for T&D to ensure that T&D’s plans and efforts are consistent with the strategic plans of the critical “business units/operating entities” of the enterprise.

Systems Processes

1. Enterprise Strategic Plans Surveillance Process
2. T&D Strategic Planning Process
1.1- Strategic Plans Surveillance Process

Process Overview

The Enterprise Strategic Plans Surveillance Process ensures that the T&D system, including the T&D leadership and their T&D Governance and Advisory System, is acutely aware of all of the strategic business drivers of the various components of the enterprise and takes those into account when generating T&D’s own strategic and operational plans and activities.

Key Process Outputs

- List of strategic issues and list of relevant T&D needs and the ROI, cost of conformance, and cost of nonconformance for each, by enterprise planning unit/entity
1.1- Strategic Plans Surveillance Process

Clues & Cues That Your Process May Be Broken

- You have no clue about the high-payback strategies of the key T&D customer segments of your enterprise.

- Your T&D resources that help you meet the strategic needs of your customers are not seen as strategic themselves.
1.1- Strategic Plans Surveillance Process

The Informal Process

- May be conducted via casual meetings/lunches/dinners with your key customers to discuss their strategic plans and key needs

The Formal Process

- May be a formal process that (already exists within the enterprise that) systematically reviews the strategic plans of the key business units and functions of the enterprise

When to be More Formal

- When your enterprise is large and your customers are organized in a complex manner and an informal approach won’t guarantee quality; when it is the cultural norm
1.1- Strategic Plans Surveillance

SubProcesses - AoPs

1. Enterprise and Internal Customer Strategic Plan Collection

2. Enterprise and Internal Customer Strategic Plan Review and Summarization
1.1- Strategic Plans Surveillance

SubProcesses - AoPs

AoPs:

1. Enterprise and Internal Customer Strategic Plan Collection

2. Enterprise and Internal Customer Strategic Plan Review and Summarization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
1.2 - T&D Strategic Planning Process

Process Overview

The T&D Strategic Planning Process ensures that the T&D system’s own strategic plans are in alignment with, and are supportive of, the key needs of the enterprise.

Key Process Outputs

- T&D Strategic Plan
- T&D Departmental Strategic Plans
1.2 - T&D Strategic Planning Process

Clues & Cues That Your Process May Be Broken

- You have no strategic plan for T&D.

- Your T&D strategies of where you are going and why are not documented.

- Your T&D strategies have not been reviewed and/or approved by the enterprise leadership as in alignment with the needs of the enterprise.

- Enterprise executives don’t know the strategic value of the T&D organization’s contributions from the past, the present, or the future.

- Your T&D team is not aware of and cannot summarize the strategic direction of the T&D organization itself.
1.2 - T&D Strategic Planning

Process

The Informal Process

- Might be as simple as developing a list of strategic goals

The Formal Process

- Would include developing a formal, multi-year, Strategic Planning Document, updated continuously and tied to Operations planning/re-planning systems

When to be More Formal

- When the existing enterprise strategic planning processes are themselves formal and that is the cultural norm
1.2 - T&D Strategic Planning

SubProcesses - AoPs

1. Enterprise and Internal Customer Strategic Plan and Other Key Inputs Review
2. Initial Strategic Plan Draft Development
3. Strategic Plan Draft Internal Review
4. Strategic Plan Draft External Review
5. Strategic Plan Update and Finalization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
1.2 - T&D Strategic Planning

SubProcesses - AoPs

AoPs:

1. Enterprise and Internal Customer Strategic Plan and Other Key Inputs Review

2. Initial Strategic Plan Draft Development

3. Strategic Plan Draft Internal Review

4. Strategic Plan Draft External Review

5. Strategic Plan Update and Finalization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2: Operations Planning & Management System
2: Operations Planning & Management System

System Overview

This system and its processes plan, track, and account for the investments in T&D that are required to support the strategic, high-payback needs of the enterprise. This system and its processes also routinely readjust to their dynamic situation as the needs and situation of the enterprise dictate.

Systems Processes

1. Annual Operations Planning and Budgeting Process
2. Quarterly Operations Planning and Budgeting Updates Process
3. Forecasting and Accounting Process
Process Overview

The Annual Operations Planning and Budgeting Process plans for and allocates the resources that the enterprise has partitioned to the T&D system and to all of the various T&D organizations and processes, in a manner consistent with the strategic needs of both the enterprise and the T&D system itself.

Key Process Outputs

- Operational plan and budget
2.1- Annual Operations Planning & Budgeting Process

Clues & Cues That Your Process May Be Broken

- You don’t have an annual plan tied to specific projects and efforts.

- You never have the right amount of human, environmental, and financial resources necessary for getting the high-priority demand/must-do projects completed in a timely, quality fashion.

- Forecasted project costs, schedules, and returns on investments are seldom accurate.
2.1- Annual Operations Planning & Budgeting Process

The Informal Process

- Might involve simply guessing the resources (people and out of pocket) costs required for the desired efforts to be conducted over the next year.

The Formal Process

- Might involve formal project planning and roll ups to balance/reallocate resources annually.

When to be More Formal

- When the number of projects is quite large; and/or budgets are based on a “zero based” approach; is demanded by the executives, the financial function, or by customers/regulators.
2.1- Annual Operations Planning & Budgeting SubProcesses - AoPs

1. Strategic Plan and Other Input Review

2. Annual Operations Plan Draft Development

3. Annual Operations Plan Draft Internal Review


5. Annual Operations Plan Update and Finalization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2.1 - Annual Operations Planning & Budgeting **SubProcesses** - AoPs

AoPs:

1. **Strategic Plan and Other Input Review**

2. **Annual Operations Plan Draft Development**

3. **Annual Operations Plan Draft Internal Review**

4. **Annual Operations Plan Draft External Review**

5. **Annual Operations Plan Update and Finalization**

On the T&D Assessment Tool:

**Assess this Process**: OK or Not OK and list ROI ideas for “Not OK”
2.2 - Quarterly Operations Planning & Budgeting Process

Process Overview

The Quarterly Operations Planning and Budgeting Updates Process systematically re-examines and reallocates the T&D resources, consistent with the ever-changing strategic and tactical needs of both the enterprise and the T&D system itself.

Key Process Outputs

- Updated annual plan and resource forecasts (quarterly)
Clues & Cues That Your Process May Be Broken

- You can’t tell quarter by quarter how well you will do in meeting the project goals with the necessary resources.

- The shifting needs of the enterprise and the tradeoff decisions between projects aren’t being made (if there are not enough resources to allocate in a timely manner).
2.2 - Quarterly Operations Planning & Budgeting Process

**The Informal Process**
- Might involve the annual plan (a simple list) and making any changes as understood

**The Formal Process**
- Might involve formal plan to review priority needs with the Governance/Advisory System to determine and make all adjustments needed

**When to be More Formal**
- When the number of projects is quite large and the business situation is volatile
2.2 - Quarterly Operations Planning & Budgeting SubProcesses - AoPs

1. Strategic Plan, Annual Operations Plan and Other Inputs Review

2. Quarterly Operations Plan Draft Development

3. Quarterly Operations Plan Draft Internal Review

4. Quarterly Operations Plan Draft External Review

5. Quarterly Operations Plan Update and Finalization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2.2 - Quarterly Operations Planning & Budgeting SubProcesses - AoPs

AoPs:

1. Strategic Plan, Annual Operations Plan and Other Inputs Review

2. Quarterly Operations Plan Draft Development

3. Quarterly Operations Plan Draft Internal Review

4. Quarterly Operations Plan Draft External Review

5. Quarterly Operations Plan Update and Finalization

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2.3 - Forecasting & Accounting Process

Process Overview

The Forecasting and Accounting Process tracks all of the T&D expenditures and the contractual/planned commitments to ensure that the price tags for all of the current and planned efforts are known before all of the invoices arrive.

