



**Project Plan to Produce a
Performance-based Curriculum
Architecture DesignSM Addressing
Norfolk Naval Shipyard Operations
and Production
Supervisors & Managers**

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Project Purpose and Background

Purpose

The purpose of the project is to produce a performance-based Curriculum Architecture DesignSM (CAD) to develop a system for selecting and effectively training supervisors and managers in the Operations (Code 300) and Production (Code 900) departments of the shipyard.

The current system of training supervisors/managers often results in the wrong individuals being selected, and being inadequately trained, resulting in problems on projects. This project will address this issue and result in a more systematic approach for training individuals to become successful in supervisory and management jobs.

Background and Rationale

There is a number of existing management/leadership training programs being used in the shipyard: Covey's Four Roles course and Project Management College are two examples.

What is missing is a tailored, comprehensive curriculum architecture that includes a variety of courses and structured experiences to provide managers with the specific knowledge and skills needed to be successful at other jobs at the shipyard.

The major reason so many management training programs fail is that they are not based on a thorough needs analysis to determine the specific knowledge and skills needed to be successful.

What is missing from most curriculums are the specific knowledge and skills that separate the master performer managers from the average ones.

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Project Purpose and Background, continued

Background and Rationale, continued

Therefore, the approach we will use in this project is to systematically determine the specific knowledge, skills, and overall performance competencies needed to be a successful supervisor/manager at NNSY. This will involve conducting analysis with a handful of master performer supervisors and managers to determine what they do on the job, and what they are required to know. We will then be able to design a training curriculum that teaches those knowledge and skills possessed by the successful managers and supervisors (development of that design is outside the scope of this project plan).

We will make every attempt to maximize use of existing training workshops and programs in the new design, but only where we have data that shows that they teach the right skills and knowledge at the correct depth. The curriculum architecture design (CAD) that becomes the final product of this project will include developmental activities beyond classroom training, such as specific job assignments or structured mentoring.

The performance and knowledge/skill requirements documented in the analysis project will provide Norfolk Naval Shipyard a detailed description of the ideal performance and of gap performance and provide an inventory or required knowledge/skills as described by master performers.

This analysis data will be used systematically assess Norfolk Naval Shipyard existing training and lead to the Curriculum Architecture Design activities.

EPPIC's PACTSM Processes for Training & Development (T&D) offer a unique approach to instructional systems design (ISD) that can improve performance impact and lower T&D life-cycle costs. This methodology is fully documented in Guy Wallace's book: *lean-**ISD***.

CAD Overview

PACT Process

The PACT Processes are a set of ISD methodologies that produce T&D. PACT stands for **Performance-based, Accelerated, Customer-/Stakeholder-driven T&DSM**.

Performance-based
Accelerated
Customer-/Stakeholder-driven
Training & DevelopmentSM

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A CAD creates an architecture of modularized T&D Events (T&D products). A CAD organizes these T&D Events for potential learners on a T&D Path, which presents a suggested sequence for participation and completion. Other master performers from the target audience, with help from instructional systems designers, design the T&D Path. The focus of everything on the path is driven from an understanding of the performance requirements of the target audience of learners. Again, the master performers from that target audience population articulate that view of performance that drives all things PACT.

The learner and their supervisor or a designated teammate will review the T&D Path and, using an Individual T&D Planning Guide, will plan the learner's progression and schedule through the T&D Path to meet the local business situation and requirements.

CAD T&D Events are composed of T&D Modules, which are configured sets of content per a set of design rules and guidelines. Modules are organized by a T&D Module Inventory Framework that facilitates reuse for other audiences, avoiding redundant development efforts and expenditures and reducing life-cycle maintenance costs. It also facilitates the creation of a more uniform and common language and description of the business processes. CAD T&D Modules are either shareable across many target audiences or are unique to a particular target audience.

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CAD Overview, continued

PACT Process, continued

T&D Modules of content are used to create performance-based T&D Events; T&D products; group-paced, self-paced, or structured-OJT courses; workshops; CBT; workbooks; book reading assignments; task assignments; project assignments; rotation job assignments; etc.

A performance-based CAD segments and organizes the content of training to ensure the greatest impact on an organization's performance for the least total life-cycle costs. It helps to prevent misallocation of resources to training that has little or only peripheral relevance to, and impact on, the jobs that need to be done.

The EPPIC PACT Process approach aims at building a total training curriculum with individual parts that add up to a logical whole within the context of a given job or category of position. It ensures that all training works together to produce the desired results by providing employees with all the knowledge and skills needed to perform.

