

Communications ABC Inc.
“New Product Training”
Project Plan

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MIT520
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Section One: Introduction

Overview & Scope

This project is being created to improve the Communications ABC Inc. training program as it relates to new product launches. Communications ABC is a media company; therefore it is constantly creating new products and services, to keep up with current technology. Several customer-facing functional groups must be trained within the company in order to meet the needs of ABC customers, including the customer care, sales and technical divisions.

Currently, this training process lacks standardization and organization. Because of an expanding customer base and an increase in products and services, it is crucial that ABC streamline their new product launch processes. After taking this training, an employee will confidently be able to:

- Educate customers on the new product's features, benefits and price points
- Handle a customer's concerns with regard to the new product
- Troubleshoot technical issues as related to the new product
- Demonstrate the ability to enter an order in the ICOMs system for the new product

The training program will provide the staff with face-to-face sessions in which hands on practice with the new products and order entry system will occur. This project will take place between October 24, 2011 and January 24, 2011. The company has set aside \$19,050 to cover the costs associated with this project, most of which will go towards the cost of development. The anticipated outcome will include a timelier launch of training, a standardization of materials and processes, and a more organized breakdown of events and milestones.

Project Team

Human resources are

The below ABC employees will serve on the project team. Other team members may be brought on, if required by the project manager.

- Judy- Project Manager, Judy@ABC.com
- Damien-Project Sponsor, Damien@ABC.com
- Patty –Project Sponsor, Patty@ABC.com
- Linda-Instructional Designer/Content Writer, Linda@ABC.com
- Kathy-Instructional Designer, Kathy@ABC.com
- Chris-Subject Matter Expert, Chris@ABC.com
- Jeff- Subject Matter Expert, Jeff@ABC.com
- Carl- Subject Matter Expert, Carl@ABC.com
- Randy-Reviewer, Randy@ABC.com
- Keith-Reviewer, Keith@ABC.com
- John-Subject Matter Expert, John@ABC.com

Deliverables

The project manager will work closely with the Instructional Designers to ensure the below deliverables are created. For a more detailed look at these deliverables, please see Section 4: Key Project Deliverables.

- Facilitator guides (3)
 - Customer Care Training Facilitator Guide
 - Sales Training Facilitator Guide
 - Technical Training Facilitator Guide
- Learner guides (3)
 - Customer Care Training Learner Guide
 - Sales Training Learner Guide
 - Technical Training Learner Guide

- Materials for face-to -face session activities
 - Game Pieces
 - Equipment “Name Tags”

- PowerPoint Presentations (3)
 - Customer Care Training Introductory Presentation
 - Sales Training Introductory Presentation
 - Technical Training Introductory Presentation

- Job aids (4)
 - Order Entry Job Aid
 - Technical Job Aid
 - Pricing and Sales Job Aid
 - Equipment Job Aid

- Formative Evaluation Packet (4)
 - Customer Care Training Packet
 - Sales Training Packet
 - Technical Training Packet
 - TTT Packet for Trainers

Reference Material

The deliverables will be created using the Learning & Development division’s standard operating procedures, guidelines and approved templates. For reference, the team will be using previous training materials and learner analysis data along with the manufacturer’s product manual(s) as needed.

In addition, the project team will utilize human resources within the company. This will include individuals from Corporate Communications and Corporate Legal, as well as within the various training departments, who will act as subject matter experts.