Key Process Outputs

- Financial status updates for all operational projects and activities
2.3 - Forecasting & Accounting Process

Clues & Cues That Your Process May Be Broken

- You don’t know where you stand at all times and for all current projects in regard to your project and financial status and your project continuation/completion financial obligations.
2.3 - Forecasting & Accounting Process

The Informal Process

- Might be a simple list or spreadsheet with estimated (or contractual) total costs per project and the total.

The Formal Process

- Would be a collection of all project contracts, with a full list/spreadsheet with total project costs, and a cash flow (payables) that is updated monthly, tied to a monthly project status reporting system.

When to be More Formal

- When the number of projects is large, and the total costs and payouts are complicated; and if it might be expected that the T&D System might need to return expense dollars to the enterprise (and reduce spending plans).
2.3 - Forecasting & Accounting

SubProcesses - AoPs

1. Annual Operations Plan, Quarterly Operations Plan and Other Inputs Review

2. Annual Budget Forecast Development and Reporting

3. Quarterly Budget Forecast Update and Reporting

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
2.3 - Forecasting & Accounting

SubProcesses - AoPs

AoPs:

1. Annual Operations Plan, Quarterly Operations Plan and Other Inputs Review

2. Annual Budget Forecast Development and Reporting

3. Quarterly Budget Forecast Update and Reporting

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”

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3: Cost/ Benefits Measurement System
3: Cost/Benefits Measurement System

**System Overview**

This system’s processes organize the measurement and reporting of all T&D metrics and provide the data and interpretations (where appropriate) to the T&D leadership, staff, and all of the key customers and stakeholders in the T&D marketplace.

**Systems Processes**

1. Cost/Benefits Measurement System Design and Deployment Process
2. Ongoing Cost/Benefits Measurement and Feedback Receiving Process
3. T&D Project Lessons Learned Process
4. Results Reporting and Archiving Process
**3.1- Cost/ Benefits Measurement System Design & Deployment Process**

**Process Overview**

The Cost/ Benefits Measurement System Design and Deployment Process creates, deploys, and maintains the measurement system and mechanism(s) for all of T&D. It’s T&D’s balanced scorecard (BSC).

**Key Process Outputs**

- T&D measurement system design, e.g., BSC
- T&D measurement system development and deployment plans
Clues & Cues That Your Process May Be Broken

- You don’t measure or plan to measure key T&D efforts.

- There is not a systematic business approach used to decide which efforts get measured and which do not.

- Measurement is inconsistent, labor intensive, and the results reported are not insightful.

- You rarely or never measure learning, performance, and/or business results.
3.1- Cost/ Benefits Measurement System Design & Deployment Process

The Informal Process

- Could be as simple as asking your customers and key stakeholders for feedback on “how you are doing compared to the costs being incurred?”

The Formal Process

- Would be formal calculations, agreed to with the Governance Board, for ROI and Value Add

When to be More Formal

- When the stakes are high, and the enterprise typically (culturally) approaches spending (investment) decisions in this formal manner
3.1- Cost/ Benefits Measurement System Design & Deployment SubProcesses - AoPs


2. Cost/ Benefits Measurement System Development

3. Cost/ Benefits Measurement System Deployment

On the T&D Assessment Tool: Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.1- Cost/ Benefits Measurement System

Design & Deployment SubProcesses - AoPs

AoPs:


2. Cost/ Benefits Measurement System Development

3. Cost/ Benefits Measurement System Deployment

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.2 - Ongoing Cost/Benefits Measurement Feedback Receiving Process

Process Overview

The Ongoing Cost/Benefits Measurement and Feedback Receiving Process captures the data from the T&D Cost/Benefits Measurement System, packages it, and reports it out to the appropriate parties within the enterprise.

Key Process Outputs

- Measurement (raw and calculated) data
- Measurement reports and interpretations
3.2 - Ongoing Cost/Benefits Measurement Feedback Receiving Process

Clues & Cues That Your Process May Be Broken

- Don’t know your general or specific costs, satisfaction levels for any or all of your stakeholders, mastery levels of learners after training, transfer levels back to the job, and return on investment for any or all of your critical T&D efforts.

- Initially collected data, but efforts to do it have declined over time.
3.2 - Ongoing Cost/Benefits Measurement Feedback Receiving Process

The Informal Process
- Could be collecting first cost data (development/acquisition) and general benefits statements from customers and stakeholders.

The Formal Process
- Would be collecting total cost data (development/acquisition, administration, deployment (including participation and “lost opportunity” costs) and maintenance, and comparing those with total returns.

When to be More Formal
- When the culture of the enterprise and its business practices conduct internal projects in a more formal manner.
3.2 - Ongoing Cost/Benefits Measurement Feedback Receiving SubProcesses - AoPs

1. Development Costs Data Collection
2. On-going Delivery Costs Data Collection
3. Maintenance Costs Data Collection
4. Administration Costs Data Collection
5. Learner Satisfaction and Mastery Data Collection (levels 1, 2 and 3)
6. Process Performance Metrics Data Collection

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.2 - Ongoing Cost/Benefits Measurement Feedback Receiving SubProcesses - AoPs

AoPs:
1. Development Costs Data Collection
2. On-going Delivery Costs Data Collection
3. Maintenance Costs Data Collection
4. Administration Costs Data Collection
5. Learner Satisfaction and Mastery Data Collection (levels 1, 2 and 3)
6. Process Performance Metrics Data Collection

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.3- T&D Projects Lessons Learned Process

Process Overview

The T&D Project Lessons Learned Process captures data unique to the internal lessons learned by the participants within T&D processes regarding their experiences in using or being a part of the process.

Key Process Outputs

- Lessons Learned reports (by project)
- Lessons Learned archives
3.3- T&D Projects Lessons Learned

Process

Clues & Cues That Your Process May Be Broken

- You keep seeing the same kinds of mistakes and ineffective, costly approaches being used over and over again in successive projects.

- Your team doesn’t know what worked and what didn’t work in the past, or why.
3.3- T&D Projects Lessons Learned

Process

The Informal Process

- Could be casual meetings during and after projects

The Formal Process

- Would be structured debriefings (post mortems) that are documented and archived and reviewed prior to new projects being started

When to be More Formal

- When there is high turnover in the T&D organization and/or there are many high risk/reward projects where failure (in quality or timeliness) is unacceptable
3.3- T&D Projects Lessons Learned

SubProcesses - AoPs

1. Development Lessons Learned Data Collection

2. On-going Delivery Lessons Learned Data Collection

3. Lessons Learned Publishing/Presentations/Communications

4. Lessons Learned Archiving

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.3- T&D Projects Lessons Learned
SubProcesses - AoPs

AoPs:

1. Development Lessons Learned Data Collection

2. On-going Delivery Lessons Learned Data Collection

3. Lessons Learned Publishing/Presentations/Communications

4. Lessons Learned Archiving

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.4 – Results Reporting & Archiving Process

Process Overview

The Results Reporting and Archiving Process gathers all of the T&D results data, puts the data in an intelligent and understandable form, and then reports it to stakeholders appropriate to their needs. It also archives it for future reference.

Key Process Outputs

- Results reports
- Results summaries
3.4 – Results Reporting & Archiving Process

Clues & Cues That Your Process May Be Broken

- Your stakeholders don’t know the results of the investments and expenses made in enterprise T&D.

- You can’t really begin to predict the future in terms of T&D costs and returns based on past T&D projects/efforts.

