WIT Replacement Project

WorkSource Staff Training Plan

Approved by I&T Steering Committee May 2024

This is a "living document" and will continue to be updated.

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1 Overview

Plan Scope

In summary, this training plan will describe the overall goals, learning objectives, and activities to be performed to develop, conduct, control, and evaluate instruction.
The Training Plan defines the audience, curriculum, tools, and techniques required to meet the training requirements (objectives).

Plan Purpose

The purpose of this plan is to document the training activities and design considerations related to the functional use of the WIT Replacement System for the WorkSource staff (all active users of the current case management system [ETO]) and those who support the WorkSource staff.

Assumptions

- Trainees possess basic knowledge of operating in a web-based environment.
- Change management will promote buy-in on use of system and letting go of workarounds.
- Confirmed Resources(people) will remain dedicated to the project for timeframes designated in the plan for resourcing.
- Instructional tools and materials are established and ready for use prior to training.
- The training team will estimate the amount of time to complete training activities and communicate timeframes by specific audience/persona groups.
- Training time will be prioritized by leadership and appropriate time set aside for trainees to attend all training for their role.
    - Training expectations are communicated and understood by all stakeholders.
- Access to training and production environments will be part of a statewide established process for onboarding and offboarding team members.
- Assuring that the training environment established by the vendor creates equitable access for all WorkSource Staff.
- Assuring that the learning management solution creates equitable access for all WorkSource staff.
    - Availability of materials in areas with limited internet access or in the field, no access to tools if not connected to the internet. (need for an offline mode).
- WorkSource branding is used properly for all materials.

Risks

- The vendor does not provide agreed upon deliverables and content in timeframe or to established quality standards, which could create a schedule delay.
- Wrap-Around training not completed in time.
- Turnover of training resources (referenced under Section 4) can impact quality of training and materials.
- WorkSource Staff turnover post training may impact operational readiness.
- Participant access to the technology for virtual training environment may impact the training experience (e.g., log-in challenges, connectivity issues).
- There could be a low staff adoption of training and to the change.

- WorkSource staff may not adapt to the new system by halting use of prior workarounds.
- Perceptions from issues with prior system may carry over to the new system and training.
- Lack of Leadership support (including sub-contractors and their leadership) could impact operational readiness.
- Training demand may be greater than the capacity to provide in-person training.
- The users may desire a different training methodology than provided.
- The maintenance and operations decision package (to be developed in Summer 2024 to include full funding for training activities and tools for the life of the product) is not approved.

2 Training Needs Assessment

Between the months of June – September 2023, the Training Advisory Team conducted an assessment and environmental scan to develop the Training Strategy & Approach for the WIT Replacement Project, which informed this Training Plan.
The Assessment evaluated:

- The needs of different groups to gather insights to guide the training strategy, approach, plan, particulars, etc.
- The gaps and needs of users of the new system.
- How to effectively categorize the different Roles within the WorkSource system and their specific needs.
- How to establish well defined Role descriptions in the role templates. (prerequisites and scope etc.)

Findings

Results from the Training Needs Assessment are outlined in this PowerBI Dashboard, and were further analyzed by the Training Advisory Team. The training research reflected the need for statewide training delivery standards, which must be updated and improved to support successful knowledge-build and sustained ability. The Training Needs Assessment identified there are distinct differences at the local level that should be accommodated, along with adapting to the various learning styles.

This training plan reflects both the needs of the system implementation as well as the requirements to sustain training as long as we are using the system. In order to do this both the LWDBs and ESD need to commit resources to this investment (I&T Steering Committee approved the Resource section which outlines the budget, people, and time required on 7/2/2024).

3 Training Strategy, Approach, & Objectives

Training Plan Strategy

The I&T Steering Committee approved the following 4 bullets as the Training strategy on December 5th, 2023:

1. Provide standardized WIT training that plans for and allows for intentional variation where appropriate.
2. Be unapologetic in developing WIT system core training standards and plan for the continuity to support continuous improvement post-implementation.
3. Plan for and allow for adequate time to conduct the core training readiness work and be mindful of other critical WorkSource knowledge, ability, and skills to support operations.
4. Identify and secure the resources and structure to reinforce core competencies during implementation ***and*** for the life of the product.

Training Plan Approach

By leveraging the WIT Project work underway, the Training Advisory Team will integrate and infuse the training strategy and approach outlined here, so that the WIT Project Trainings will have the:

- **Right content** (relevant and required information)
- **Right form** (using adult learning methodologies which inform the delivery modes and styles)
- **Right participants** (identifying target audiences and tailoring training to their needs)
- **Right channel** (suitable and diverse range of tools to promote and deliver training)
- **Right time** (Strong consideration of the schedule and logistics)
- **Right measures** (Evaluation tools to ensure trainee walks away with required skills, knowledge and understanding of the material)
- **Right support** (the subject matter experts and documentation are easily accessible to every learner).