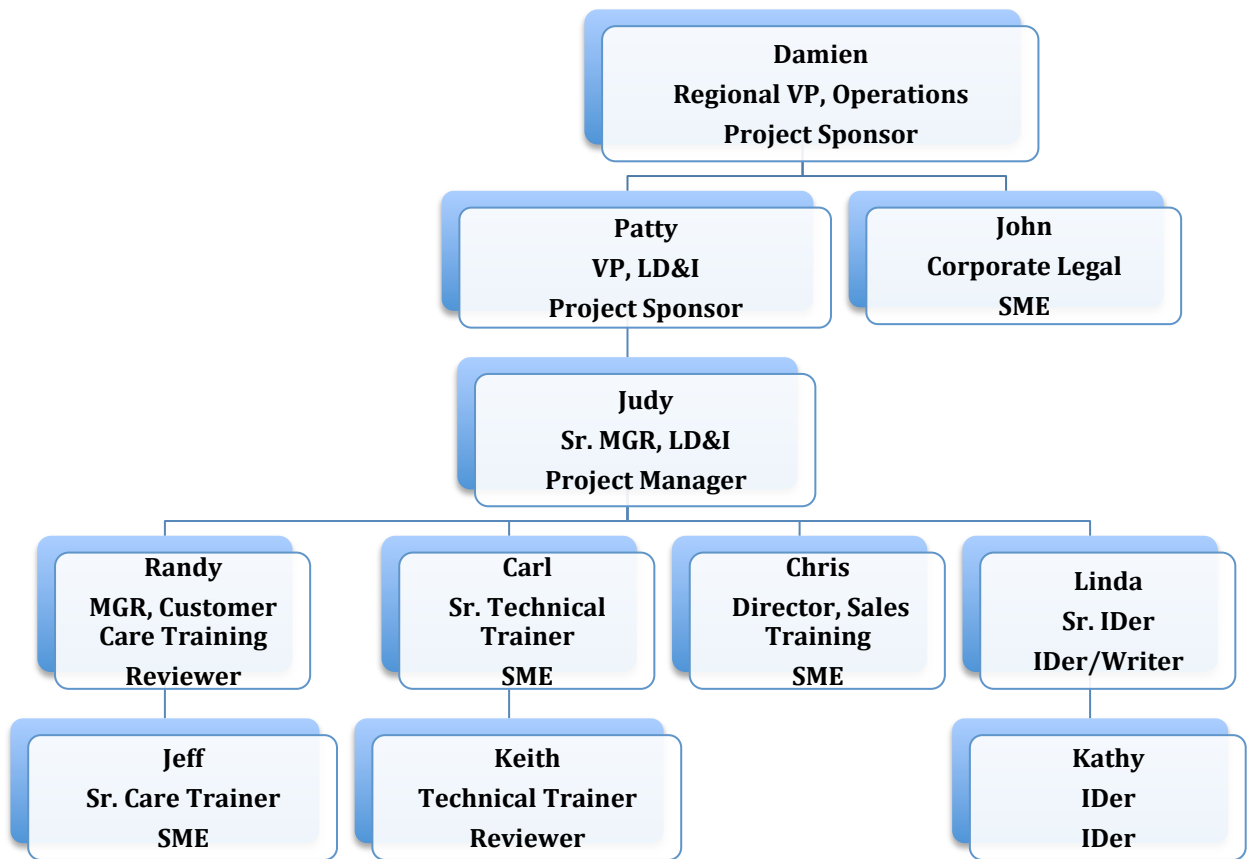
Acronyms

For the remainder of this project, the following acronyms may be used:

- ABC-Communications ABC Inc.
- SOP-Standard Operating Procedure
- SME-Subject Matter Expert
- PM-Project Manager
- IDER-Instructional Designer
- TTT-Train the Trainer
- LD-Learning & Development Division
- TOC-Table of Contents
- ICOMS-Industrial & Commercial Operations Management Software

Section Two: Project Organization

Project Organizational Chart



Responsibilities Matrix

The roles and responsibilities for the New Product Launch program are essential to project success. All team members must clearly understand their roles and responsibilities in order to successfully perform their portion of the project.

The RACI chart (See Appendix A) illustrates the various responsibilities of each of the project team members.

RACI represents the following:

