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Table of Contents

Analysis of HCC's Training Problem ..... 2
Proposed Solution..... 4
Ongoing Training..... 8
Pilot Test (First Run of Training)..... 9
Further Analysis ..... 9
Assessments..... 9
Summary of Proposed Training Solution ..... 11
Estimate of Cost and Schedule ..... 11
Qualifications and Staffing..... 12
Next Steps ..... 13

Greg Lea, Charlotte Taylor & Julie Tipton

## Analysis of HCC's Training Problem

Do the right thing! That statement, and the five foundational principles: Accountability, Honesty, Integrity, Openness and Respect, tells LTT a lot about HCC's culture and commitment to excellence. HCC believes strongly in these ideals and wants to ensure that they manifest themselves throughout the organization. A better training program will help keep these ideals intact. HCC's training problem is not a bad problem to have. What we mean is that HCC is not seeking to implement a grand cultural or organizational shift to correct a big problem. They are not seeking to change any known unethical behaviors. Instead, they seek to maintain a spotless record, a record for which they are understandably very proud. Rather than something that needs to be fixed; HCC's commitment to excellence needs to be enhanced with a more robust training program that reinforces Accountability, Honesty, Integrity, Openness and Respect. It is far easier to maintain a good thing, than to change a bad one. The real problem is one of logistics; how to enhance HCC's training program, but do so cost effectively. Logistically, HCC's training program lacks structure which includes consistency, delivery, oversight, measurement, and cost management.

- Consistency – The training is being delivered to 60-100 managers, who then deliver it to their direct reports, which number approximately 500 and are spread across eight cities. There is currently no process in place to ensure that all 500 learners receive the same level of training. There is no method of ensuring consistent delivery by the 60-100 managers.
- Delivery – The training was formerly delivered at the annual meeting in a classroom format. This is no longer cost effective, and HCC found it is only minimally effective from a results viewpoint, so we recommend delivering the training at each of the regional locations or via technology, to reduce travel costs.
- Oversight – There is currently nothing in place to ensure accurate content is produced and maintained or to evaluate the effectiveness of the “trainers.” The training program is not rigorously vetted and piloted to ensure quality up front. The training is not evaluated on the back-end to improve its continued delivery.
- Measurement – There currently is no process for measuring the effectiveness of the training. Although HCC employees are following ethical practices, we do not know if they learn from training, from peers or managers, or make decisions on their own. Once we add measurements of effectiveness, we can isolate the key factors that contribute to best practices and repeat them.

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- Cost Management – HCC has a goal but needs a plan to reduce costs associated with training content development, production of manuals (or online information), delivery, reuse, and maintenance.

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## **Proposed Solution**

LTT understands that HCC's training needs may change and that the resources available to provide the training may also change. Therefore, we propose a flexible solution that can change with the changing training climate and can be used to deliver consistent, effective training to all of HCC's employees in each of its eight locations. The content will be structured so that it is easily maintained and modified and can absorb future training needs or evolve as HCC evolves. It will be reusable and able to be implemented for all of HCC's learners for many years to come. Additionally, our learning plan is multi-layered and addresses the different learning preferences and learning styles inherent in any large group of learners by presenting content electronically and on paper and by delivering content online and in person. If LTT is awarded this bid, we expect that our proposed solution will evolve to further satisfy HCC's training needs after additional analysis of and collaboration with HCC.

### ***Goal***

HCC will meet the legal requirements of training employees about ethical personal conduct and appropriate use of company assets

### ***Objectives***

Upon successful completion of the training, all employees will be able to:

- Make ethical decisions at HCC
- List the key guidelines for ethical personal conduct at HCC
- Use HCC's company assets appropriately
- Resolve problems in an ethical way
- List the protocol for handling issues beyond their comfort or authority level
- Access available resources to help guide ethical conduct and appropriate use of company assets

Upon successful completion of the training, managers will be able to:

- Meet each of the employee objectives listed above
- Model best practices in ethical personal conduct
- Model best practices in appropriate use of company assets
- Resolve ethical issues as needed

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- Help employees, as needed, resolve ethical issues
- List the protocol for escalating issues beyond their comfort or authority level to executives or legal representatives

LTT proposes a blended (web-based and classroom) training approach with two levels of training: one for managers and one for non-managers. We propose using web-based training for employees to gain knowledge and then hosting formal sessions at each of your eight sites to resolve questions.

Our recommended curriculum provides separate courses for non-managers and managers to create a learning environment that allows for more effective instruction by eliminating potential hierarchical employee conflicts that may result in a mixed classroom. For the course structure, we suggest that the topics, employee personal conduct and appropriate use of company assets, be structured as separate courses. This structure will allow additional courses to be created in the future and then more easily added to the appropriate curriculum.