- You can’t go back and look at or find past project results.
3.4 - Results Reporting & Archiving
SubProcesses - AoPs

The Informal Process
- Could be results reported out non-routinely, in casual conversations with key stakeholders, or in emails/letters

The Formal Process
- Would be routine reports/communications (emails/letters) done after each project and/or quarterly or monthly

When to be More Formal
- When there are many stakeholders, and many “investment dollars” involved
3.4 - Results Reporting & Archiving

SubProcesses - AoPs

1. Results Report Development
2. Results Report Dissemination
3. Results Report Archiving

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
3.4 - Results Reporting & Archiving

SubProcesses - AoPs

AoPs:

1. Results Report Development
2. Results Report Dissemination
3. Results Report Archiving

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
4: **Process Improvement System**
4: Process Improvement System

System Overview

This system is responsible for improving T&D’s own systems and processes in response to issues and trends uncovered by the measurement system. This system also provides structure and order to the quality and process improvement efforts for both incremental, continuous improvement, and radical, discontinuous improvement to T&D processes.

Systems Processes

1. T&D Issues Generation and Assessment Process
2. T&D Improvement Project Planning and Management Process
Process Overview

The T&D Issues Generation and Assessment Process identifies both T&D current and future issues (high-payback problems/opportunities) and brings them to the attention of the T&D Governance and Advisory System.

Key Process Outputs

- T&D issues and opportunities report
- Decisions as to which problems/opportunities to address and how/when to address
4.1- Issues Generation & Assessment Process

Clues & Cues That Your Process May Be Broken

- Big T&D system problems and opportunities are not determined, validated, or addressed in a rational, systematic manner.

- Major T&D problems that aren’t addressed incur avoidable, recurring costs that reach a level of significance and/or intolerance that detracts from the key business focus of the T&D system.
4.1- Issues Generation & Assessment Process

The Informal Process

- Could be ad hoc, addressing problems/opportunities as they arise

The Formal Process

- Would involve a systematic, data driven, problem/opportunity collection effort, with formal reviews with the Advisory & Governance groups for decision making

When to be More Formal

- When the stakes are high for T&D System failure for the customers/stakeholders; when the T&D funding comes more directly from the customers (and it's “their money”)
4.1- Issues Generation & Assessment

SubProcesses - AoPs

1. Review of T&D System Data from Business Metrics, Results Reports, Lessons Learned and other sources

2. Preliminary Prioritization and Targeting of T&D System’s Problems/Opportunities

3. Additional Data Gathering for the Preliminary targets

4. Reporting of Preliminary Findings to the Advisory & Governance Groups

5. Prioritization and Targeting of T&D System Problem/Opportunity Improvements

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
4.1- Issues Generation & Assessment
SubProcesses - AoPs

AoPs:

1. Review of T&D System Data from Business Metrics, Results Reports, Lessons Learned and other sources

2. Preliminary Prioritization and Targeting of T&D System’s Problems/Opportunities

3. Additional Data Gathering for the Preliminary targets

4. Reporting of Preliminary Findings to the Advisory & Governance Groups

5. Prioritization and Targeting of T&D System Problem/Opportunity Improvements

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
4.2 - Improvement Project Planning & Management Process

Process Overview

The T&D Improvement Project Planning and Management Process takes the validated problems/opportunities and plans a project to address the needs and then oversees the improvement initiative efforts, much as any other major/minor improvement initiative.

Key Process Outputs

- Project plans for each improvement
- Master plan for all ongoing projects
- Project status reports
4.2 - Improvement Project Planning & Management Process

Clues & Cues That Your Process May Be Broken

- Improvement initiatives are undertaken without a clear plan of tasks, responsibilities, schedule, or costs.

- Improvement initiatives are routinely poorly conceived, behind schedule, or over budget.

- Improvement initiatives are not considered “true projects” with expectations for results, resources, communication, etc., equivalent to “client work.”

- Projects drift and seem uncontrolled despite a well-documented plan.

- None of the really big problems are being addressed.
4.2 - Improvement Project Planning & Management Process

The Informal Process
- Could be ad hoc, with individuals assigned to “fix the problem”

The Formal Process
- Would be a planned approach, with milestone reviews and formal reporting of the improvement effort’s status

When to be More Formal
- When the improvement’s risks/rewards are significant
4.2 - Improvement Project Planning & Management SubProcesses - AoPs

1. Improvement Project Planning & Kick-Off
2. Improvement Analysis
3. Improvement Design
4. Improvement Development
5. Improvement Pilot-Test
6. Improvement Revisions
7. Improvement Roll-Out

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
4.2 - Improvement Project Planning & Management SubProcesses - AoPs

AoPs:
1. Improvement Project Planning & Kick-Off
2. Improvement Analysis
3. Improvement Design
4. Improvement Development
5. Improvement Pilot-Test
6. Improvement Revisions
7. Improvement Roll-Out

On the T&D Assessment Tool: Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
12 O’clock: T&D Governance and Advisory System
1. T&D Governance Process
2. T&D Advisory Process

1 O’clock: T&D Strategic Planning System
1. Enterprise Strategic Plans Surveillance Process
2. T&D Strategic Planning Process

2 O’clock: T&D Operations Planning and Management System
1. Annual Operations Planning and Budgeting Process
2. Quarterly Operations Planning and Budgeting Updates Process
3. Forecasting and Accounting Process

3 O’clock: T&D Cost/Benefits Measurement System
1. Cost/Benefits Measurement System Design and Deployment Process
2. Ongoing Cost/Benefits Measurement and Feedback Receiving Process
3. T&D Project Lessons Learned Process
4. Results Reporting and Archiving Process

4 O’clock: T&D Process Improvement System
1. T&D Issues Generation and Assessment Process
2. T&D Improvement Project Planning and Management Process
Small Team Exercise

Break into small groups of 4-6 and sit together at a table.

For each of the 5 Leadership Systems’ Processes...

- Each person in turn will quickly, in 60 seconds-or-less present their assessment of process 12.1, AND explaining “why” they assessed it the way they did.

- Then address the next Process, until completing 4.2

Summarizes your notes on ideas you got from the others on the following pages.
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Small Team Exercise Readouts

For each of the 5 Leadership Systems' Processes...

- Each table's spokesperson person will quickly, in 2 minutes-or-less present their most interesting ideas regarding "RETURNS" for ROI.
Section 4 Summary & Close

T&D Leadership Systems/Processes

- Build relationships with all stakeholders to align and direct all T&D efforts; develop strategic and operational plans; forecast and measure results; and direct internal process improvement efforts.

12 Governance and Advisory
1 Strategic Planning
2 Operations Planning and Management
3 Costs/Benefits Measurement
4 Process Improvement

Next: Assessment of the T&D Core System’s Processes
Section 5

Assessment of Your T&D Support Systems & Processes
T&D Support Systems & Processes

- Market and communicate throughout the T&D System to all T&D stakeholders; manage the financial, human and environmental resources; and conduct R&D activities.
8 O’clock: T&D Marketing and Communications System

1. T&D Stakeholder Communications Process
2. Individual T&D Planning Process
3. T&D Ordering and Registration Process

9 O’clock: T&D Financial Asset Management System

1. Organizational T&D Plans and Budget Roll-up and Adjustment Process
2. T&D Physical Property Management Process
10 O’clock: T&D Human and Environmental Asset Management System

1. T&D Staff Recruiting and Selection/Succession Process
2. T&D Staff Training and Development Process
3. T&D Staff Assessment Process
4. T&D Staff Compensation and Benefits Process
5. T&D Staff Rewards and Recognition Process
6. T&D Organization Structural Design Process
7. T&D Facilities Development and Deployment Process
8. T&D Equipment and Tools Development and Deployment Process
9. T&D Materials and Supplies Acquisition and Deployment Process
10. T&D Information Systems Development and Deployment Process
11. T&D Methods Deployment Process

11 O’clock: T&D Research and Development System

1. T&D Methodology and Technology Surveillance Process
2. T&D Internal and External Benchmarking Process
3. T&D Methodology and Technology Pilot-Testing Process
8 - T&D Marketing & Communications System
8 - T&D Marketing & Communications System

System Overview

These systems organize and distribute information throughout the T&D’s marketplace.