A CAD project is intended to engage the training customer in the prioritization of all training development efforts by increasing the visibility of all potential components of content. That view, combined with the customer's knowledge regarding the potential effect of training on specific areas of performance, will allow them to prioritize the training development efforts appropriately to help meet their business needs.

The intent of the Project Steering Team is to make important scope and direction-setting decisions about the project. They make business decisions, including whether this is a worthwhile project, but they also resolve T&D issues, provide visibility in the enterprise, and resolve funding issues.

The CAD's architectural design will help reduce the life-cycle costs of the entire training and development product line. First costs will be reduced by eliminating or minimizing redundant content development due to the CAD's systems view and modular design methodology. Life-cycle costs will be reduced automatically due to less redundant content to be maintained, and updating costs will be reduced due to earlier design modularization methods.

CAD Overview, continued

PACT Outputs

Outputs from EPPIC's PACT Process for CAD include the following:

- Project Planning & Kick-off Phase outputs
 - Project Plan
 - Proposal

- Analysis Phase outputs
 - Target Audience Data
 - Performance Model
 - Knowledge/Skill Matrices
 - Existing T&D Assessments (ETAs)

- Design Phase Outputs
 - T&D Module Inventory Framework
 - T&D Module Specifications
 - T&D Event Specifications
 - Typical T&D Paths
 - Individual T&D Planning Guide(s)

- Implementation Planning Phase Outputs
 - T&D Event (and/or T&D Module) priorities for development/acquisition
 - Development/acquisition plan (make versus buy)
 - Development/acquisition cost-estimating table
 - Development/acquisition schedule, budget, and resource implications

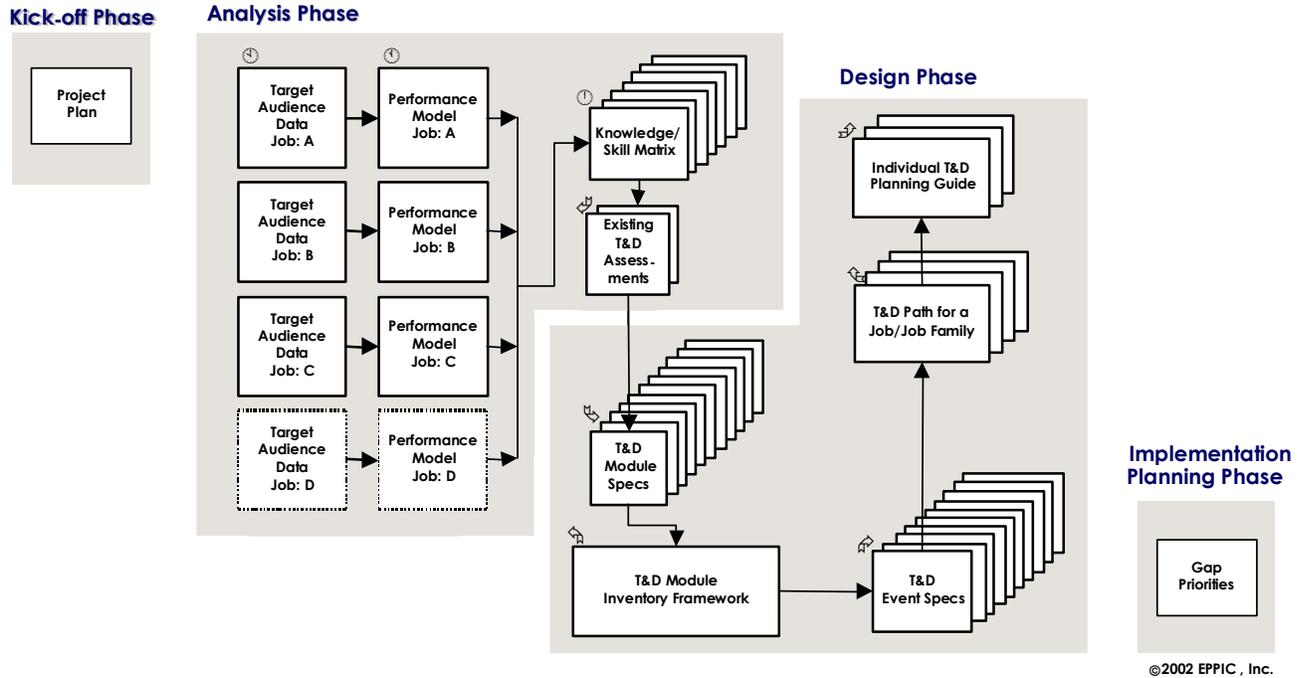
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CAD Overview, continued

PACT Outputs, continued

The diagram below illustrates the outputs from EPPIC's PACT Process for CAD.