R-Individual is responsible for performing the task

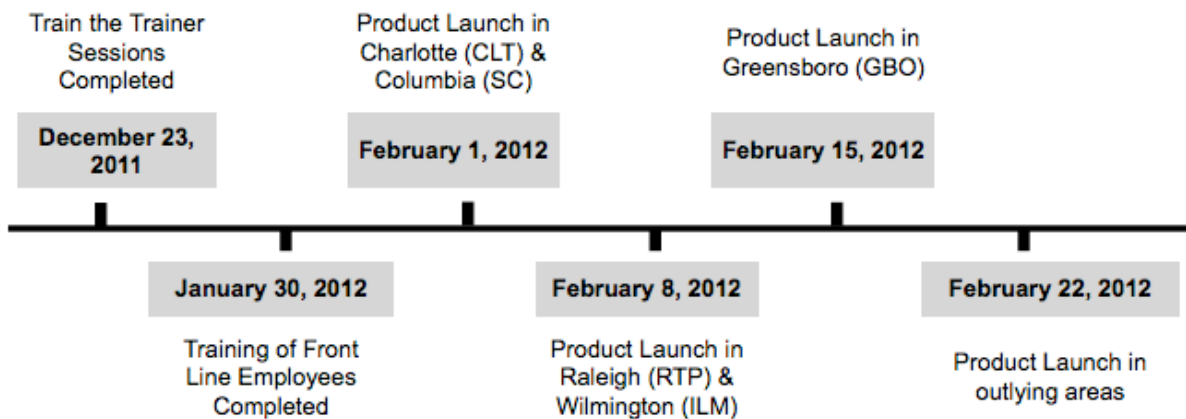
A-Individual is accountable for the task being completed

C-Individual is consulted with prior to the activity being performed

I-Individual is informed that the task has been completed.

Processes

The below timeline provides a rough estimate of the new product’s launch schedule, which will be released in each of the major areas of ABC’s Southeastern footprint at varying times. This timeline is subject to change depending on the manufacturer’s needs as well as Communications ABC’s needs. The train the trainer sessions that occur as part of this project must be completed on schedule. This will heavily influence the ability of the training staff to complete the employee training prior to the launches.



Section Three: Management Plan

Management Objectives

The project sponsors have set forth the below objectives for the project team. It is the expectation of the sponsors that these objectives will be met before the close of the project. The project manager will work closely with the sponsors

1. Establish project team and define responsibilities of each member
2. Define communication methods to be used throughout project
3. Develop clear objectives for project
4. Define scope, budget and timeline for project
5. Develop project plan timeline, including milestones and phased events
6. Control and monitor project phases
7. Ensure approval of each phase by the project sponsor
8. If changes are needed to project plan, ensure approval from sponsor
9. Ensure project objectives and goals are met before closing project
10. Provide lessons learned document after the project closes (see Appendix B)

Project Controls

In order for the project to remain on schedule, the project manager will utilize two main sources of monitoring the project team's progress.

1. First, she will require each team member to keep a daily log of items completed and/or progress achieved (see Appendix C). This log will be stored on the shared drive, so that the PM can review as needed.
2. The second will be to have a conference call every Friday afternoon to go over progress, potential issues with meeting milestones, and any other item of concern. Not all team members will be needed on every call, so it will be the project manager's responsibility to notify who is needed and when.

In addition, the project manager will need to pay close attention to potential risks, changes needed, or updates to the project. Should any of these things occur, the project manager is responsible for bringing these concerns to the project sponsors. Should changes be required to the plan or project documents, approval from the sponsors will be required.

Risk Management

It is critical for the project team to identify, characterize, and develop a strategy to contain potential risks. This process of risk management will take place throughout the life cycle of the project. Risk management processes are as follows:

1. The project manager will consult former ABC projects and fellow project managers, to gain understanding of possible risks.
2. The team will meet, and using the information collected by the PM, brainstorm additional risks.
3. After developing a list of potential risks, the team will determine the best methods to avoid the risk as well as to handle it should it occur.
4. The team will create a potential risk document outlining the potential risks, level of impact, and strategy for handling risk. (see Appendix D)
5. Monitor potential and actual risks through conference calls, daily logs and other methods set forth by the PM.

Potential risks may include, but are not limited to:

- **Human Resource Changes:** Staff may leave the company, or other changes amongst the organizational structure may occur.

Response: As needed, personnel will be replaced. Project Manager will have “back up” staff in mind prior to starting the project, should this occur.

- **Technical Issues:** This may include hardware or software malfunctions, with regard to the design and development, or simply software used for meetings and communications.

Response: If software or hardware issues occur, Instructional Designers will report to project manager, who will put in an emergency ticket to the IT service team for their area. Project Manager will have in place backup telecommunications software in case regular system goes down. Because this team is composed of members at different physical locations, communication by online services is a necessity.