Training Plan Objectives

1 Deliver high-impact functional training coupled with hands-on learning to WorkSource staff and those supporting the WorkSource staff (highlighted in plan below).
- Functional training and hands-on learning meet clearly defined requirements.
- 95% of trainees have completed assigned hands-on training exercises to gain access to the system.
- 95% of all WorkSource staff surveyed indicate awareness and ability to access training materials for use as reference tools post training.

2 Meet 95% of the defined quality standards in training materials and delivery.
- Result of a 3.5 out of 5 or higher rating in all measures of post-training survey feedback from trainees.
- 85% of the trainees can confirm that they know how to request additional training.
- Trainees have a method to provide feedback after they begin applying their new skills in the workplace for quality assurance and continued improvement in content.

3 Training resources (people and budget) are fully committed per the levels outlined in the resource plan for: the 6-month training ramp up, training delivery, system launch, and transition to routine operations period.

4 Resourcing For All Training Plans

Responsibility Assignment Matrix- CARS

In general, the approval of the plan for resourcing will be the responsibility of the I&T Steering Committee. Other checkpoints are covered in section 8.

Link to location in document: WorkSource Training Plan Responsibility Assignment Matrix

Training Resourcing

The tables below outline resourcing for all Training Plans at a detailed level the defined roles, resourcing timeline, named individuals to support specific efforts, and cost associated with securing training management tools to ensure the right support is in place for all training activities across all training plans and audiences.

The resourcing section encompasses the 6-month training ramp up, training delivery, system launch, and transition to routine operations period levels.

The resourcing plan was approved by the I&T Advisory and Steering Committees on July 2nd, 2024.

WORK DISTRIBUTION BY PHASE

Phased overview of the training activities in relation to timeframe and resource type.

Legend: Confirmed Resource / secured | **Requested Resource**

Phase	Task	Timeframe	Resource(s)	Notes / Review & Approval group
All	General oversight, design, and leadership over the implementation of the Training Plan; Provides leadership for Resources	May 2023 – Fall 2025	ESD WIT Training Analyst & Training Consultant LP Instructional designer	Launchpad (LP) Instructional designer begins Nov 2024
Content Development	Training Template Creation (branded templates in various formats)	Dec. 2024	ESD WIT Training Analyst & Training Consultant LP Instructional designer	WIT Project Owner approval
	Draft Techniques and Tools approach (linking the appropriate techniques and tools to parts of curriculum)	Nov. 2024- Jan. 2025	Training Advisory Team	Advisory Committee review (~Jan. 2025)
	Content development / creation	Jan.-Sept. 2025	ESD WIT Training Analyst & Training Consultant LP Instructional designer	
	Establish Training Schedule (sequencing the training audiences)	May-July 2025	ESD WIT Training Analyst Training Advisory Team **Super Users**	CEO's, ESD Regional Directors or designee approve
Content Testing & Validation	Accessibility checks	July-Aug. 2025	**Equal Opportunity Officers**	After materials screened, circulate for comments
	Validate and test the training & materials / gather feedback via Focus Groups	Mar.- Sept. 2025	**AB Testers**	
	Perform clearance process for approvals	Jan.- Sept. 2025	ESD WIT Training Analyst Training Advisory Team ESD Policy SME	Advisory Committee review (as ready)
LMS	Implementation of LMS (technical)	April 2025	ESD Solution Architect ESD Product Manager	
	Administration of the LMS (ongoing)	June 2025 - ongoing	**LMS Administrators**	
Actual Training	Confirm Participants & Secure locations (logistics)	Aug. 2025	**Schedule / Logistics Coordinators**	
	Schedule Training Sessions	Sept. 2025		
	Deliver training (ILT)	Sept.-Oct. 2025	**Super Users**	
	Deliver Training (self-led modules)	Aug.-Oct. 2025	ESD WIT Training Analyst	
Feedback/ Assessment	30 day follow up	Dec. 2025	ESD WIT Training Analyst Training Advisory Team	
	60 days follow up	Jan. 2026	ESD WIT Training Analyst **Super Users**	
	90 days follow up	Feb. 2026	ESD WIT Training Analyst	Assessment results are provided to LWDB and ESD leadership
Reg. Ops.	Document storage & retention	Post Nov. 2025	ESD WIT Training Analyst	
	Ongoing Training (onboarding)			
	Training for new enhancements			

HUMAN RESOURCES

Described in the table below are the WIT Training Plan's people resources needed sorted by the function. If known, the Resource(s) are listed. Many of these functions are currently performed within each of the LWDBs and by local ESD staff and could be reallocated to focus on the WIT Project Training Implementation and could also cover more than one function.

