
TRAINING PLAN FOR ORACLE TECHNICAL UPGRADE

SUPPORTING NOVEMBER 2021 GO LIVE

Motivation

As highlighted in the Change Management Plan, training is one activity targeting the Knowledge and Ability components of the ADKAR model. This training plan outlines recommended training solutions and training development requirements supporting a successful Oracle Technical Upgrade implementation based on the results of the User Needs and Training Gap Analysis.

Training Purpose & Scope

As a result of training for the Oracle Technical Upgrade, current users will have the information and insights necessary to use the updated system applications upon Go Live, currently scheduled for November 2021.

In scope:

- Training to support existing users on system changes initiated by the technical upgrade.

Out of scope:

- Training on new applications or system features (e.g., Command Center).
- Training for outstanding service requests (e.g., CAT-A, CAT-X, CAT-Y).
- Training for existing business processes or job tasks.
- Training for changes in business process.
 - **Note:** Change management will ensure communication of system upgrade-generated business process changes; however, training for business processes, specifically, will not be cared for.
- Training for system functionality or process steps unaffected by the system upgrade.
- Training for new system users.

Approach

The User Needs and Training Gap Analysis, as described in the Change Management Plan, assesses the impact of the technical upgrade for each system, application, or key system task, as appropriate, based on input from and consultation with ESAs during Build 3 testing.

When Build 3 testing concludes, each assessed system, application, and key system task will be assigned an impact level of None, Low, Medium, or High; a coordinating training solution is then identified based on the impact level, and planning for the development of recommended training deliverables can commence. See following table for expanded details.

Recommended Training Solutions by Impact Level of Technical Upgrade

UPGRADE IMPACT LEVEL	RECOMMENDED TRAINING SOLUTION	RATIONALE	PROJECT RESOURCES REQUIRED DURING BUILD 4 <i>(in addition to CM Team)</i>	RESOURCE UTILIZATION DURING BUILD 4
NONE (e.g., no change or no noticeable change in system appearance or functionality for existing end users)	N/A	Training not required if there is no impact.	<ul style="list-style-type: none"> ESA or Consultant to validate no impact during Build 4. 	Very Low
LOW (e.g., cosmetic changes only)	Before and after screenshots (PDF)	Before and after screenshots will orient the user to the updated look, such as a new color scheme or other stylistic details.	<ul style="list-style-type: none"> ESA or SME to capture screenshots and add to provided template 	Low
MEDIUM (e.g., change in system process steps for a key task)	Quick Guide (PDF)	An outline of the system process steps combined with screenshots will aid user while completing a key task in the updated system.	<ul style="list-style-type: none"> ESA or SME to document system steps, capture screenshots, and add to provided template ESA or SME to validate documented steps 	Medium
HIGH (e.g., change in key functionality for a frequently used feature)	Quick Guide (PDF) & SME-led Demo Session (Online)* *Live demo session offered via Webex and then recorded and loaded to JPL Tube	As described above, the Quick Guide is an easy-to-use reference for user while completing a key task in the updated system. The ESA- or SME-led demo session will show the new / updated functionality to users in real time and offer an opportunity for Q&A.	<ul style="list-style-type: none"> ESA or SME to document system steps, capture screenshots, and add to provided templates for Quick Guide, application demo slides, etc. ESA or SME to validate documented steps ESA or SME to lead system / application demo and address questions during live session 	High

Note: Any out-of-scope system or business process changes, as documented in the User Needs and Training Gap Analysis phase of the project's Change Management effort, will not be addressed through this Training Plan; out-of-scope changes will, instead, need to be cared for by the project team or responsible division, section, or group. [Revisit the Training Purpose & Scope section](#) for a summary of in scope vs. out of scope changes.

Requirements for Successful Training Implementation

Given a shared goal of successful training, the minimum requirements for the timely development of targeted, quality training materials requires:

- A validated, all-encompassing list of EBIS applications with coordinating Oracle responsibility, user organization (e.g., division), ESA and Consultant, if applicable.
- Completion of the User Needs and Training Gap Analysis phase of the Change Management Plan.
- A stable Build 4 / Dress Rehearsal system environment (i.e., only minor updates in limited cases will be made prior to Go Live).
- Timely and uninterrupted access to Build 4 environment for SMEs to capture system screen shots and screen recordings.
 - **Note:** System access must coordinate with the necessary Oracle responsibilities.
 - **Recommendation to project team:** Designate a point of contact in EBIS to establish and coordinate system access, including Oracle responsibilities.
- Dedicated system and application SMEs or other project-designated resources (e.g., Leads, ESAs, Consultants) available to assist Change Management Team with training content creation starting with Build 4.
 - **Recommendation to project team:** A member of the project team initiates request for assistance from SMEs and other resources with division / section / group leadership.