- **Data Loss:** Data may become lost or inaccessible to the entire team, or certain team members.

Response: Project Manager will ensure backup data storage system is in place, and will instruct team members to regularly back-up work. In addition, files will be stored in shared team workspace, to ensure all members have quick access.

Project Staffing

The below table describes the staff members required for this project.

| Name | Role | Position | Contact Information |
|--------|------------------------|----------------------------|--|
| Judy | Project Manager | Sr. Manager | Judy@ABC.com |
| Damien | Project Sponsor | Regional VP | Damien@ABC.com |
| Patty | Project Sponsor | LD&I VP | Patty@ABC.com |
| Linda | Instructional Designer | Sr. Instructional Designer | Linda@ABC.com |
| Kathy | Instructional Designer | Instructional Designer | Kathy@ABC.com |
| Chris | Subject Matter Expert | Director, Sales Training | Chris@ABC.com |
| Jeff | Subject Matter Expert | Sr. Care Trainer | Jeff@ABC.com |
| Carl | Subject Matter Expert | Sr. Technical Trainer | Carl@ABC.com |

| | | | |
|-------|-----------------------|------------------------|--|
| Randy | Reviewer | Manager, Care Training | Randy@ABC.com |
| Keith | Reviewer | Technical Trainer | Keith@ABC.com |
| John | Subject Matter Expert | Corporate Legal | John@ABC.com |

Technical Processes

The deliverables, which include various training materials, will instruct front line employees on how to sell, troubleshoot, install and communicate with customers about a new Communications ABC Inc. product. The production of these training materials will follow part of the ADDIE Instructional Design process, in that they will go through design, development and formative evaluation. Since needs analysis has already been conducted on this group of learners, it is not necessary at this time. In addition, implementation is not considered a part of this project. This project will end after the TTT session has been conducted and final documents are in place.

Here is the basic breakdown of the design, development and evaluation as it pertains to this project:

Design

- Hold content planning meeting
- Write instructional objectives
- Create task analysis to outline instructional sequence
- Create storyboards

Develop

- Hold development planning meeting
- Develop drafts of PowerPoint presentations
- Develop drafts of learner guides and facilitator guides
- Develop drafts of job aids
- Develop drafts of materials for session activities
- Develop formative evaluation packets

Evaluate

- Conduct TTT sessions for trainers to evaluate the course and materials

At this time, the development team will make any changes needed as a result of the TTT session. Final copies of the training documents will be created and sent out for front-end employee training. This is when implementation will occur, which is outside the scope of this project.

The training materials will all be created using LD&I training templates, and following approval from corporate legal and communications, as needed.

The project manager will be responsible for documenting project processes, using ABC project management templates on the shared drive and processes set forth by upper management. The project manager will ensure regular updates to these documents and will ensure their availability to project sponsors.

Section Four: Work Packages & Project Deliverables Plan

There are six main work packages, each representing one of the main phases of activity necessary for the project to achieve its objectives. These packages were chosen and designed to increase efficiency and produce a greater outcome. (See Appendix E for Work Breakdown Structure.)

Work Packages

Work Package 1: Project Management

- Kick Off Meeting
- Cost, Scope and Time Planning
- Establish Project Team and Define Responsibilities
- Develop project plan timeline, including milestones and phases
- Create Communication, Change and Risk Management Plans

Work Package 2: Planning for Deliverables

- Define delivery system(s)
- Develop clear goals and objectives for training

- Analyze past training materials and other documents, as needed
- Define deliverables needed for training, including materials/software needed to complete them
- Establish tasks needed to complete deliverables, and assign responsibilities
- Ensure approval from project manager and sponsors

Work Package 3: Design of Deliverables

- Complete task analysis for each deliverable product
- Review by SME's for accuracy
- Design facilitator guides (Care, Sales, Technical)
- Design learner guides (Care, Sales, Technical)
- Design PowerPoint Presentations (Care, Sales, Technical)
- Design Job Aids (ICOMs, Technical, Pricing, Equipment)
- Design Ancillary Training Materials (Game pieces, etc.)
- Design Evaluation Packets (Care, Sales, Technical)
- SME Review
- Ensure approval from project manager and sponsors