Function	Resource(s) Needed **(bold / no highlight is a resource request)**	Status
Communications	ESD Communications Manager, ESD Communications Consultant 4, Communications Advisory Team (combo of LWDB and ESD staff, Project "Communicators" (combo of LWDB and ESD staff)	Confirmed
Operational Change Management	ESD Change Leader(s), OCM Team members outlined in the Project Change Plans (comprised of LWDB Change Sponsors and Subject Matter Experts- combo of both LWDB and ESD Staff)	Confirmed
Scheduling logistic Coordination	ESD Workforce Services Division MA5	Confirmed
Schedule / Logistics Coordinators	**Seeking 1 Representative from each WDA to handle all scheduling & logistics for the full partnership**	
LMS Administration	**Seeking 1 representative for each WDA to support the full partnership** ESD Workforce Services Division Training Analyst, plus ESD MA5 as LMS Owners	
Content Creation	ESD Workforce Services Division Training Analyst; Launchpad Instructional Designer	Confirmed
Trainer(s)	ESD Workforce Services Division Training Analyst, ESD Training Consultant	Confirmed
Super Users	Working as direct liaisons between their responsible areas and the WIT Training Analyst, both ESD and LWDB will identify representatives to assist: -**ESD support teams to identify shared cross-divisional representatives** **-each WDA to identify 1-3 representatives**	
AB Testers	**Seeking ~15-20 people to represent the 12 LWDBs and ESD**	
Equal Opportunity Officers	**Seeking minimum ~4-6 Equal Opportunity Officers**	

HUMAN RESOURCE REQUEST DETAILS:

Outlined below are the specifics pertaining to **requested resources** above, in order of priority.

Resource	Objective	Desired Skills / Abilities*	Time Commitment	Scope
Super Users	Support facilitation, planning, and delivery of training to ensure staff operational readiness (knowledge and ability) to utilize the new WIT replacement System.	Exceptionally organized and self-driven Experience in facilitation or willingness to learn Strong leadership skills Strong Communication Skills Strong Digital Literacy Skills Understanding of adult learning theories, change management, communications, and LWDB intricacies.	**May – Jul 2025** ~6 hours/month **Aug – Nov 2025** ~20 hours/month **Dec 2025 – Feb 2026++** ~4 hours/month	Gain expert level knowledge of Launchpad System In-depth understanding of all training deliverables Support use of mechanism that seek feedback throughout training delivery and share with team Monitor training assessments & evaluate reporting for designated area Engage early in the Content Development Process to ensure expertise in functional use of system
Schedule / Logistics Coordinators	Arrange all logistics at the Local Area.	Exceptionally organized and self-driven Strong Communication Skills	**Aug - Sept 2025** ~10 hours/month	Make sure the right people are ready and scheduled to attend the right training(s); and that the logistics are in order
LMS Administration	Support local area use of the Learning Management Solution	Experience in managing electronic data reporting Prior administration of a LMS (or similar experience in maintaining a technical training environment) Knowledge of learning principles and instructional design processes Ability to troubleshoot and resolve technical issues quickly Strong Communication Skills	**June - Aug 2025** ~20 hours/month **Sept 2025-ongoing** ~10 hours/month	Setup and maintenance the LMS to include audiences, access, and content curation (archiving) Troubleshoot and properly escalate any issues Expert level knowledge of the LMS to include navigation, reporting, and functionality
AB Testers	Assess and validate the training content	Wide variety of experience (WorkSource services and system users, change management, leadership, communications)	**Mar - Sept 2025** ~ 10 hours/month	Evaluate: Training desk aids Self-paced learning modules Video training content Interactive materials
Equal Opportunity Officers	Reviews the accessibility of all training content to meet ESD, state and federal requirements	Knowledge of accessibility guidelines Understanding of state and federal accessibility policies/laws Prior use of accessibility testing tools	**July-Aug 2025** ~10 hours/month	

All categories should exhibit exceptional organizational skills, be process driven with strong attention to detail, and a continuous improvement mindset.