Related Risk

A successful implementation is at risk if the minimum requirements are not fulfilled. More specifically, the quality and thoroughness of the training support for the Oracle Technical Upgrade will be negatively impacted if one or more of the above-stated requirements is not met.

Training Deliverables, Estimated Resource Needs & Timelines

This section presents rough estimates for initial planning purposes. The estimates will be refined once the User Needs and Training Gap Analysis is complete and the project reaches the Build 4 phase.

Important! *If total time needed for training development exceeds time available for development, training deliverables slated for development prior to Go Live will be prioritized based on user impact, availability of project-designated resources or SMEs to assist with training deliverables, timelines, etc.*

DELIVERABLE TYPE	NUMBER ESTIMATED	ESTIMATED TRAINING DEVELOPMENT EFFORT	PROJECT-DESIGNATED RESOURCE NEEDS, BUILD 4
BEFORE & AFTER SCREENSHOTS (PAIR)	<i>TBD</i> - dependent on the # of applications in the Low Impact category	<ul style="list-style-type: none"> • Front-end analysis & planning: 0.7 hrs from CM team + ESA / Lead / Consultant • Training content development: 0.5 hrs from project resource • Project management: 0.3 hrs from CM team • Reviews (validation of content, QA, sign off): 0.5 hrs split between project resource, CM team 	0.75 hrs from SME or project-designated resource per pair of before & after screenshots*
QUICK GUIDE	<i>TBD</i> - dependent on the # of applications in the Medium & High Impact categories	<ul style="list-style-type: none"> • Front-end analysis & planning: 1 hr from CM team + ESA / Lead / Consultant • Training content development: 2 hrs from project resource • Project management: 0.5 hrs from CM team • Reviews (validation of content, QA, sign off): 1 hr split between project resource, CM team <p><i>Note: Estimates are based on a two-page Quick Guide.</i></p>	2.5 hrs from SME or project-designated resource per (two-page) Quick Guide*
DEMO SESSION	<i>TBD</i> - dependent on the # of applications in the High Impact category	<ul style="list-style-type: none"> • Front-end analysis & planning: 1.5 hrs from CM team + ESA / Lead / Consultant • Demo session development, delivery, recording: 3 hrs from SME + 1 hr from CM team • Project management: 1 hr from CM team • Reviews (validation of content, QA, sign off): 0.5 hrs split between project resource, CM team <p><i>Note: Estimates are based on a 10-15-minute demo with 5-10-minute Q&A delivered via Webex which is then recorded & loaded to JPL Tube.</i></p>	3.25 hrs from SME or project-designated resource per (25-minute) session*

**Note:* Add 50% to time estimates if SME or project-designated resource is inexperienced with training content development tasks.

Appendix: Solutions Considered but NOT Recommended for Technical Upgrade

The following training solutions were considered for the Oracle Upgrade effort; however, they are not recommended given the compressed timeline for training development and delivery and the fact that this is a technical system upgrade. More complex training solutions, such as those listed below, are better suited for more complex training needs, such as introducing users to a new system or initiative, and would yield a low return on investment on the time and resources required for development.

- eLearning Module (Storyline or Rise): Interactive learning experiences utilizing various types of media, typically delivered via LMS
 - Development time estimates:
 - 20-minute passive eLearning module: 38-79 hours*
 - 25-minute eLearning module with some interaction: 65-115 hours*
- Microlearning Video (e.g., Video Snippets): Non-interactive, YouTube-style videos used to present or explain a topic, typically delivered via JPLTube
 - Development time estimate for 5-6-minute microlearning video: 10-31 hours*
- Instructor-Led Training (ILT) / Workshops: In-person or online learning experiences in which instructors interact with learners to guide practice, provide feedback and answer questions
 - Development time estimate for 25-minute ILT (online): 35-85 hours*

Notes:

- Development time estimates are based on industry averages compiled by the Association of Talent Development (ATD).

*Internal (e.g., JPL) resources will be needed for front-end analysis and planning, project management, review-related activities, etc.; time and effort required of these internal resources will be *additional* to the listed content development times.

Vendor Support Availability

Engaging a subcontractor, such as Raytheon, for the development of eLearning module(s) and / or microlearning video(s) may be possible but at an additional cost to the project.

- See Subcontract #1612808 for outline of available services and related details.
- Notes:
 - In order to initiate work with Raytheon, it is best to have as much detail up front as possible, particularly: deliverable type(s) [Service No. 1-6 in subcontract], estimated seat hours, audience information, estimated timelines and requested turnaround times for reviews and implementation.
 - With this info, Lauren Law (1180) can then work with point of contact at Raytheon to determine details for service level agreement, deliverables, etc.