Work Package 4: Development of Deliverables

- Develop facilitator guides (Care, Sales, Technical)
- Develop learner guides (Care, Sales, Technical)
- Develop PowerPoint Presentations (Care, Sales, Technical)
- Develop Job Aids (ICOMs, Technical, Pricing, Equipment)
- Develop Ancillary Training Materials (Game pieces, etc)
- Develop Evaluation Packets (Care, Sales, Technical, TTT)
- SME Review
- Ensure approval from project manager and sponsors

Work Package 5: Evaluation of Deliverables

- Schedule TTT Sessions
- Execute TTT Sessions
- Trainers Complete Evaluation Packets
- Revise Deliverables as needed
- Ensure approval from project manager and sponsors

Work Package 6: Closing of Project

- Ensure project objectives and goals are met before closing project
- Closing Meeting to ensure approval from project manager and sponsors
- Provide lessons learned document after the project closes

Key Project Deliverables

- Facilitator Guides for Care, Sales and Technical Training
 - Front End Materials- including TOC, directions, what materials are needed and time allotted for each session
 - Scripting- for facilitator to lead session
 - Learner Guides-allows facilitator to see what learner's are seeing. Also will include activities and scenario cards.
 - Resources/Glossary Section in Back-important terms, where to go in KEY or ABC Intranet for more resources
- Learner Guides for Care, Sales and Technical Training
 - Front End Materials- including TOC, directions, explanation for training
 - Job Aids-job aids will be included in the guide
 - Activities-all training activities, worksheets will be included
 - Resources/Glossary Section-next steps for employees, where to locate items in KEY or Intranet, etc
 - Evaluation-for learners to evaluate the training and their facilitators
- Materials for face-to -face session activities
 - Game Pieces-includes game board and two team tokens to be used as review at end of sessions.
 - Equipment "Name Tags"-cards with string for employees to wear as they "represent" parts or connections of the new product in a scenario.
 - Scenario Role Play Cards-used for in-class role play activities to demonstrate communicating sales information, troubleshooting and common concerns about new product

- PowerPoint Presentations for Care, Sales and Technical Training
 - Introductory presentations for each group explaining new product, it's features and benefits, and general information

- Job aids
 - ICOMs Order Entry Job Aid-explains processes of entering orders for sales, installs and trouble calls in the ICOMS order entry billing system given to Care and Sales groups.
 - Technical Job Aid-visuals depicting how to connect/set up new equipment given to technical training group.
 - Pricing and Sales Job Aid-lists price points, special packages available, upgrade information and tips for selling new product. This is given to the Care and Sales groups.
 - Equipment Job Aid-basic job aid for all groups outlining what the product(s) look like, the pieces that come with them and important serial numbers associated with equipment.

- Formative Evaluation Packets for Care, Sales and Technical Training
 - TTT Packet- This packet will be designed for the trainers to complete, as they go through the TTT session. They will have the opportunity to give recommendations to designer for changes to be made before roll-out to employees
 - Care, Sales and Technical Packets-designed for employees going through the training during implementation (which is outside the scope of this project). Employees will be able to evaluate both the session and their facilitator.

Section Five: Project Schedule

Summary Schedule

This project will take approximately three months to complete. It will begin on October 24, 2011 and end on January 25, 2012. This project is set to work around the holidays, and allows enough time for completion. It is critical that the project stay on track, due to the product launch dates across the various areas of the footprint. Therefore, the project manager will monitor activities to ensure the phases are completed on schedule.

Here is a breakdown of the major project phases, and their timelines:

- Phase 1: Project Management-October 24, 2011 thru November 1, 2011
- Phase 2: Planning-November 1, 2011 thru November 5, 2011
- Phase 3: Design-November 7, 2011 thru December 3, 2011
- Phase 4: Development-December 5, 2011 thru December 21, 2011
- Phase 5: Evaluation-January 3, 2012 thru January 17, 2012
- Phase 6: Closing-January 17, 2012 thru January 24, 2012

Detailed Schedule

See Appendix E for a detailed Work Breakdown Structure, which outlines each phase, step and milestone required to complete this project. Included in the appendix is also a Pert Chart, which details the duration of each event.