TOOLS- RESOURCE REQUEST DETAILS:

Tool Name **	Description	Request / Cost	Needed When	Notes
Printing resources	Access card to print materials/resources during Instructor Led Training	*Proposed: Absorbed by each Area*	September 2025 through Routine Ops.	As required- Permissions & Printing Card
Learning Mgmt. System (LMS)	LMS to house all related training content for access by all WorkSource Professionals	Research underway for viable solution / Cost estimate $35K-80K/year	April 2025 through Routine Ops.	Managed by **LMS Administrators** Training Advisory Team is in process of vetting LMS Solutions.
Electronic SOP capture tool	Tool to record workflows and create process mapping documents	$1,000 for Project duration	April 2025 through Routine Ops.	3 Licenses: ESD WIT Training Analyst; ESD WIT Training Consultant; Launchpad Instructional designer
Articulate360	Module Content Creation Tool	$11,000 for Project duration $ 3,500 / year Routine Ops.	Now – Routine Ops.	3 Licenses: ESD WIT Training Analyst; ESD WIT Training Consultant; Launchpad Instructional designer
Camtasia	Video Content Creation Tool	$1,125 for Project duration $400/year Routine Ops.	Now – Routine Ops.	3 Licenses: ESD WIT Training Analyst; ESD WIT Training Consultant; Launchpad Instructional designer
Snag-it	Image capture tool	$300 for Project Duration $150 /year Routine Ops.	Now – Routine Ops.	5 Licenses / All involved in content development
Adobe Suite	Content Creation Tool for Images, illustrations, videos, vector graphics, and publishing	$3,600 for Project duration $1,500/year Routine Ops.	Now – Routine Ops.	3 Licenses: ESD WIT Training Analyst; ESD WIT Training Consultant; Launchpad Instructional designer
Miro license	Project collaboration tool with ability to host interactive group training sessions	$1,750 for Project duration $400/year Routine Ops.	Now – Routine Ops.	3 Licenses: ESD WIT Training Analyst; ESD WIT Training Consultant; Launchpad Instructional designer
Zoom (Facilitator License)	Web based meeting hosting tool to be used for Virtual Instructor Led Training	*Proposed: Absorbed by each Area*	Sept. - Nov 2025	Managed by **Schedule / Logistics Coordinators**

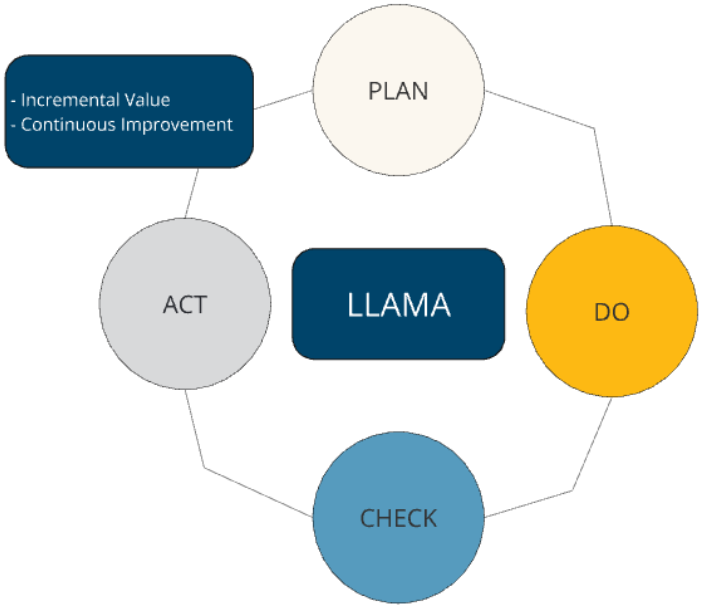
**Assumptions on the tools:
ESD provides Microsoft Office Suite, Microsoft Teams, Zoom, YouTube Administration Access, and NVDA to the ESD Workforce Services Training Team. Tools such as Lighthouse, WebAim's Color Contrast Checker and WAVE extension, WCAG 2.1 assessment, Andi, and NVDA which are preapproved and provided by ESD currently will be used to incorporate accessibility checks during all phases of training and on all content produced.

5 METHODS

Below are the two industry best practices for training methods to be used to develop, design, and create curriculum/content that meets the diverse needs of adult learners.