Systems Processes

- 8.1: T&D Stakeholder Communications Process
- 8.2: Individual T&D Planning Process
- 8.3: T&D Ordering & Registration Process
8.1 - T&D Stakeholder Communications Process

Process Overview

The T&D Stakeholder Communications Process determines exactly who the T&D system’s stakeholders are and what their needs for information are, and it delivers information and data to each stakeholder group via the most efficient communication channels.

Key Process Outputs

- Various “proactive” T&D communications, e.g., brochures, videos, flyers, mailers, posters, Web sites, etc.
- Various “reactive” T&D communications
Clues & Cues That Your Process May Be Broken

- Stakeholder groups have had to ask for information that is really viewed as “needed to know” by both of them and by the T&D governance and advisory groups.

- Stakeholders complain about the lack of information available.

- Frequently asked questions are not being captured, and then the answers proactively “pushed” out to like audiences.

- Surveys discover that T&D target audiences and other stakeholder groups do not understand what’s available and how to access it or participate in it.
8.1 - T&D Stakeholder Communications Process

The Informal Process
- Could be accomplished via non-routine emails or meetings with key stakeholders

The Formal Process
- Would be multiple communications vehicles (“e”, paper, bulletin boards, posters, video, etc.) used routinely and non-routinely, after a careful analysis of stakeholders and their information needs; and would provide information about T&D offerings, schedules, access, T&D product and service development/acquisition efforts, results and testimonials, costs/benefits data, and contact information

When to be More Formal
- When the organization is large and complex, and the need to get information to specific groups is indicated by surveys, exit interviews, and other sources
8.1 - T&D Stakeholder Communications

SubProcesses - AoPs

1. Stakeholder Segmentation
2. Ongoing Stakeholder Information Needs Analysis
3. Communications Channels/Vehicles Selection
4. Routine Content Development/Acquisition
5. Ongoing Targeted Communications Deployment

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
8.1 - T&D Stakeholder Communications

SubProcesses - AoPs

AoPs:

1. Stakeholder Segmentation

2. Ongoing Stakeholder Information Needs Analysis

3. Communications Channels/Vehicles Selection

4. Routine Content Development/Acquisition

5. Ongoing Targeted Communications Deployment

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
8.2 - Individual T&D Planning Process

Process Overview

The Individual T&D Planning Process is used for planning an individual employee’s T&D, but also for compiling (rolling up), locally or enterprise-wide, all of the plans in order to place a “demand forecast” on the T&D deployment/delivery system.

Key Process Outputs

- Individual T&D plans
- Group T&D plans (roll-up)
- Enterprise T&D plans (roll-up)
8.2 - Individual T&D Planning Process

Clues & Cues That Your Process May Be Broken

- There are no individual-to-group-to-enterprise roll-ups of the T&D participation plans. They are all discrete and not linked.

- Individual plans are not used and/or no common format exists.

- No one has a realistic clue of the future demand for T&D products and services.

- T&D seats are under-filled or sites are underutilized for many deployments.
8.2 - Individual T&D Planning Process

The Informal Process

- Could be left to everyone to do their own thing, planned or not

The Formal Process

- Would be targeted audiences being required to develop routine (annual) development plans based on the performance competency needs of their job and upcoming/routine assignments, and an assessment of their strengths/weaknesses in the more critical needs

When to be More Formal

- When the risks and costs of inadequate performance due to lack of knowledge/skill are significant
8.2 - Individual T&D Planning

SubProcesses - AoPs

1. Selection of critical Target Audiences for Proactive Planning

2. Development of performance-based “Curriculum Architectures/Learning Paths” for each critical Target Audience

3. Development and deployment of a planning system and tools

4. Development of completion status tracking mechanisms for the critical Target Audiences

5. Development and deployment of less rigorous planning systems and tools for the non-critical Target Audiences

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
8.2 - Individual T&D Planning

SubProcesses - AoPs

AoPs:
1. Selection of critical Target Audiences for Proactive Planning
2. Development of performance-based “Curriculum Architectures/Learning Paths” for each critical Target Audience
3. Development and deployment of a planning system and tools
4. Development of completion status tracking mechanisms for the critical Target Audiences
5. Development and deployment of less rigorous planning systems and tools for the non-critical Target Audiences

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
8.3 - T&D Ordering & Registration Process

Process Overview

The T&D Ordering and Registration Process is where the customers of T&D can place their orders appropriate to the type of T&D products/services offered.

Key Process Outputs

- Orders for T&D offerings (products) forwarded to the appropriate Product and Service Line Deployment System
- Registrations for T&D offerings forwarded to the appropriate Product and Service Line Deployment System
8.3 - T&D Ordering & Registration Process

Clues & Cues That Your Process May Be Broken

- Customers complain that their “orders” are not being filled in a timely manner or are being filled incorrectly.

- Expediting orders is usually necessary and taking a lot of people’s time and attention.

- There are complaints that T&D offerings that were registered for are mishandled.
8.3 - T&D Ordering & Registration Process

The Informal Process

- Could be forwarding requests for T&D offerings without any data for tracking purposes; or registering anyone for any offering

The Formal Process

- Would be where all ordering and registration data is tracked prior to forwarding it to the appropriate deployment system/process

When to be More Formal

- When the desire is to proactively create and ensure performance competence for critical Target Audiences
8.3 - T&D Ordering & Registration

SubProcesses - AoPs

1. Ordering Systems Design
2. Ordering Systems Operations and Reporting
3. Registration Systems Design
4. Registration Systems Operations and Reporting

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
8.3 - T&D Ordering & Registration

SubProcesses - AoPs

AoPs:

1. Ordering Systems Design
2. Ordering Systems Operations and Reporting
3. Registration Systems Design
4. Registration Systems Operations and Reporting

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
9 - T&D Financial Asset Management System
System Overview

This is the system that tracks and monitors the fiscal obligations of the T&D organization and keeps them within predetermined budget levels.

This system’s processes organize, allocate, monitor, and control all financial matters for T&D, for example, project budgets, hardware/software purchases, travel expenses, and all other T&D financial matters.

Systems Processes

- 9.1: Organizational T&D Plans and Budget Roll-Up and Adjustment Process
- 9.2: T&D Physical Property Management Process
Process Overview

The Organizational T&D Plans and Budget Roll-up and Adjustment Process allows T&D management and the T&D governance and advisory members to provide oversight to all things financial, so that they may perform their fiduciary responsibilities to the shareholders/owners of the enterprise.

Key Process Outputs

- Financial records and projections for the planning period
- Annual inventory updates of all T&D assets
9.1 - Organizational T&D Plans & Budget Roll-Up & Adjustment Process

Clues & Cues That Your Process May Be Broken

- You’re not getting timely “actuals” on financial status and obligations.

- No one knows where all of the T&D assets reside, what their total value is, and if they’ve been moved, removed, or stolen, or if they are obsolete.

- You’ve received negative feedback from the financial organization regarding T&D’s accounting practices and numbers.

- You’re unable to create or use management “check ratios” or “spend profiles” to assess performance/status improvement.
9.1 - Organizational T&D Plans & Budget Roll-Up & Adjustment Process

The Informal Process

- Could be accomplished by asking T&D Staff to guess their projected project expenses month by month.

The Formal Process

- Would be to obtain monthly spending projections per project and track “actual expenses” against those “planned expenses” and then determine reasons for major variations to address those as appropriate.