Section Six: Project Budget

Summary Budget

Communications ABC Inc. has completed many projects that are very similar to this one, therefore they can use the data collected from those projects to help guide their budgetary planning. The company has set aside \$19,050 to cover the costs associated with this project, most of which will go towards the cost of development. All but \$1,000 of the costs calculated originate from labor internal to Communications ABC Inc.. The additional \$1,000 is for materials, facilities and other items.

Detailed Budget

The majority of the costs associated with this project will go towards paying the various ABC employees who are assigned to work on this project. The below diagram explains the breakdown of the cost, by way of a bottom-up estimate. The various activities are shown by the amount of time needed to complete them, the hourly cost (per employee salary) and the total for each. In addition, it is important to note that some of the project staff are assigned to more than one project, therefore are not devoting 100% of their time to this project.

| Activity | Hours Required | Cost | Total For Activity |
|---|----------------|----------|--------------------|
| Project Management Related Tasks | 80 | \$60/hr. | \$4,800 |
| Design and Development of Deliverables | 250 | \$45/hr. | \$11,250 |
| Subject Matter Expert Reviews | 50 | \$40/hr. | \$2,000 |
| Materials, Printing Costs, Facility Usage, Etc. | N/A | Flat | \$1,000 |
| Total: \$19,050 | | | |

Appendix

See attached pages for the following Appendix Items:

Appendix A: RACI Diagram

Appendix B: Lessons Learned Document

Appendix C: Team Member Daily Progress Log

Appendix D: Potential Risks

Appendix E: Work Breakdown Structure

Appendix B:
Communications ABC Inc.
Lessons Learned Log

| Category | Issue | Problem/Success | Impact | Recommendation |
|--------------------------------------|-------|-----------------|--------|----------------|
| Planning | | | | |
| Human Resources | | | | |
| Scope Management | | | | |
| Risk Management | | | | |
| Design & Development of Deliverables | | | | |
| Technical | | | | |
| Budget | | | | |
| Other | | | | |

Descriptions could include:

- What management processes went well, what went poorly, or what was lacking
- Any issues that occurred, causing deviations from the plan
- Notes on the performance of specialist methods and tools used
- Measurements on how much effort was required during various phases

Appendix C
Communications ABC Inc.
Product Launch Daily Progress Log

| Name: | Completed Work | | Work in Progress | |
|-------|----------------------------|---------------------|------------------------------|------------|
| Date | Work completed description | Total Time Required | Work in progress description | Time Spent |
| | | | | |
| | | | | |
| | | | | |
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| | | | | |

*Progress log is to be completed by each project team member by COB each day. Logs are to be saved on the team shared drive for duration of the project.

Appendix D
Communications ABC Inc.
New Product Launch
Potential Risk Log

| Potential Risk | Risk Level L/M/H | Monitoring Strategy | Mitigation/Avoidance of Risk | Other Notes |
|----------------|---------------------|---------------------|------------------------------|-------------|
| | | | | |
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| | | | | |
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Potential risks may include, but are not limited to:

Human Resources

Technical Issues

Data Loss

| Name | Begin date | End date |
|--|------------|----------|
| Phase 1: Project Management | 10/24/11 | 10/25/11 |
| Kick Off Meeting | 10/24/11 | 10/25/11 |
| Cost, Scope, Time Plans | 10/25/11 | 10/27/11 |
| Establish Project Team & Define Responsibilities | 10/27/11 | 10/28/11 |
| Create Communication, Change and Risk Management Plans | 10/28/11 | 11/1/11 |
| Phase 2: Planning | 11/1/11 | 11/2/11 |
| Define Delivery System | 10/28/11 | 10/29/11 |
| Develop Goals & Objectives | 10/28/11 | 10/29/11 |
| Document Analysis | 10/31/11 | 11/2/11 |
| Define Deliverables | 11/2/11 | 11/3/11 |
| Establish Tasks To Complete Deliverables | 11/3/11 | 11/4/11 |
| Approval from Manager & Sponsors | 11/4/11 | 11/5/11 |
| Phase 3: Design | 11/7/11 | 11/8/11 |
| Complete TA for Deliverables | 11/8/11 | 11/11/11 |
| Review of TA by SMEs | 11/11/11 | 11/15/11 |
| Design Learner Guides | 11/15/11 | 11/18/11 |
| Design Facilitator Guides | 11/18/11 | 11/22/11 |
| Design PPT Presentations | 11/22/11 | 11/23/11 |
| Design Job Aids | 11/22/11 | 11/26/11 |
| Design Ancillary Training Materials | 11/22/11 | 11/23/11 |
| Design Evaluation Packets | 11/23/11 | 11/26/11 |
| SME Review of Designs & Revisions | 11/28/11 | 12/1/11 |
| Approval from Sponsors & Manager | 12/1/11 | 12/3/11 |
| Phase 4: Development | 12/5/11 | 12/6/11 |
| Develop Learner Guides | 12/6/11 | 12/8/11 |
| Develop Facilitator Guides | 12/8/11 | 12/13/11 |
| Develop PPT Presentations | 12/6/11 | 12/8/11 |
| Develop Job Aids | 12/8/11 | 12/10/11 |
| Develop Ancillary Training Materials | 12/12/11 | 12/14/11 |
| Develop Evaluation Packets | 12/14/11 | 12/16/11 |
| SME Review & Revisions | 12/16/11 | 12/20/11 |
| Approval from Sponsors & Manager | 12/20/11 | 12/21/11 |
| Phase 5: Evaluation | 12/21/11 | 12/22/11 |
| Schedule TTT Sessions | 12/22/11 | 12/23/11 |
| Execute TTT Sessions | 12/23/11 | 12/28/11 |
| Complete TTT Evaluation Packets | 12/28/11 | 12/29/11 |
| Revise Deliverables As Needed | 12/29/11 | 12/31/11 |
| Approval from Sponsor & Managers | 1/2/12 | 1/4/12 |
| Phase 6: Closing | 1/4/12 | 1/5/12 |
| Ensure Goals Were Met/Preparing Closing Artifacts | 1/5/12 | 1/10/12 |
| Closing Meeting | 1/10/12 | 1/11/12 |
| Provide Lessons Learned After Close | 1/11/12 | 1/12/12 |



| | | | | | | | | | | | | | | | | | | | | | | | |
|----------------|----|----|--------------|----|----|----|---------------|----|----|----|---------------|----|----|----|--------------|--------|--------|---------------|--------|--------|--------|--------|--------|
| September 2011 | | | October 2011 | | | | November 2011 | | | | December 2011 | | | | January 2012 | | | February 2012 | | | | | |
| 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 |

- Phase 1: Project Management
 - Kick Off Meeting
 - Cost, Scope, Time Plans
 - Establish Project Team & Define Responsibilities
 - Create Communication, Change and Risk Management Plans
- Phase 2: Planning
 - Define Delivery System
 - Develop Goals & Objectives
 - Document Analysis
 - Define Deliverables
 - Establish Tasks To Complete Deliverables
 - Approval from Manager & Sponsors
- Phase 3: Design
 - Complete TA for Deliverables
 - Review of TA by SMEs
 - Design Learner Guides
 - Design Facilitator Guides
 - Design PPT Presentations
 - Design Job Aids
 - Design Ancillary Training Materials
 - Design Evaluation Packets
 - SME Review of Designs & Revisions
 - Approval from Sponsors & Manager
- Phase 4: Development
 - Develop Learner Guides
 - Develop Facilitator Guides
 - Develop PPT Presentations
 - Develop Job Aids
 - Develop Ancillary Training Materials
 - Develop Evaluation Packets
 - SME Review & Revisions
 - Approval from Sponsors & Manager
- Phase 5: Evaluation
 - Schedule TTT Sessions
 - Execute TTT Sessions
 - Complete TTT Evaluation Packets
 - Revise Deliverables As Needed
 - Approval from Sponsor & Managers
- Phase 6: Closing
 - Ensure Goals Were Met/Preparing Closing Artifacts
 - Closing Meeting
 - Provide Lessons Learned After Close