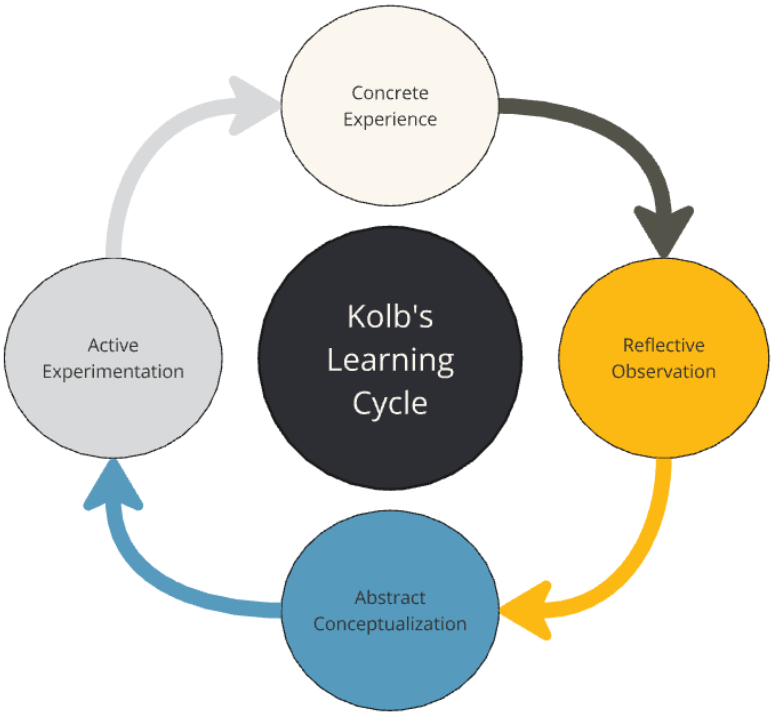
LLAMA METHODOLOGY (AKA AGILE)

The content will be developed iteratively and use continuous improvement to ensure maximized customer value and team engagement.



EXPERIENTIAL LEARNING

Adult learners learn by doing. Experiential learning employs the show and do technique of learning theory. The prominent learning style of the target audience is kinesthetic learning.



6 TECHNIQUES AND TOOLS

TRAINING ENVIRONMENT

The WIT Training Analyst will be working with Product Manager to outline requirements for the Training Environment to meet industry best practices. The objective would be for systems users to have permission to both Training Environment and Production Environment.

TRAINING PLATFORM AND CONTENT LOCATION

The content will live in a Learning Management Solution (LMS). This will house the content and materials needed for training. This solution should allow for equitable access to all WorkSource staff.

Note: Procurement of a Learning Management Solution to meet the diverse needs of the WorkSource System is currently in the planning stage and yet to be determined. This plan will be updated as progress is made on the procurement.

The WIT Training Analyst and WIT Trainer will work with named resources in resourcing section to maintain content and trainee access in the Learning Management Solution. Administrators of the (LMS) will be trained on use by the WIT Training Analyst or WIT Trainer prior to being granted administrative access.

TYPES OF TECHNIQUES

The training will use a variety of learning modalities to empower the learners to learn, play, reference, and refresh while addressing the specific needs and learning styles of the varying audiences by targeting delivery methods. These methods could include a mixture of any of the below listed Techniques or tools.