When to be More Formal

- When your projects are many and complex and there is a fair chance for significantly going over/depleting the budget.
1. Obtain and Integrate Original “Project Spend Profile Plans” into T&D Budget Tracking System

2. Routinely Obtain and Integrate “Actual to Plan” Project Spending Reports into T&D Budget Tracking System


4. Obtain and Disseminate “Spending Variation Rationale Reports” as appropriate

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
AoPs:

1. Obtain and Integrate Original “Project Spend Profile Plans” into T&D Budget Tracking System

2. Routinely Obtain and Integrate “Actual to Plan” Project Spending Reports into T&D Budget Tracking System


4. Obtain and Disseminate “Spending Variation Rationale Reports” as appropriate

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
9.2 - T&D Physical Property Management Process

Process Overview

The T&D Physical Property Management Process accounts for physical property assets as driven by the enterprise’s policies and procedures, as well as federal, state, and local laws, regulations, and codes.

Key Process Outputs

- T&D property records and status
Clues & Cues That Your Process May Be Broken

- You don’t know the book value and replacement value of your physical assets.

- You don’t know if “shrinkage” (loss due to theft or negligence) is an issue.
9.2 - T&D Physical Property Management Process

The Informal Process

- Could be occasionally surveying T&D facilities for any key items obviously missing and then taking appropriate action.

The Formal Process

- Would be inventorying every item at acquisition, and routinely conducting exhaustive inventory reconciliation efforts; and could also include a systems for checking items in and out key items for temporary usage.

When to be More Formal

- When your assets are valuable and where theft/shrinkage is a problem that can significantly have a negatively affect on any core T&D Systems/Process performances.
9.2 - T&D Physical Property Management SubProcesses - AoPs

1. Establish and Continuously Improve a T&D Physical Asset Inventory Tracking System

2. Enter New Acquisitions Into T&D Physical Asset Inventory Tracking System

3. Check Out and Check In Key Asset Items to T&D Users Via the T&D Physical Asset Inventory Tracking System

4. Conduct Routine Physical Inventories and Reconcile with the T&D Physical Asset Inventory Tracking System

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
9.2 - T&D Physical Property Management SubProcesses - AoPs

AoPs:

1. Establish and Continuously Improve a T&D Physical Asset Inventory Tracking System

2. Enter New Acquisitions Into T&D Physical Asset Inventory Tracking System

3. Check Out and Check In Key Asset Items to T&D Users Via the T&D Physical Asset Inventory Tracking System

4. Conduct Routine Physical Inventories and Reconcile with the T&D Physical Asset Inventory Tracking System

On the T&D Assessment Tool: Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10- T&D Human & Environmental Asset Management System
This system’s processes organize all of the infrastructure of the T&D systems and processes, including both the human and nonhuman infrastructure elements of the processes.

The T&D Human and Environmental Asset Management System organizes and manages the acquisition, development, assessment, and retention of the T&D staff.

It also includes management of the supporting infrastructure such as facilities, equipment, and information that is needed to deploy T&D.

None of the T&D systems and processes will operate without these infrastructure elements in place (the humans and the nonhuman data, methods, materials, equipment, budget dollars, consequences, and feedback).
10.1 - T&D Staff Recruiting & Selection/Succession Process

Process Overview

- The T&D Staff Recruiting and Selection/Succession Process seeks applicants and screens candidates for defined jobs/positions.

Key Process Outputs

- People to staff all of the roles/jobs articulated
Clues & Cues That Your Process May Be Broken

- Your incoming T&D staff members do not have the necessary entry knowledge and skills.

- Incoming staff have wildly varying incoming knowledge and skills.

- Existing staff are frequently not trainable or cannot be developed to competently meet the process requirements of the T&D systems and processes.

- Staff complains that the job was not what they expected (the real job requirements do not match job incumbents’ incoming expectations).

- Staff is not brought on board in a timely manner.
10.1 - T&D Staff Recruiting & Selection/Succession Process

The Informal Process

- Could be finding Master Performers in various job categories and offering them positions to train and develop others.

The Formal Process

- Would be first defining the T&D Performance Models for all jobs and processes, determining key enabling Human K/Ss and Attributes/Values for each and using that data formally in the recruiting and selection processes and criteria.

When to be More Formal

- When the “stakes” of the T&D Staff performance is critical to the Enterprise in terms of Risk/Reward.
10.1 - T&D Staff Recruiting & Selection/Succession SubProcesses - AoPs

1. T&D System Process Mapping & Performance Modeling & Human Attribute Enabler Analysis

2. Affect the Enterprise Recruiting & Selection System with the Criteria and Weights for the Key T&D Performance Enabling K/SS, Attributes & Values

3. Determine the Logical Succession Plan Between Key T&D System Jobs and External/Internal to the Enterprise

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.1 - T&D Staff Recruiting & Selection/Succession SubProcesses - AoPs

**AoPs:**

1. **T&D System Process Mapping & Performance Modeling & Human Attribute Enabler Analysis**

2. **Affect the Enterprise Recruiting & Selection System with the Criteria and Weights for the Key T&D Performance Enabling K/Ss, Attributes & Values**

3. **Determine the Logical Succession Plan Between Key T&D System Jobs and External/Internal to the Enterprise**

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
**Process Overview**

The T&D Staff Training and Development Process assesses knowledge and skill compliance and develops an Individual T&D Plan from an organized, documented, and resourced curriculum of traditional and nontraditional information, education, training, and development events to ensure competence and development consistent with the projected, overall staffing needs of the T&D system.

**Key Process Outputs**

- Trained and developed staff to the levels of competency required by the processes within which they perform.
Clues & Cues That Your Process May Be Broken

- Your critical T&D staff is not as competent as they need to be for knowledge/skills capability items outside the scope of the recruiting and selection process.

- Staff complains about the lack of T&D or lack of a clear path for development.
10.2 - T&D Staff Training & Development Process

The Informal Process
- Could be having each new employee informally receive on-the-job instruction via observation and informal coaching as needed

The Formal Process
- Would be assessing the incoming K/S of each employee and customizing an Individual T&D Plan based on their job expectations and the defined Curriculum Architecture Path designed for the job

When to be More Formal
- When the K/Ss of the T&D Staff is critical to their performance and the success of the T&D System and Processes
1. Conduct a CAD effort for the T&D System’s Key Jobs

2. Build/Acquire the priority T&D products of the CAD for internal deployment

3. Conduct Individual T&D Planning for each Key T&D Job Performer

4. Manage Individual Training Using the Individual T&D Plan and Adjust As Needed

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
**10.2 - T&D Staff Training & Development**

**SubProcesses - AoPs**

AoPs:

1. **Conduct a CAD effort for the T&D System’s Key Jobs**

2. **Build/Acquire the priority T&D products of the CAD for internal deployment**

3. **Conduct Individual T&D Planning for each Key T&D Job Performer**

4. **Manage Individual Training Using the Individual T&D Plan and Adjust As Needed**

On the T&D Assessment Tool:

Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
10.3 - T&D Staff Assessment Process

Process Overview

The T&D Staff Assessment Process provides routine and continuous assessment of performance, positive/constructive feedback, negative/constructive feedback, additional development and progression monitoring, progressive discipline, and termination, if necessary.

Key Process Outputs

- Staff feedback on satisfaction/dissatisfaction
- Inputs to other human asset processes
10.3 - T&D Staff Assessment Process

Clues & Cues That Your Process May Be Broken

- Performance appraisals/staff evaluations don’t happen routinely, or as needed, or with quality and consistency.

- The T&D staff does not know where they stand in management’s eyes regarding their competence and performance adequacy.

- Staff T&D plans are not being driven by these formal assessments, which are driven by the needs of the business.