### ***Web-based Training***

LTT will develop and implement a web-based online solution that will be required for all employees (managers and non-managers). This training will include two courses: Employee Personal Conduct and Appropriate Use of Company Assets. Each course will consist of multiple lessons that include interactivity and many scenario-based examples. There will be a final assessment that will be used as one means of measuring performance.

Each lesson will follow a structure like this:

- Lesson overview and objectives , to clarify the purpose of the lesson
- Topic 1 – content knowledge, scenarios and practice with one or more activities
- Topic 2 – content knowledge, scenarios and practice with one or more activities
- Topic X (where X is the last topic) – content knowledge, scenarios and practice with one or more activities
- Lesson summary
- Ungraded lesson review questions so that learners have an opportunity to test their understanding and get feedback in a non-threatening environment

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### ***Justification for Web-based Training***

Web-based training:

- Allows a consistent course to be delivered in the same way and with the same content to all employees.
- Easy to deploy to all 500 people who are located in eight locations across the US.
- Learners can "attend" a course at any time, from anywhere, and at their own pace.
- Enables learner-centered teaching approaches. For example, we will use examples grounded on real-life situations, and we will guide learners into creating meaning from experience.
- Once the course is built, it can be reused over and over again
- Cost management, with reduction or elimination of:
  - travel expenses for trainers to go to satellite locations
  - travel expenses for learners to come to the training facility
  - expense of conducting a company meeting
- HCC benefits from expenses already incurred for existing intranet

### ***Instructor-led Discussions***

After completing the web-based information section of the course, employees will participate in an instructor-led discussion. The purposes are to address specific questions, practice scenarios, interact with peers, and build a support network. Discussions will conclude with guideline instruction and/or action plans. Because interaction was a key success factor in previous training, LTT recommends repeating this strategy.

Discussion groups should be limited to peers. Individuals will be more comfortable and open when they interact with others in similar roles. Thus, LTT recommends at least two groups:

- Managers
- Non-Managers

LTT will provide skilled facilitators. We will ensure optimal discussion strategies and consistency is provided to all peer groups. We will collate key points and conclusions from each discussion and make them available on HCC's training website.

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### ***Justification for Instructor-led Discussions***

The advantages of instructor-led delivery are:

- Familiarity of method
- Trusting authority figures
- Immediate response to questions
- Lower up-front cost
- Faster development

The disadvantages are:

- Expense of LTT's time to provide content for the training website
- Logistics of scheduling time for training and managing classrooms

### ***Location of Discussions***

#### ***Option A – Onsite***

LTT can conduct discussions in person in each of HCC's eight locations. The advantage is face-to-face presence of a trainer for more skilled group management. The disadvantages are cost of trainer's travel and missing opportunities to discuss issues with peers in distant locations.

#### ***Option B – Video Conference***

LTT can conduct discussions through video conference. The advantages are opportunities to discuss issues with peers in distant locations, elimination of trainer's travel costs, and other uses of equipment (team meetings, job interviews, other training) that preclude future travel expenses. The disadvantages are a more challenging facilitation and substantial initial cost of equipment.

## Ongoing Training

We propose the following ongoing training deliverables:

- Job Aids (electronic and printed)
- Informational web-site that focuses on employee personal conduct and appropriate use of company assets. When employees have questions or need to look up something, they can go here to find the answer. This can be expanded with additional information and topics as HCC's training program evolves.
- To reinforce the training content and provide an ongoing learning environment, we propose that HCC proactively send out communications/tips to employees to remind them of what they learned. LTT will provide stand-alone content that mirrors and expands upon the key goals and objectives of the course content. This content will be broken down into small, easy to comprehend deliverables. Since informational emails, such as Tips of the Day are often ignored, LTT will create short, simple animated "electronic" tips, to gain the interest and attention of the viewer. Repetition is an effective way to help employees learn and retain important information.
- Brown Bag Lunches – LTT will not actually provide the lunches, but we will provide the content, in the form of a series of 30 minute instructor-led presentations used to reinforce the key training content after the initial delivery of the training.

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## **Pilot Test (First Run of Training)**

LTT proposes a first run of training for a small number of employees and managers in one location of your choice. LTT will have all training prepared for the pilot test. Employees and managers will take the course on two levels: (1) acquisition of knowledge and then (2) feedback to us on the success and challenges with the course. By practicing the course with a limited group, we can identify any aspects of it that require revision and have a better end-product for HCC. By hosting the course in one location we can have easy conversations between course-takers and LTT. We can discover not only the problems HCC's employees face, but propose resolutions for them and get immediate feedback. A major benefit of a pilot test is building advocacy for the program – when a few employees find success with the training, they will share their reactions and generate enthusiasm for the program.