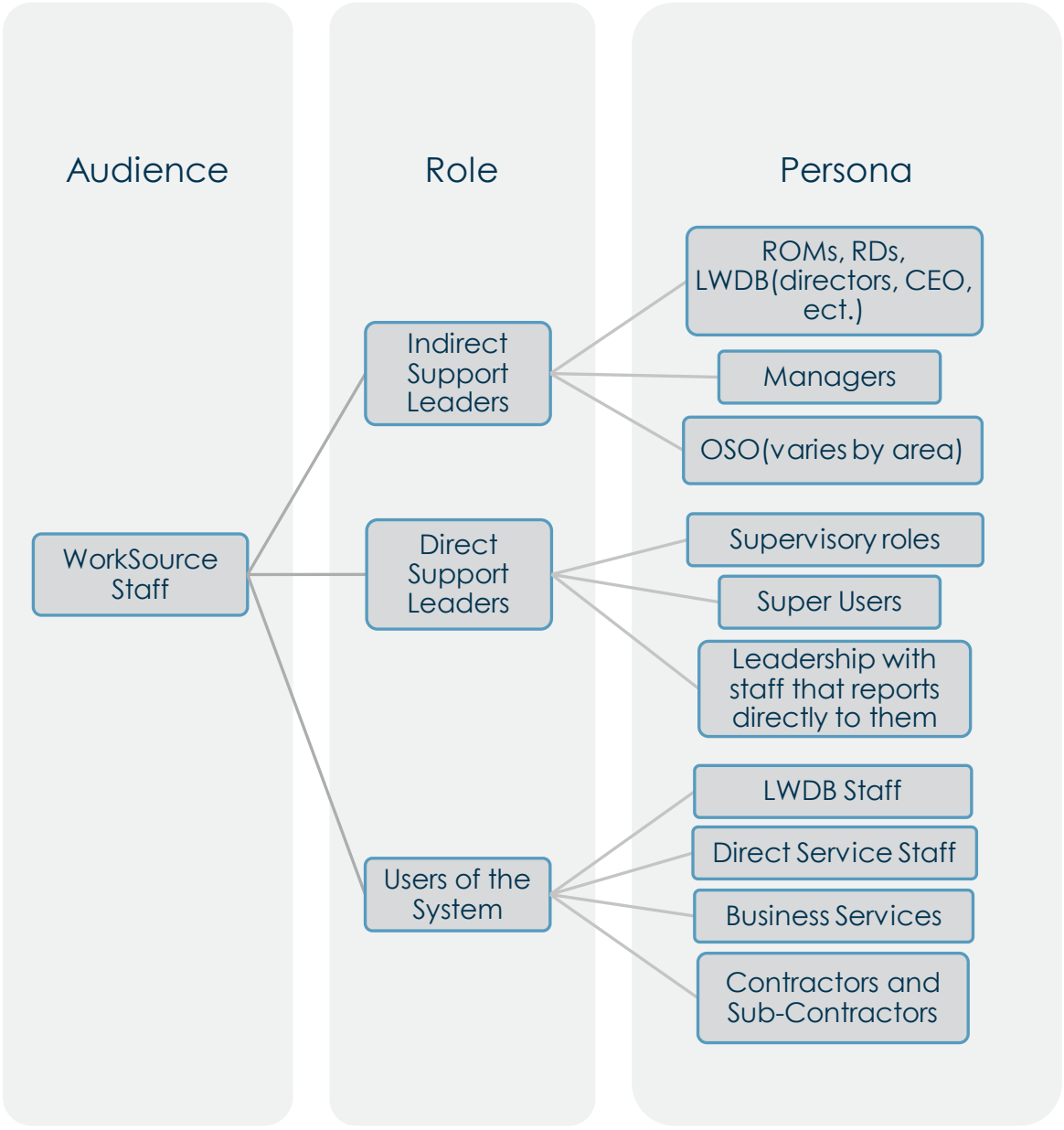
Techniques	When to use it:	Tools	Technology used
Instructor Led Training (ILT) (In-person training)	Learning objectives require hands-on work and process observation. In-person group interaction is necessary/desired. Objectives seek to change attitudes in addition to new knowledge or skills.	Lecture Walkthroughs Hands-on Scenario-based learning Resource Links Parking lot Q&A	Screen/Projectors PowerPoint Training Environment
Web based/ module-based training (Asynchronous E-Learning)	The participant group is large and geographically dispersed. The participants have varied levels of knowledge of the training content. The course is straight-forward knowledge build. There is an ongoing need for access to training materials in a resource bank. Repetition of content is helpful.	Modules Mirco-learning Virtual scenario-based interactions (try & do) Videos Resource Links	Articulate Camtasia Training Environment LMS
Blended Learning (Synchronous Virtual Classroom and E-Learning or Virtual Collaboration)	Audience is geographically dispersed and moderate in size. Limited number of facilitators. The participant's share the same level of knowledge of the content. Facilitator and group interaction is necessary/desired. Objectives seek to change attitudes in addition to new knowledge or skills.	Lecture Role playing Group Exercises Modules Virtual scenario-based interactions (try & do) Resource links	Zoom or TEAMS MIRO Training Environment LMS
Desk Aids (Job Aids and Reference Material)	There is an ongoing need for access to training reference materials in a resource bank. Training includes many steps and application of learning may not be immediate. Repetition of content is helpful.	Interactive job aids PDFs (easy navigation) Quick Reference Sheets/guides	Abode Suite Articulate LMS
Local Super-User Support (Social Learning)	The task to be taught is difficult to replicate in a classroom setting. Interaction with a Liaison between local area and training team is desired. Audience has a high degree of self-directedness and actively participates in an online environment and Super Users can monitor & assist learners.	A person to turn to at the local level. Social learning Shadowing Parking lot Q&A	TEAMS or Zoom MIRO LMS

7 AUDIENCE

WorkSource staff are the training audience of this plan. The audience will be broken down into categories to target their learning to their needs. This will be done by using audience mapping to create training tracks for learners based on the work that they perform in the WIT Replacement System.

The Audience will be broken down into the following Personas to create these training tracks, and although the content that is assigned will remain consistent within the track, the techniques and tools employed to train will vary based on data from the training needs assessment.

PERSONAS- TARGETED GROUPINGS TO DETERMINE TRAINING TRACKS



8 Curriculum

The WorkSource staff training curriculum will be outlined at a detailed level to be used by the WIT Training Analyst, Instructional Designer, and WIT Trainer. Content will be mapped by topics, delivery methods, and responsible parties to deliver the content needed to successfully complete training.