- Performance appraisals and criteria are too general and/or do not match the job.
10.3 - T&D Staff Assessment Process

The Informal Process
- Could be occasionally assessing and ranking the T&D Staff based on flexible criteria

The Formal Process
- Would be routinely assessing T&D Staff using standard, priority job performance criteria sourced from the Performance Models & Enabler data for the T&D Systems/Processes

When to be More Formal
- When there is a need to promote/advance deserving individuals and/or to address/remove non-performers on the staff due to their negative impact on the T&D Systems' performance
10.3 - T&D Staff Assessment

SubProcesses - AoPs

1. Develop Standard Performance Assessment Instruments per T&D Job/Role

2. Use the Standard Performance Assessment Instruments to Routinely Assess Performers in Key T&D Jobs/Roles

3. Provide Feedback and Take Corrective Action As Needed

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.3 - T&D Staff Assessment SubProcesses - AoPs

AoPs:

1. Develop Standard Performance Assessment Instruments per T&D Job/Role

2. Use the Standard Performance Assessment Instruments to Routinely Assess Performers in Key T&D Jobs/Roles

3. Provide Feedback and Take Corrective Action As Needed

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Staff Compensation and Benefits Process provides total compensation and benefits for all of the permanent employees of the T&D system; it typically provides only compensation for the outsourced staff.

Key Process Outputs

- Total compensation goals and amounts determined for each staff position
10.4 - T&D Staff Compensation & Benefits Process

Clues & Cues That Your Process May Be Broken

- The staff complains about their salary compared to others elsewhere in T&D.

- Pay is uneven across multiple jobs without solid rationale.

- Turnover is greater than in other areas of the enterprise, and exit interviews indicate that people are leaving due to pay and benefits issues.
The Informal Process

- Could be adjusting compensation and benefits reactively in response to staff inquiries, complaints and/or turnover.

The Formal Process

- Would be to conduct compensation & benefits surveys using the data from the Performance Models and Enabler Analyses as benchmarks for desired competence/capability.

When to be More Formal

- When staff turnover or dissatisfaction would negatively affect the performance of the T&D System and its Customers and Stakeholders.
1. Conduct Employee compensation & benefits satisfaction surveys

2. Conduct local marketplace compensation & benefits surveys using the Performance Model & Enabling K/S data for Key Jobs as the benchmarks for comparison

3. Adjust compensation & benefits for each local market to attract and retain Key Job Performers per Enterprise policies and requirements

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
**10.4 - T&D Staff Compensation & Benefits SubProcesses - AoPs**

**AoPs:**

1. **Conduct Employee compensation & benefits satisfaction surveys**

2. **Conduct local marketplace compensation & benefits surveys using the Performance Model & Enabling K/S data for Key Jobs as the benchmarks for comparison**

3. **Adjust compensation & benefits for each local market to attract and retain Key Job Performers per Enterprise policies and requirements**

On the T&D Assessment Tool:

**Assess this Process:** *OK* or *Not OK* and list ROI ideas for “Not OK”
Process Overview

The T&D Staff Rewards and Recognition Process provides small monetary and other non-monetary rewards and recognition to the T&D staff, other non-T&D staff, and various contributors to the overall T&D effort.

Key Process Outputs

- Non-cash or small cash rewards and other forms of recognition
Clues & Cues That Your Process May Be Broken

- No one ever or seldom receives rewards or recognition for jobs well done.

- The staff feels that the rewards and recognition that are being awarded are done so unfairly.
The Informal Process

- Could be random rewards done when “you’ve caught someone doing something right”

The Formal Process

- Would be a rewards system based on specific accomplishments (written goals, customer praise, etc.), perhaps as “a customer and/or peer recognition system”

When to be More Formal

- When you have a staff morale issue/opportunity based upon prior behaviors that made the staff feel that the rewards and management recognition were awarded unfairly
1. Define a Rewards & Recognition System Linked to Desired Process Performance and Employee Practices that are themselves linked to the Strategic Needs of the Enterprise

2. Implement the Rewards & Recognition System

3. Conduct Employee Satisfaction Surveys that Address Rewards & Recognition

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
SubProcesses - AoPs

AoPs:

1. Define a Rewards & Recognition System Linked to Desired Process Performance and Employee Practices that are themselves linked to the Strategic Needs of the Enterprise

2. Implement the Rewards & Recognition System

3. Conduct Employee Satisfaction Surveys that Address Rewards & Recognition

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Organization Structural Design Process designs the organization (the form and structure) based on the T&D leadership, core, and support processes in place and the systems, tools, and methods required to render the T&D services and provide the T&D products that have high-payback to the enterprise in terms of their return on investment or economic value add.

Key Process Outputs

- T&D organization chart
- T&D job designs for both full- and part-time positions and for permanent or outsourced staff
10.6 - T&D Organization Structural Design Process

Clues & Cues That Your Process May Be Broken

- Job responsibilities overlap or are gapped.

- Organization responsibilities overlap or are gapped.

- Staff, management, and/or customers do not seem to know “who does what.”
10.6 - T&D Organization Structural Design Process

The Informal Process

- Could be a loose process of assigning people to what they like best to do and thereby defining the jobs

The Formal Process

- Would be based on the defined process requirements, and the human performance requirements, and the anticipated volume of work expected, and the likelihood of finding enough candidates with the required knowledge/skill and attribute-sets

When to be More Formal

- When the T&D organization has grown large and there are many on staff
1. Define the Processes and Human Performance Requirements and the Enabling K/Ss and Attributes/Values Requirements

2. Predict the Future Work Type, Volume, and Critical Roles and Enablers

3. Determine Process Performance Risk Targets

4. Configure the Job Content (Task Performance) to meet both the needs of the Enterprise and the likelihood of Recruiting/Selecting Enough Candidates that meet the current and future requirements

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.6 - T&D Organization Structural Design SubProcesses - AoPs

AoPs:

1. Define the Processes and Human Performance Requirements and the Enabling K/Ss and Attributes/Values Requirements

2. Predict the Future Work Type, Volume, and Critical Roles and Enablers

3. Determine Process Performance Risk Targets

4. Configure the Job Content (Task Performance) to meet both the needs of the Enterprise and the likelihood of Recruiting/Selecting Enough Candidates that meet the current and future requirements

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
Process Overview

The T&D Facilities Development and Deployment Process builds or acquires and maintains all of the facilities (buildings and grounds) needed by T&D.

Key Process Outputs

- Current and future T&D facility designs
- T&D facilities available
10.7 - T&D Facilities Development & Deployment Process

Clues & Cues That Your Process May Be Broken

- Your space needs are not being met.

- Your space is not conducive to what you are doing and how you are doing it.

- There is no short- and/or long-term, strategically driven view of what those needs will be.
10.7 - T&D Facilities Development & Deployment Process

The Informal Process

- Could be taking whatever space is provided; renting whenever needs exceed capacity requirements

The Formal Process

- Would be determining and acquiring facilities based on projected work volumes and staffing levels (including temporary staffing), technologies to be used, etc.

When to be More Formal

- When the T&D organization is growing/shrinking and will continue to change
10.7 - T&D Facilities Development & Deployment SubProcesses - AoPs

1. Develop a Facilities Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Facilities Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.7 - T&D Facilities Development & Deployment Sub Processes - AoPs

AoPs:

1. Develop a Facilities Planning Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Facilities Plan as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Equipment and Tools Development and Deployment Process builds or acquires the T&D tools and equipment required and proven (pilot tested) by the research and development effort. This process ensures a successful implementation.

Key Process Outputs

- Current and future T&D equipment/tool designs
- T&D equipment/tools available
Clues & Cues That Your Process May Be Broken

- The equipment and tools required to get the job done are lacking (totally, or in the correct quantity) or are otherwise inadequate for the tasks of the processes.

- There are budget overruns and high costs for outsourcing and/or last-minute expediting.
The Informal Process

- Could be purchasing equipment and tools as needed and as funds permit

The Formal Process

- Would be based on projected work volumes and staffing levels (including temporary staffing), technologies to be used, etc.