Curriculum Architecture Design Project

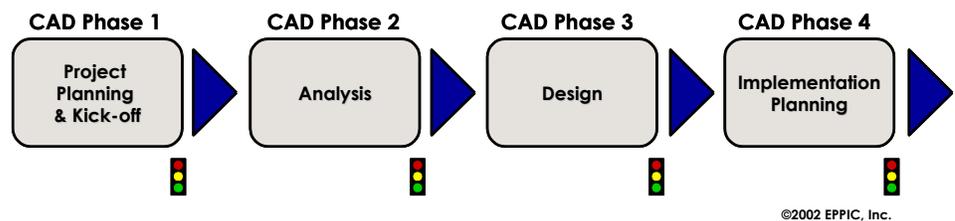


CAD Approach and Phases

Description

This project will use a proprietary process that is designed to incorporate representatives from Norfolk Naval Shipyard stakeholder groups into the overall project's activities and tasks at several levels.

The project will be conducted in four phases using a team process. The model below shows an overview of the EPPIC PACT Process for CAD.



EPPIC's PACT Process allows the various concerns of management, job incumbents, and staff support groups to influence the CAD decisions. The project is controlled by a Project Steering Team, which makes final decisions. Teams of master performers and subject matter experts (SMEs) will be used to identify both the performance requirements and the associated knowledge and skills required. Additional teams will be used in the CAD process and implementation planning effort to ensure that all decisions reflect the needs and issues of the company.

Existing training will be incorporated into the CAD where identified as appropriate. This may mean the training will be included intact or it will be broken into T&D Modules and reconfigured to fit the new curriculum structure. Norfolk Naval Shipyard will balance its need to protect its existing training investment and offer the right training for the job through the input of the various representatives in the CAD process.

The four-phase structure above provides the framework for the project activities, deliverables, and team structure.

CAD Approach and Phases, continued

CAD Phase 1

Project
Planning
& Kick-off



Description – In this phase, the project priorities, direction, and resources are defined. Potential issues and/or stakeholder requirements should be uncovered and planned for during this phase to ensure the success of remaining phases.

Key Activities/Tasks – The most critical activity of the project is found in Phase 1. It is the Project Steering Team meeting, which sets the direction for the project and specifies the requirements for participants in the future meetings. During this phase, the Project Steering Team will also obtain commitment to participate from those people needed for all project working or review meetings.

Outputs – The outputs of this phase are a finalized Project Plan, a project staffing plan, and the initial project schedule for Phases 2 through 4 reflecting any changes made during the meeting to review the plan.

CAD Phase 2

Analysis



Description – The purpose of this phase is to establish a common view of the target audiences, their performance requirements, the enabling knowledge/skill requirements, and the fit of any existing T&D into the future CAD. Demographic information about the target population is gathered prior to an analysis meeting. The analysis meeting was conducted during the Performance Analysis of Norfolk Naval Shipyard project.

Using this analysis data as a reference point, assessments of all existing training will be conducted. These common views will form the basis for the CAD created in the next phase, and will facilitate the priority-setting activities later in the fourth and final project phase.

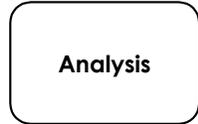
Key Activities/Tasks – During this phase, we use the analysis data collected under an earlier project plan.

The analysis data will be reviewed and revised by the Project Steering Team at a “gate review.” The Project Steering Team will also handpick the members for the Design Team, with help from the Analysis Team facilitators to ensure the best participants are selected.

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CAD Approach and Phases, continued

CAD Phase 2



continued

Outputs – Outputs of this phase include the following:

- Target Audience Data
- Performance Model
- Knowledge/Skill Matrices
- *Existing T&D Assessments*

CAD Phase 3



Description – The purpose of this phase is to produce a CAD to address the performance tasks and knowledge and skills derived in the Analysis effort. In this phase, tradeoffs may need to be made in order to maximize the return on investment for the overall corporation.

The intent is to create a CAD that is robust against future variation in job assignments; individual trainee experience, background, and career goals; delivery facilities; and maintenance requirements. It also needs to be designed for content “updateability” and future adaptability to potential changes in the business (e.g., organization structure, competition, technology, etc.).