Below is a table that outlines the key milestones for Training Deliverables, the expected timeframe (based on a November 2025 launch) and the responsible party to review.

Key Milestones (what)	Timeframe (when)	Level of Review (who)
Curriculum outline	Nov 2024 – March 2025	Lead Development Partners
Course content	January 2025 – Nov 2025	Training Advisory Team
Training Schedule	June – July 2025	Advisory Committee
Wrap-Around Training	June – August 2025	ESD Program Operators and Local WIOA Program SMEs
Accessibly Checks	July – August 2025	ESD Equal Opportunity Ofc. Or Equal Opportunity SMEs

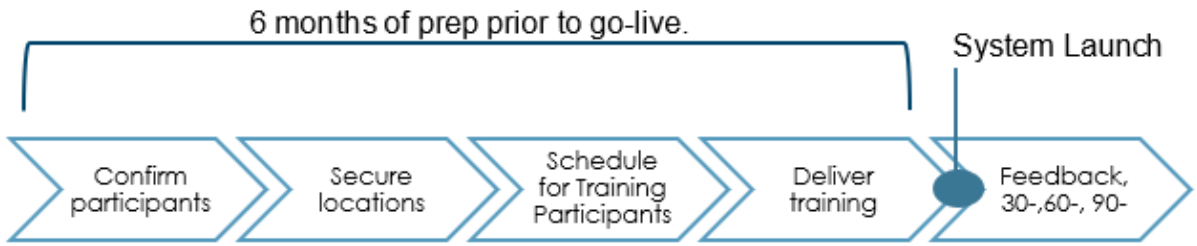
Materials- and storage plan/maintenance plan

The WIT Training Analyst will work with *named resources in resourcing section* to maintain content and trainee access in the Learning Management Solution (LMS). The Learning Management System Administrators will be trained on use by the WIT Training Analyst or WIT Trainer prior to being granted administrative access.

SharePoint will be used as an archive for content that has been removed from the LMS or that is no longer valid to meet retention policies. This site will be administered by the WIT Training Analyst and WIT Trainer and *named resources in resourcing section* and access provided to designated parties.

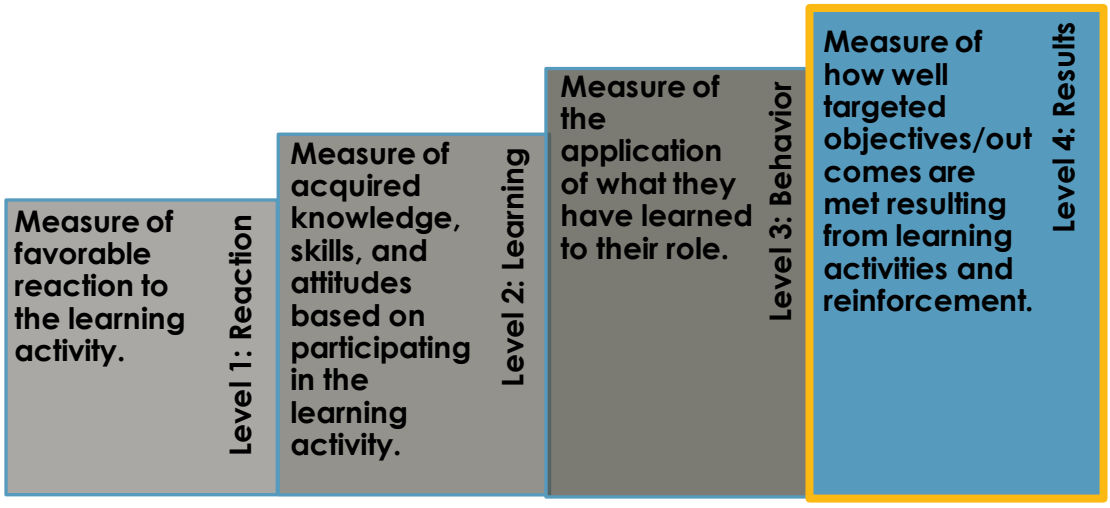
9 Training Delivery Readiness

There is a finite timeframe of activities that are needed to be ready for System Launch. Given the large number of participants there needs to be 6 months allocated to prepare for the system launch. Note: normal training delivery (post implementation) is about 2-4 weeks.



10 Evaluation

Evaluation will be based on Kirkpatrick's Levels of Evaluation.