LTT also proposes a pilot test of the video conferencing (if it is used). We have found that practicing the interactions between locations is valuable. In our past projects with video conferencing tests, we have resolved difficulties such as location of cameras, access to telephones, speaker volume, and secondary methods of viewing documents.

## **Further Analysis**

To provide the best final proposal, we need to supplement LTT's initial understanding of HCC's training needs with further analysis. Specifically, we need to interview the managers who attended the training at the annual meeting to learn about the challenges they face. Then we will include methods to resolve these key challenges in the content. In addition, to make the course as meaningful as we can for employees, we will use scenarios that employees can relate to. We need to know as much as we can about HCC and its employees so that we can create training that works best for you. We need to learn about HCC's training department and how LTT can collaborate with them to produce an outstanding training product.

As we learn more about HCC and their needs, we will integrate our findings into a final, effective solution.

## **Assessments**

LTT recommends three stages of assessment:

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- First, we will have final assessment of knowledge with the web-based online course. The assessment will consist of two parts: (1) Basic comfort with web-based instruction and (2) measures of learning. We will measure learning by using quizzes within each major section of the web-based course. Employees will have immediate, electronic feedback and will be encouraged to revisit sections that they do not know well. Employees' scores will be recorded and available for supervisors to download.
- Second, we will survey managers three months after the training to measure their performance on the job. We will include specific questions to compare performance before and after training and to identify any lapses in ethical behavior that need attention.
- Third, we will talk with HR to get a baseline of the number of relevant incidents reported. Then after a year, we can talk with HR again, comparing annual reports, and see if the number of incidents increased or decreased. The results will lead us to analysis for future recommendations.

Based on each stage of assessment, LTT will recommend reuse or modification of the training program.

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## Summary of Proposed Training Solution

In summary, LTT proposes the following training solution.

- Two courses with assessments delivered online to all employees:
  - Employee Personal Conduct
  - Appropriate Use of Company Assets
- Instructor-led discussions delivered in a classroom or via videoconference, with separate sessions for Managers and Non-managers.
- Ongoing training/support to be delivered periodically via job-aids, web content, and brown bag lunches
- Quarterly and yearly measurements/consultation by LTT to measure success

## Estimate of Cost and Schedule

### *Cost*

The total cost for the Learning Solution of Online Courses with Option A, Onsite Discussions. is \$200,230.66

The total cost for the Learning Solution of Online Courses with Option B, Video Conferencing Discussions, is \$541,267.66.

### *Schedule*

LTT anticipates that development and implementation will entail four and a half-months with additional evaluations conducted three months and one year later.

Details about the cost and time estimates are located in the MS Project document.

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## Qualifications and Staffing

### *Company*

LTT Learning Specialists is the team of Greg Lea, Charlotte Taylor, and Julie Tipton who bring a wealth of education and 45 years experience designing and delivering custom online and classroom training using proven training techniques. We manage the full path of training, from needs analysis, design, development, delivery, and implementation of the solution, to evaluation of your learners' outcomes. We offer a professional perspective culled from a broad array of business experience, using proven educational techniques and, when appropriate, the latest technical development and delivery tools, to provide our clients with industry leading training programs.

LTT Learning Specialists will bring HCC a training solution to support HCC's goal of continuing 100% ethics and asset usage compliance.

### *Key Personnel*

Greg Lea brings 13 years of relevant work experience to LTT. This includes eight years as a technical trainer in the cable television industry, three years of television production and nine years as an instructional designer in both cable television and finance (the instructional design and training experience are concurrent). Greg specializes in the design of computer-based training and other online training programs, but he also designs instructor-led training programs. Additionally, he produces audio and video based training elements to be included in our training programs when appropriate. He has a Bachelor's degree in Communications and is currently working towards his Master's degree in Information and Learning Technologies.

Charlotte Taylor has more than 14 years experience as a technical communicator, ranging from managing teams of technical writers and projects to creating online and instructor led courses. Her core experience is in the development and implementation of department strategies and plans. Charlotte specializes in developing both online and instructor-led courses for learners who are located in multiple locations. She has a Bachelor's degree in Technical Journalism and is pursuing a Master's degree in Information and Learning Technologies.

Julie Tipton is an instructional designer with 19 years of relevant experience designing instructor led and online learning and delivering technical and soft skills training. Julie's experience includes training development for building construction, human resources, and land acquisition. Julie has managed whole training projects, specializing in analysis, writing, and evaluation. Previously, Julie started training departments at four businesses, was a computer programmer, and taught public school. She earned a Bachelor's degree in Vocational Education, a Master's degree in Child Development and Family Relationships, and is pursuing a Master's degree in Information and Learning Technologies.

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## **Next Steps**

Please review the Client Process Agreement, which describes LTT's process at a high level, with roles that HCC and LTT will perform. LTT requires approval of the Client Process Agreement before starting work.