Key Activities/Tasks – During this phase, a Design Team composed of one to three representatives of the Analysis Team(s) will meet to produce the overall CAD, including the typical T&D Paths for each of the target populations. After the Design Team meeting other deliverables are produced, including the Individual T&D Planning Guide(s).

Note: The intent of the team approach to design is not “to design by committee,” but “to influence the designers by committee” concurrent with the actual design activities.

Following this meeting, the consultants will detail the design, and the results will be documented in a Design Document. The design will be reviewed and revised by the Design Review Team, then by the Project Steering Team at a “gate review.” The Project Steering Team will also identify participants for the implementation planning meeting in the next phase.

CAD Approach and Phases, continued

Design Phase Outputs

Outputs of this phase will include the following:

- CAD
 - T&D Module Inventory Framework
 - T&D Module Specifications
 - T&D Event Specifications
 - Typical T&D Paths
 - Individual T&D Planning Guide(s)

T&D Module Inventory Framework – The T&D Module Inventory Framework organizes all training content needs into T&D Modules. (A T&D Module is a portion or component of a training course.) The T&D Module Inventory Framework creates an inventory scheme that allows T&D Module content to be shared (when appropriate) across more target audiences. The inventory scheme also helps reduce overall training product life-cycle costs. This modular inventory scheme is a “blueprint” that helps create visibility for Norfolk Naval Shipyard management in planning and assigning priorities for developing and maintaining T&D Modules.

T&D Module Specifications – The T&D Module Specifications outline a macrolevel definition of the intended T&D Modules within the overall curriculum structure. The T&D Module Specifications allow management to prioritize each T&D Module in the context of all identified training. These specifications will be a primary input to post-project development/acquisition efforts.

The data documented in the T&D Module Specifications typically includes the following:

- T&D Module number
- T&D Module title (working draft)
- Primary target audience listings
- Secondary target audience listings
- Probable delivery methodology
- Estimated length (plus or minus 25 percent)
- Estimate of learning difficulty
- Estimate of content volatility
- Topic/content listing

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CAD Approach and Phases, continued

Design Phase Outputs, continued

T&D Event Specifications – The T&D Event Specifications define how T&D Modules might be grouped to provide a T&D Event (course, workshop, seminar, etc.) for a standard delivery offering. These specifications are developed based on a set of criteria that considers both the needs of the target population and the strategies and tactics for training development and delivery.

Typical T&D Paths and Individual T&D Planning Guides – Typical T&D Paths are developed for each defined target audience (singular job or functional job clusters) based on the job requirements and entry skills of the target population. These paths generally form the basis for the development of customized, annual individual training plans by trainees and their management. The completed plans then can be used to develop training budgets and forecast delivery workloads.

Individual T&D Planning Guides are developed for each defined target audience (singular job or functional job clusters). This simple tool facilitates the development of training schedules and budget requirements for individuals, teams, departments, etc.

CAD Phase 4

Implementation
Planning



Description – In this phase, the priorities will be established by the Project Steering Team for all of the “gap” T&D Events (and T&D Modules) of the CAD. These priorities will be estimated for their total development/acquisition cost and translated into a CAD implementation “development/acquisition plan.”

Key Activities/Tasks – Implementation planning will be done by the Implementation Planning Team and facilitated by the consultants in a one-day meeting. Implementation planning is limited to the cost estimates for developing/acquiring the priority “gap” T&D from the CAD.

In this meeting, priorities will be established for T&D Modules/Events to be developed/acquired. In addition, assumptions will be defined so that cost estimates can be generated for implementation. The Implementation Plan will be documented after this meeting and then can be reviewed with the Project Steering Team in the last project meeting.

Outputs – This phase will result in an Implementation Plan related to the development/acquisition of the T&D Modules and T&D Events of the CAD.

CAD Approach and Phases, continued

Project Deliverables The client deliverables to be produced within the course of the project are limited to those listed below.

Deliverables	Key Content
Analysis Report	<ul style="list-style-type: none"> • Target Audience Data • Performance Model • Knowledge/Skill Matrices • Existing T&D Assessments
Design Document	<ul style="list-style-type: none"> • T&D Module Inventory Framework • Event Specification and Map • Module Specifications • T&D Paths • Individual T&D Planning Guide(s)
Implementation Plan	<ul style="list-style-type: none"> • T&D Event (and/or T&D Module) priorities for development/acquisition • Development/acquisition plan (make versus buy) • Development/acquisition cost-estimating table • Development/acquisition schedule, budget, and resource implications

Additional outputs the consultants may need to prepare to facilitate their conduct of the project include interview guides, meeting agendas, meeting presentation materials, etc.