When to be More Formal

- When the T&D organization’s processes and tool-set is growing complex and the need for equipment/tools will continue to evolve
1. Develop a Tools/Equipment Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Tools/Equipment Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
AoPs:

1. Develop a Tools/Equipment Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Tools/Equipment Plan and Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.9 - T&D Materials & Supplies Acquisition & Deployment Process

Process Overview

The T&D Materials and Supplies Acquisition and Deployment Process acquires and delivers all consumable materials and supplies necessary for T&D operations.

Key Process Outputs

- Various materials and supplies are available
Clues & Cues That Your Process May Be Broken

- Materials and supplies constantly run out.

- Incorrect materials and supplies are ordered and inventoried.

- Costs paid for materials and supplies often include expediting charges for rush orders.
10.9 - T&D Materials & Supplies Acquisition & Deployment Process

The Informal Process
- Could be purchasing materials and supplies as needed and as funds permit

The Formal Process
- Would be based on projected work volumes and staffing levels

When to be More Formal
- When the T&D organization's processes and organization is growing complex and the need for materials/supplies will continue to evolve
1. Develop a Materials/Supplies Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Materials/Supplies Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
AoPs:

1. Develop a Materials/Supplies Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the Materials/Supplies Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for **“Not OK”**
Process Overview

The T&D Information Systems Development and Deployment Process builds or acquires the T&D information technology methods and systems (hardware and software) that are deemed required and have been proven (pilot tested) by T&D’s research and development effort to meet their intended functionality.

Key Process Outputs

- Information systems design
- Information system in place
Clues & Cues That Your Process May Be Broken

- The current IT/IS system is inadequate to the task, from space (storage size) to speed (computational power and bandwidth in the distribution pipes).

- There is no near-term or long-range plan for the IT/IS system.
10.10 - T&D Information Systems Development & Deployment Process

The Informal Process

- Could be developing/acquiring IT systems as needs arise and funds permit

The Formal Process

- Would be determining and acquiring IT systems based on projected work volumes and staffing levels (including temporary staffing), technologies to be used, etc.

When to be More Formal

- When the T&D organization is growing/shrinking and the need for IT systems will continue to evolve
1. Develop an IT Systems Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the IT Systems Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
AoPs:

1. Develop an IT Systems Planning & Budgeting Process based on forecasts of staff size, work volume, types of technologies to be used, etc.

2. Annually Update the IT Systems Plan & Budget as part of the Strategic and Operational Planning Processes

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
10.11 - T&D Methods Deployment Process

Process Overview

The T&D Methods Deployment Process builds or acquires the T&D, ISD, or administrative methods that have been tested and proven by the research and development effort or are part of enterprise-wide methods and procedures. This process ensures an overall, successful implementation of any new approaches to ISD or other T&D methods.

Key Process Outputs

- T&D methods documentation
Clues & Cues That Your Process May Be Broken

- You don’t have methods documented for key process performance tasks.

- Variation in how things are done is causing problems with consistency in quality, cost, or schedule performance.
10.11 - T&D Methods Deployment Process

The Informal Process

- Could be deployment/delivery of T&D products/services in any manner that the customer would prefer it

The Formal Process

- Would be using a defined set of deployment/delivery platforms based on learning transfer effectiveness and cost effectiveness and transfer criticality

When to be More Formal

- When there are many developers with many personal preferences regarding deployment/delivery
10.11 - T&D Methods Deployment SubProcesses - AoPs

1. Develop a Deployment/Delivery Selection Methodology

2. Implement the Deployment/Delivery Selection Methodology and Train all Necessary T&D Staff

3. Update the Deployment/Delivery Selection Methodology as New Technologies for Deployment/Delivery are Brought into the T&D System

On the T&D Assessment Tool:
Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
**10.11 - T&D Methods Deployment**

**SubProcesses - AoPs**

**AoPs:**

1. **Develop a Deployment/Delivery Selection Methodology**

2. **Implement the Deployment/Delivery Selection Methodology and Train all Necessary T&D Staff**

3. **Update the Deployment/Delivery Selection Methodology as New Technologies for Deployment/Delivery are Brought into the T&D System**

---

**On the T&D Assessment Tool:**

Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
11 - T&D Research & Development System
The T&D Research and Development System organizes all deliberate/planned T&D research and development efforts; conducts internal and external benchmarking; and conducts pilot tests of new processes, products, tools, and techniques for potential incorporation into the standard T&D methods and processes throughout the T&D system.
11.1 - T&D Methodology & Technology Surveillance Process

Process Overview

The T&D Methodology and Technology Surveillance Process keeps track of what is going on in the worlds of ISD technology and ISD methodology, as well as with all other elements of the T&D system, such as information technology/information system capabilities for development and deployment of T&D.

Key Process Outputs

- Key T&D methodology and technology trends and emerging capabilities
11.1 - T&D Methodology & Technology Surveillance Process

Clues & Cues That Your Process May Be Broken

- You are not constantly, systematically surveying the marketplace for what's new.

- Customers or other leaders in the enterprise are asking you about methodology or technology that you are unaware of.
11.1 - T&D Methodology & Technology Surveillance Process

The Informal Process
- Could be on occasion reading and attending conferences and inviting vendors in to demonstrate their offerings

The Formal Process
- Would be conducted via assigned readings of journals/etc. plus attending conferences and writing reports

When to be More Formal
- When the need for keeping up with technology and methodology developments is driven by the customer’s needs and the internal need to reduce costs and cycle time while improving post-T&D performance on-the-job
11.1 - T&D Methodology & Technology Surveillance SubProcesses - AoPs

1. Develop a T&D Methodology & Technology Surveillance & Reporting Plan, Process and then Assign Process Tasks

2. Capture Methodology & Technology Surveillance data in databases

3. Report Methodology & Technology Surveillance data to Stakeholders as planned

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
11.1 - T&D Methodology & Technology Surveillance SubProcesses - AoPs

AoPs:

1. Develop a T&D Methodology & Technology Surveillance & Reporting Plan, Process and then Assign Process Tasks

2. Capture Methodology & Technology Surveillance data in databases

3. Report Methodology & Technology Surveillance data to Stakeholders as planned

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
Process Overview

The T&D Internal and External Benchmarking Processes compare all of the internal T&D organization’s processes to a series of benchmarks, comparing internal operations against each other as well as to external organizations in both similar and dissimilar situations.

Key Process Outputs
- Benchmark studies
Clues & Cues That Your Process May Be Broken

- You reinvent systems, processes, or products that already exist.

- You start development or improvement efforts with only the old model and a blank sheet in front of you, instead of with several new models borrowed from elsewhere.
11.2 - T&D Internal & External Benchmarking Process

The Informal Process
- Could be interacting with an informal network of T&D Professional Peers

The Formal Process
- Would be interacting with an established, formal network of T&D Professional Peers with defined goals and communications processes

When to be More Formal
- When the future needs of the T&D System will require best-in-class approaches and processes to improve cycle time, costs and learner/business impact
1. Develop Network Goals

2. Join/Develop a Formal Network of Professional Peers

3. Participate in/Conduct Structured Communications for Problem Solving, Resource Identification and Assessment, etc.

4. Report “learnings” from the Formal Network of Professional Peers, to Stakeholders as planned

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
11.2 - T&D Internal & External Benchmarking SubProcesses - AoPs

AoPs:

1. Develop Networking Goals

2. Join/Develop a Formal Network of Professional Peers

3. Participate in/Conduct Structured Communications for Problem Solving, Resource Identification and Assessment, etc.

4. Report “learnings” from the Formal Network of Professional Peers, to Stakeholders as planned

On the T&D Assessment Tool: Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
11.3 - T&D Methodology & Technology Pilot Testing Process

Process Overview

The T&D Methodology and Technology Pilot Testing Processes bring in the newfangled stuff found in the other two research and development processes of the T&D system to deliberately play with it and test it.

Key Process Outputs

- Test results for T&D system methods, technologies, equipment, and tools
Clues & Cues That Your Process May Be Broken

- Things get implemented without testing, resulting in scheduling and cost issues and reduced ROI.