For the Four Levels of Evaluation the techniques we will use are listed below:

Reaction: Evaluation of Subject Matter & Training Delivery

- Conduct Training feedback surveys for each training session.
  - Short survey with 4-5 weighted questions in two categories:
  - One pertaining to the materials and the content covered.
  - One pertaining to delivery and trainer performance.
- Analyze feedback received to develop better trainings.

Learning: Evaluation of Knowledge Gain

- Assess knowledge for each training activity.
  - Users must pass all required knowledge checks for their training track to gain access to production system.

Behavior: Evaluation of Ability

- Measure ability to navigate to and locate resources post-training through surveying.
- Check for knowledge attrition through 30-, 60-, 90-day follow-ups.

Results: Evaluation Against Objectives

These are the outcomes of a good quality training plan done in concert with supervisory support and continuous improvement. The measure will be individualized from area to area. (This is measured outside of the Training Plan.)

For example: The industry standard of Gallup's Employee Engagement Survey: Q12, question 2 suggests this measure- "I have the materials and equipment I need to do my work right."

11 Plan for Maintenance and Operations

The plans for Maintenance and Operations Post-Implementation will be developed and brought forward for I&T Steering approval 6 months prior to Implementation of the WIT Replacement System. It will include sections on schedule of reviews, follow-up expectations, and continuous training for both new and existing WorkSource Staff.

12 DELIVERABLE SIGNERS

I&T Steering Officers	Approval Date
Ismaila Maidadi	
Lisa Kissler	
Mark Mattke	
Amy Martinez	
Project Owner	
Anne Goranson	

APPENDIX:
WORKSOURCE TRAINING PLAN RESPONSIBILITY ASSIGNMENT MATRIX

A responsibility assignment matrix describes the participation by various roles in completing tasks or deliverables for a project or business process. There are four levels within the "CARS" matrix:

Code	CARS	Description
C	Communicate	Covers RACI "consult" and "inform" to identify anyone who should be communicated about the task; 2-way communication
A	Approve	aka Decider- reviewed of proposal / recommendation **when needed**
R	Responsible	The person doing the work (just like R in RACI), main point of contact
S	Support	Person(s) helping / assisting with the task, but not overall responsible; "in coordination with"

WorkSource Staff Training- Responsibility Assignment Matrix

		Project Owner	Communications & Organizational Change	Project Manager	WIT Training Analyst	Training Advisory Team	LaunchPad Instructional Designer	Committed Resources			
		Anne G.	Latasha H. & Liane J.	Linda K.	McKenzie H.	WIT Trainer and Training Team members	TBD	Super Users	AB Testers & EO Officers	Scheduling/ Logistic Coordinators	LMS Administrators
Training Plan Prep	Group Stakeholder list into training categories	A	C		R	S					
	Define Training Audiences	A	C		R	S	C				
	Resource onboarding	A			R	S	C	S	S		
	Wrap-Around >WIT alignment & standards	R/A			R	S	C/S	S			
Learning Objectives	Defining objectives for Overarching Plan	A	C	S	R	S/R	S	C	C		
	Defining objectives for Courses	A	C		R	S/R	S	C	C		
	Defining objectives for classes/modules	S/R			R/A	S/R	S	S	C		
	Verifying Content Aligns to Objectives	S			R/A	S	R	S	S		
Training Plan / Content Design & Development	Trainee engagement Methodology	A	C	C	R	A	S	S		S	S
	Sequence and Structure of training	A	C	C	R/A	S	R	S	C	S	S
	Template Development	A	S		R	S	R	S	S		C
	Content Development/Creation/Validation	S		S	R/A	S	R	S	S		
	Change Readiness Prep & Content	A	C & R	S	R	S		C	C	C	C
Logistics	Schedule Development	S/A	R/S	R	R/A	S	C	C		S	C
	Learning Management System Administration	R	S	C	R/A	R	R				S
	Completion Tracking (S) & Reports (C)	C	C/S & C	C	R	C/S	C	S		C	S
	Venue/location booking-reservations	S			R	S		C		S	C
	Training delivery Communications Plan	A	R & S	S	R	C		C		C	
	Equipment, Training Tools, Materials		C		R	S	S	S		S	S
Facilitating & Training (day of)	Trainer preparation				R	S	S	S			
	Training Sandbox Strategy				A	S	R	C		C	C
	Training Sandbox Preparation				R/A	S	R	S	S	C	S
Evaluation	Integrated knowledge checks in Curriculum				R	S	R	S	S		S
	Designing Feedback Surveys		S		R	A	C				
	Using the Feedback data to iterate		C		R	C		C/S			C
Post Implementation M&O	Create Lessons learned		C/S		R	S		C/S			C
	Maintainance of Content Updates				R	C		S			S