All deliverables will be in paper format and electronic files of Microsoft® Access®-readable tables or, for an additional charge, a beta version Access application package containing the data from the Performance Models, Knowledge/Skill Matrices, T&D Module Specifications, T&D Event Specifications, and T&D Path reports. All Access outputs will be in version 2000 and require an IBM®-compatible platform running Windows '98.

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CAD Approach and Phases, continued

Project Deliverables,
continued

Additional project deliverables will be created on IBM-compatible hardware, running Windows 2000, and using the following software:

- Microsoft Word 2000
 - Microsoft PowerPoint® 2000
 - Microsoft Excel 2000
 - Microsoft Access 2000
 - Visio® 2000
 - Microsoft Publisher 2000
-

Project Scope

The scope of this project is limited to the activities as outlined in the Project Tasks/Assignments/Schedule charts.

One T&D Paths will be developed to address the target audience populations with multiple “entry points” to accommodate personnel with varied education/experience (in order to avoid unnecessary training costs).

Project Roles and Teams

Team Methodology

A number of methodologies are used throughout the project; however, the most critical from both a quality and cycle time standpoint is the use of teams throughout all phases of the project.

The use of appropriate company personnel on the designated project teams will ensure higher quality of both the project inputs and outputs. In addition, it will provide for a level of participation in the project activities that will create increased ownership of the results and more support for eventual implementation.

The project's overall structure for key roles and the teams is as follows:

- Project Steering Team
- Norfolk Naval Shipyard Project Manager
- Analysis Team
- Design Team
- Implementation Planning Team

Project Steering Team Role

The intent of the Project Steering Team is to make important scope and direction-setting decisions about the project. They make business decisions, including whether this is a worthwhile project, but also resolve T&D issues, provide visibility in the enterprise, and resolve funding issues.

The specific responsibilities of the Project Steering Team are to

- Review/critique and revise the Project Plan.
- Select candidate members for the Analysis Team.
- Review/critique the Analysis Report data and preliminary recommendations.
- Review/critique the CAD documentation.
- Review/critique the Implementation Plan.

The Project Steering Team members should include representation from those people in the organization that would be either positively or negatively affected by the project.

Project Roles and Teams, continued

Norfolk Naval Shipyard Project Manager Role

The role of the Norfolk Naval Shipyard Project Manager is to manage and coordinate the logistics for all internal interfaces of the consultants related to company personnel and gathering and disseminating data and information. In addition, this person will be required to contact all team members to inform them of and sell them on their participation and role assignments.

The specific responsibilities of the Project Manager are to

- Gather all internal data and information as identified during the conduct of the project and provide it to the consultants.
- Assist in gathering and documenting the Target Audience Data and Existing T&D Assessment.
- Participate in conducting the preanalysis meeting interviews with the consultant.
- Coordinate the logistics for all interviews and meetings.
 - Location and space arrangements
 - Equipment and material arrangements
 - Participant invitations and confirmations
 - Background information to invitees
 - Meals/refreshments arrangements (as required)

Analysis Team Role

The role of the Analysis Team is to provide real-world input to the analysis process regarding the target audience's expected performance and the associated knowledge and skills required.

This team is composed of members that can articulate the performance requirements of the job, task, or process. Collectively, team members will know all of the key enabling knowledge and skills. The individuals selected here to provide their input are critical to the quality of the output produced.

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Project Roles and Teams, continued

Analysis Team Role, continued

The core members selected for the Analysis Team include master performers and subject matter experts (SMEs). Others who might make good Analysis Team members, depending on the situation, include managers, and supervisors.

Master performers are known for their *current* expertise in today's performance situation. They have great reputations and are credible with their managers and peers. The master performers selected should represent the "cream of the crop" from the current target audience: those exemplary performers that you want to model all the future members of the target audience. We benchmark them during the analysis process!

Subject matter experts (SMEs) are people who know a great deal about the job or some relevant issue, policy, procedure, tool, or problem. SMEs may be knowledgeable about some aspects of the job, but *may* not know how to get the job done when faced with today's real-world barriers and issues.