- You never pilot test new methods, techniques, tools, etc.

- Too many things have been implemented in the past that just haven’t worked out as well as first thought.
11.3 - T&D Methodology & Technology Pilot-Testing Process

**The Informal Process**
- Could be buying and trying Methodology/Technology as it becomes available and as funds allow

**The Formal Process**
- Would conduct deliberate, planned tests of targeted technology after benchmarking and other low-cost research, to achieve T&D System performance goals or address T&D Stakeholder problems/opportunities

**When to be More Formal**
- When the Risks/Rewards of the success or failure of the Methodology/Technology is significant
11.3 - T&D Methodology & Technology Pilot-Testing SubProcesses - AoPs

1. Set the Methodology/Technology Pilot-Test Goals, Requirements, Constraints and Resource/Budget Plan

2. Plan the Procedures, Roles and other needs of the Methodology/Technology Pilot Test

3. Conduct the Methodology/Technology Pilot Test per the plan

4. Report the Methodology/Technology Pilot Test results to Stakeholders as planned

On the T&D Assessment Tool:
Assess this Process: OK or Not OK and list ROI ideas for “Not OK”
11.3 - T&D Methodology & Technology Pilot-Testing SubProcesses - AoPs

AoPs:

1. **Set the Methodology/Technology Pilot-Test Goals, Requirements, Constraints and Resource/Budget Plan**

2. **Plan the Procedures, Roles and other needs of the Methodology/Technology Pilot Test**

3. **Conduct the Methodology/Technology Pilot Test per the plan**

4. **Report the Methodology/Technology Pilot Test results to Stakeholders as planned**

On the T&D Assessment Tool:

Assess this Process: **OK** or **Not OK** and list ROI ideas for “Not OK”
8 O’clock: T&D Marketing and Communications System
1. T&D Stakeholder Communications Process
2. Individual T&D Planning Process
3. T&D Ordering and Registration Process

9 O’clock: T&D Financial Asset Management System
1. Organizational T&D Plans and Budget Roll-up and Adjustment Process
2. T&D Physical Property Management Process
10 O’clock: T&D Human and Environmental Asset Management System

1. T&D Staff Recruiting and Selection/Succession Process
2. T&D Staff Training and Development Process
3. T&D Staff Assessment Process
4. T&D Staff Compensation and Benefits Process
5. T&D Staff Rewards and Recognition Process
6. T&D Organization Structural Design Process
7. T&D Facilities Development and Deployment Process
8. T&D Equipment and Tools Development and Deployment Process
9. T&D Materials and Supplies Acquisition and Deployment Process
10. T&D Information Systems Development and Deployment Process
11. T&D Methods Deployment Process

11 O’clock: T&D Research and Development System

1. T&D Methodology and Technology Surveillance Process
2. T&D Internal and External Benchmarking Process
3. T&D Methodology and Technology Pilot-Testing Process
Small Team Exercise

Break into small groups of 4-6 and sit together at a table.

For each of the 4 Support Systems’ Processes...

- Each person in turn will quickly, in 60 seconds-or-less present their assessment of process 8.1, AND explaining “why” they assessed it the way they did.

- Then go to the next Process, until completing 11.3

Summarizes your notes on ideas you got from the others on the following pages.
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<td><strong>8.3- T&amp;D Ordering and Registration Process</strong></td>
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<td><strong>9.2- T&amp;D Physical Property Management Process</strong></td>
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# T&D Support Systems & Processes

- Assessment Summaries of Others' Processes

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<td>11.3- T&amp;D Methodology and Technology Pilot-Testing Process</td>
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Small Team Exercise Readouts

For each of the 4 **Support** Systems’ Processes…

- Each table’s spokesperson person will quickly, in **2 minutes-or-less** present their most interesting ideas regarding

“**RETURNS”** for **ROI**
Section 5 Summary & Close

T&D Support Systems/ Processes

- Market and communicate throughout the T&D System to all T&D stakeholders; manage the financial, human and environmental resources; and conduct R&D activities.

Next: Assessment Summaries, Prioritization, and Initial Improvement Planning for your Top Target
Section 6

Assessment & Prioritization of Your Top 5 Targets
1st Steps of This Assessment

1st Assessments are based on “rough-estimates” of the Value Potential of the “Risks & Returns”

- Risks: for failures of “strategy implementation/achievement” or “ongoing operations excellence” $$$

- Return $$$ - for use in ROI – Return on Investments forecasts
2 Source Categories for the “R” in ROI

Profit Increases from:
- Increased "top-line" Revenues
- Increased "bottom-line" Profits

Cost Reductions from:
- Reduced cycle time
- Reduced materials costs
- Reduced scrap/increase yields
- Reduced labor costs
- Reduced rework costs
- Reduced management costs
- Reduced energy costs
- Reduced overhead costs

Risk Reduction

Other?
Targeting Your Top 5 Improvement Priorities

Take 30 minutes to

Review Your Assessment Summaries for each Processes for the T&D Leadership, Core and Support Systems

1. First Pass- Mark High, Medium, Low, or Zero on each of the 47 Processes Already Identified as “Not OK”
   - 3 points for High, 2 for Medium, 1 for Low, and 0 for Zero

2. Second Pass- Quickly review the Highs (3 pointers) and mark them High, Medium, Low, or Zero

3. Third pass- Study your short list and determine if any need to be done as prerequisites to others. Finalize your list of top 5
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<th>1st Pass</th>
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## T&D Leadership Systems & Processes

### Assessment Summary -continued

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T&D Core Systems & Processes - Assessment & Targeting
### T&D Core Systems & Processes Assessment Summary

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<td><strong>6.1- T&amp;D Product and Service Line Development and Acquisition Program Management Process</strong></td>
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T&D Support Systems & Processes - Assessment & Targeting
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8.1- T&D Stakeholder Communications Process

8.2- Individual T&D Planning Process

8.3- T&D Ordering and Registration Process

9.1- Organizational T&D Plans and Budget Roll-up and Adjustment Process

9.2- T&D Physical Property Management Process
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Calculating the Potential “ROI”

Using the Template
Potential ROI Calculation Exercise

1. Break into 2-person teams.

2. Together, discuss and complete a flip chart page, following the “template” provided, for one of the Top Priorities for each person.

3. When you have completed both, prepare to present to the group. Then work on another priority and/or take a break.
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Section 6 Summary & Close
Planning the Improvement Project for Your #1 Target
Workshop Learning Objectives

At the conclusion of this workshop you will have

- Systemically and systematically assessed the current and future adequacy of the current formal and informal ways that the T&D processes are being performed and managed in your organization.
- Targeted your priority T&D function’s systems and processes for improvement - based on your preliminary ROI forecasts and assessment of the Strategic Impact for your Enterprise.
- Developed a Improvement Plan and Documented Improvement Specifications for the continuous improvement, or discontinuous improvement, of your #1 target.
Workshop Summary

Workshop summary points

- A T&D system is not simple; it is complex with many processes
- Not all “good” processes need to be formal and “in control” to be adequate to the needs
- Improvements should only be undertaken when the potential ROI meet internal “hurdle rates”
- A team should address the T&D System Assessment effort to minimize the negative impact of politics, strong personalities, etc.
- The assessment team and others will need to be sold on the value of the effort and/or informed

Final parking lot issues review and resolution
Please

Complete the Evaluation

Before Leaving
Workshop Close

Thanks and good luck back on the job!

E-mail or call your follow-up questions to Guy W. Wallace

Contact information on next page
Contact Information

Guy W. Wallace, CPT

President, EPPIC, Inc.
Enterprise Process Performance Improvement Consultancy

20417 Harborgate Court #510
Cornelius, NC 28031 USA

E-mail- guy.wallace@eppic.biz
Web- www.eppic.biz