The specific responsibilities of the Analysis Team are to

- Provide input in the analysis meetings regarding the mission(s), key outputs and metrics, and tasks and roles/responsibilities of ideal performance.
 - Provide input in the analysis meetings regarding the typical gaps in performance (outputs not meeting targeted metrics), likely causes of the gaps, and an assessment of the causes' root source being due to either
 - A gap in the environment (inadequate environmental supports, including data, information, methods, materials, machinery, etc.)
 - A gap in the performers' knowledge/skill competency set
 - A gap in the performers' physical and/or psychological attributes
-

Project Roles and Teams, continued

Design Team Role

The role of each of the Design Team members is to provide input and feedback during the actual design activities of the CAD outputs. The Design Team will participate in a structured process for defining the T&D Module Inventory Framework and will then begin the work of developing the T&D Module Specifications and T&D Event Specifications. The consultants will complete the specifications prior to the Project Steering Team reviews. One to three Design Team members will be recruited from the Analysis Team for each of the selected targeted populations.

The specific responsibilities of the Design Team members are to

- Establish curriculum design criteria.
 - Define the individual T&D Modules.
 - Assign each T&D Module to a Module Inventory Framework tier level.
 - Cluster T&D Modules into T&D Events.
 - Establish prerequisite relationships for the individual T&D Modules/Events.
 - Define T&D Paths and Individual T&D Planning Guides for the target population.
-

Project Roles and Teams, continued

**Implementation
Planning Team
Role**

The role of the Implementation Planning Team is to establish post-CAD project development/acquisition priorities for all “gap” training.

The specific responsibilities of the Implementation Planning Team include

- Review the project purpose and intent, business drivers, approach, process, deliverables, and schedule for key milestones.
 - Discuss the current Implementation Planning Strategy and Plan.
 - Review the design specifics, and vote priorities for development/acquisition of the CAD
 - T&D Event Specifications
 - T&D Module Specifications
 - Review the development ratios for the deployment platforms of the CAD design, and define their use in the budget forecasting process.
 - Identify all other key project issues (problems, opportunities, goals, constraints, etc.) for the Project Steering Team to resolve.
-

Project Tasks/Assignments/Schedule

Description

The time charts on the following pages present the planned tasks, assignments, and schedule for conducting the final phases of the project.

Beginning with Phase 2, Task 7, the schedule date for key tasks are provided in the far right column. These dates are not guaranteed, but they will be finalized upon commitment to proceed and will be based on the availability of all parties at the time of project commitment.

PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other			
<i>Phase 1: Project Planning & Kick-off</i>													
1. Identify and recruit the client Project Steering Team chairperson and orient/brief the chairperson to the project's - Intent - Approach - Schedule	0.25	-	-	0.50	-	-	-	-	-	-	-		
2. Update the Project Plan as needed	0.25	-	0.25	-	-	-	-	-	-	-	-		
3. Identify and recruit other key stakeholders to be Project Steering Team members and orient/brief Project Steering Team members to the project's - Intent - Approach - Schedule	-	-	-	1.00	-	-	-	-	-	-	-		
KEY	<u>Consultants</u> MGB = Mark G. Brown - Consultant GWV = Guy W. Wallace - Consultant DRW = Danita R. Westbrooke - Production Support			<u>Norfolk Naval Shipyard</u> PM = Project Manager PST = Project Steering Team (each) AT = Analysis Team (each) ART = Analysis Review Team (each)				DT = Design Team (each) IPT = Implementation Planning Team (each)					

PROJECT TASKS	Estimated Resources (Days)										Schedule	
	Consultants			Norfolk Naval Shipyard							Start	End
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other		
<i>Phase 1: Project Planning & Kick-off (continued)</i>												
4. Coordinate the logistics for the Phase 1 gate review meeting <ul style="list-style-type: none"> - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements 	0.25	-	-	0.50	-	-	-	-	-	-		
5. Prepare for Phase 1 gate review meeting <ul style="list-style-type: none"> - Presentation materials 	0.25	0.50	0.50	-	-	-	-	-	-	-		
6. Conduct the Phase 1 gate review meeting (four to eight hours) to <ul style="list-style-type: none"> - Review/approve or modify the Project Plan - Select Analysis Team members - Discuss key issues 	1.00	1.00	-	0.50	0.50	-	-	-	-	-	4/25	4/25
7. Update the Project Plan and forward to all relevant parties	0.25	-	0.25	-	-	-	-	-	-	-		
Phase 1: Total	2.25	1.50	1.00	2.50	0.50	0.00	0.00	0.00	0.00	0.00		
KEY	<u>Consultants</u> MGB = Mark G. Brown - Consultant GWV = Guy W. Wallace - Consultant DRW = Danita R. Westbrooke - Production Support			<u>Norfolk Naval Shipyard</u> PM = Project Manager PST = Project Steering Team (each) AT = Analysis Team (each) ART = Analysis Review Team (each)				DT = Design Team (each) IPT = Implementation Planning Team (each)				

PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other			
<i>Phase 2: Analysis</i>													
1. Prepare to collect target audience data	0.25	0.25	-	-	-	-	-	-	-	-	-		
2. Collect and document target audience data from the client	0.25	-	-	0.25	-	-	-	-	-	-	-		
3. Coordinate the logistics for the Analysis Team meeting - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements	0.25	-	-	0.50	-	-	-	-	-	-	-		
4. Prepare for the Analysis Team meeting - Create kick-off presentation materials	-	0.50	0.50	-	-	-	-	-	-	-	-		
5. Conduct the analysis meeting (three days) to - Produce Performance Models and Knowledge/Skill Matrices	3.00	3.00	-	3.00	-	3.00	-	-	-	-	-	5/5	5/7
6. Follow up to complete analysis as needed	-	0.50	-	-	-	-	-	-	-	-	-		
KEY	<u>Consultants</u>			<u>Norfolk Naval Shipyard</u>									
	MGB = Mark G. Brown - Consultant			PM = Project Manager			DT = Design Team (each)						
	GWV = Guy W. Wallace - Consultant			PST = Project Steering Team (each)			IPT = Implementation Planning Team (each)						
	DRW = Danita R. Westbrooke - Production Support			AT = Analysis Team (each)									
				ART = Analysis Review Team (each)									

PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWW	DRW	PM	PST	AT	ART	DT	IPT	Other			
<i>Phase 2: Analysis (continued)</i>													
7. Document the outputs from the Analysis Team meeting	-	1.50	3.00	-	-	-	-	-	-	-	-		
8. Prepare for the existing training assessment	0.50	0.50	-	-	-	-	-	-	-	-	-		
9. Coordinate the logistics for the existing training assessment - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room	0.50	0.50	-	-	-	-	-	-	-	-	-		
10. Conduct interviews and documentation reviews (three days) to assess all existing training with all internal training providers	-	3.00	-	10.00	-	-	-	-	-	-	-	9/29	10/15
11. Document the outputs from interviews and documentation reviews	1.00	1.00	2.00	-	-	-	-	-	-	-	-		
KEY	<u>Consultants</u>			<u>Norfolk Naval Shipyard</u>									
	MGB = Mark G. Brown - Consultant			PM = Project Manager			DT = Design Team (each)						
	GWW = Guy W. Wallace - Consultant			PST = Project Steering Team (each)				IPT = Implementation Planning Team (each)					
	DRW = Danita R. Westbrooke - Production Support			AT = Analysis Team (each)									
				ART = Analysis Review Team (each)									

PROJECT TASKS	Estimated Resources (Days)										Schedule	
	Consultants			Norfolk Naval Shipyard							Start	End
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other		
<i>Phase 2: Analysis (continued)</i>												
12. Develop the first draft Analysis Report and analysis review presentation for use in the PST meeting (task 15) - Make up to 15 copies and forward to the project manager for internal distribution	0.25	2.00	2.00	-	-	-	-	-	-	-		
13. Coordinate the logistics for the Phase 2 gate review meeting - Select/negotiate meeting locations, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate for food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements	-	0.25	-	0.50	-	-	-	-	-	-		
14. Prepare for the Phase 2 gate review meeting - Review the Analysis Report - Create presentation materials	-	1.25	-	-	-	-	-	-	-	-		
15. Conduct the Phase 2 gate review meeting (one day) to gather reactions and revision requirements to the Analysis Report (Consultant to participate via phone)	0.25	0.50	-	0.25	0.25	-	-	-	-	-		
KEY Consultants	Norfolk Naval Shipyard											
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PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other			
<i>Phase 2: Analysis (continued)</i>													
16. Update the Analysis Report based on the outputs of the review; produce one master copy and forward to the project manager for internal distribution	-	0.25	0.50	-	-	-	-	-	-	-	-		
17. Distribute the Analysis Report internally	-	-	-	0.25	-	-	-	-	-	-	-		
Phase 2: Total	2.50	10.75	7.50	11.00	0.25	0.00	0.00	0.00	0.00	0.00			
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PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWW	DRW	PM	PST	AT	ART	DT	IPT	Other			
<i>Phase 3: Design (continued)</i>													
4. Complete the work begun in the meeting, as needed	-	4.00	-	-	-	-	-	-	-	-	-		
5. Document the outputs of the meeting and follow-up work in a draft Design Document, and forward up to 15 copies to the project manager for internal distribution	-	2.00	4.00	-	-	-	-	-	-	-	-		
6. Prepare for the Phase 3 gate review meeting	-	2.50	1.00	-	-	-	-	-	-	-	-		
7. Coordinate the logistics for the Phase 3 gate review meeting - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements	0.25	-	-	1.25	-	-	-	-	-	-	-		
KEY	<u>Consultants</u> MGB = Mark G. Brown - Consultant GWW = Guy W. Wallace - Consultant DRW = Danita R. Westbrooke - Production Support			<u>Norfolk Naval Shipyard</u> PM = Project Manager PST = Project Steering Team (each) AT = Analysis Team (each) ART = Analysis Review Team (each)				DT = Design Team (each) IPT = Implementation Planning Team (each)					

PROJECT TASKS	Estimated Resources (Days)										Schedule	
	Consultants			Norfolk Naval Shipyard							Start	End
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other		
<i>Phase 3: Design (continued)</i>												
8. Conduct the Phase 3 gate review meeting (one hour - consultants to participate via phone) to - Review/critique the CAD - Prioritize T&D Modules/Events - Select Implementation Planning Team members for Phase 4	0.25	0.25	-	0.25	0.25	-	-	-	-	-		
9. Update the Design Document based on the feedback from the review; produce a master copy, and forward to the project manager for internal distribution	-	1.00	2.00	-	-	-	-	-	-	-		
Phase 3: Total	5.75	17.50	11.00	7.00	0.25	0.00	0.00	5.00	0.00	0.00		
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PROJECT TASKS	Estimated Resources (Days)										Schedule	
	Consultants			Norfolk Naval Shipyard							Start	End
	MGB	GWW	DRW	PM	PST	AT	ART	DT	IPT	Other		
<i>Phase 4: Implementation Planning</i>												
1. Prepare for the implementation planning meeting - Agenda - Presentation materials - Data-gathering instruments		1.00	2.00	-	-	-	-	-	-	-		
2. Coordinate the logistics for the implementation planning meeting - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements		0.25	-	0.50	-	-	-	-	-	-		
3. Conduct the implementation planning meeting (two days) with key Norfolk Naval Shipyard personnel to - Determine development/acquisition ration and cost model - Determine infrastructure requirements needed for implementation - Vote implementation priorities		2.00	-	2.00	-	-	-	-	2.00	-		
KEY Consultants	Norfolk Naval Shipyard											
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PROJECT TASKS	Estimated Resources (Days)										Schedule	
	Consultants			Norfolk Naval Shipyard							Start	End
	MGB	GWW	DRW	PM	PST	AT	ART	DT	IPT	Other		
<i>Phase 4: Implementation Planning (continued)</i>												
4. Document the results of the meeting in a draft Implementation Planning Report, and forward a master copy to the project manager for internal distribution		2.00	1.00	-	-	-	-	-	-	-		
5. Coordinate the logistics for the Phase 4 gate review meeting - Select/negotiate meeting location, dates, and times - Invite all participants and inform them of/orient them to the project and meeting purpose, outputs, process, and their specific role(s) - Confirm participant attendance immediately before the meeting date - Coordinate food, beverages, equipment, supplies, etc. - Reserve room and arrange/set up per configuration requirements		0.25	-	0.50	-	-	-	-	-	-		
6. Prepare presentation for the Phase 4 gate review meeting	-	2.00	2.00	-	-	-	-	-	-	-		
7. Conduct a Phase 4 gate review meeting (one hour - consultant to participate via phone) to review/critique the draft Implementation Planning Report	1.00		-	0.50	0.50	-	-	-	-	-		
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PROJECT TASKS	Estimated Resources (Days)										Schedule		
	Consultants			Norfolk Naval Shipyard							Start	End	
	MGB	GWV	DRW	PM	PST	AT	ART	DT	IPT	Other			
<u>Phase 4: Implementation Planning (continued)</u>													
8. Update the Implementation Planning Report based on the feedback from the review; produce a master copy, and forward for internal distribution	-	1.00	1.00	-	-	-	-	-	-	-			
Phase 4: Total	1.00	8.50	6.00	3.50	0.50	0.00	0.00	0.00	2.00	0.00			
Total Of Phases 1-4	9.25	36.75	24.50	21.50	1.00	0.00	0.00	5.00	2.00	0.00			
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