SOP: Training & Development (Draft)

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# Objective

The BE Training Development Service develops, manages, and distributes comprehensive trainings for our internal GPS team members, Global Security Partners, and customers using GPS approved content. This is achieved by working collaboratively with the Global Security Communications (GS Comms) Team and Compliance and Programs Pillar for standards and compliance reviews.

There are three training development options available to GPS:

* In-House (created by BE Resources Training Development)
* Cornerstone (platform for developing and disseminating visual, interactive trainings)
* Lunch and Learn training.

This document describes the Training Development process. Anyone requesting training should use the Business Excellence (BE) Work Request Form.

# Overview of T&D Services and Scope of SOP

The BE Resources & Development Training Development (T&D) program provides service delivery that supports the internal business, vendors, and clients. The established T&D services are as follows:

* BE In-House T&D
* Cornerstone[[1]](#footnote-1) (pending name change to be more inclusive of what this service provides - such as Strategic Alliance T&D)
* Lunch & Learn.

All service delivery requests can be submitted through the Global Product Security Business Excellence work request form.  Note: Prior to requesting T&D service delivery, requestors must submit program documentation for document review.

In-House T&D supports the development, management, and distribution of comprehensive, specialized trainings. This service is ideal for trainings that do not require placement on Cornerstone and have a target audience of Global Product Security team members or third-party vendors.

Cornerstone incorporates cross-functional collaboration with the requestor, subject matter experts, and our Global Security partners to develop and publish interactive, comprehensive e-Learning trainings on the Cornerstone On Demand (CSOD) platform. This service is ideal for larger, internal audiences who have intern access within the company, but can also include video creations that may be shared internally or externally.

Lunch & Learn T&D develops focused presentations that foster a culture of learning and knowledge sharing within the workplace and that also showcase the skill sets and abilities of our Global Product Security team members. Our Lunch & Learns are focused presentations led by subject matter experts that deliver relevant content to a voluntary audience.

# Risk Statement

If these procedures are not followed, teams risk failure in the training process through inadequate/ineffective training, failure to obtain appropriate approvals, and/or delays in training availability by failing to include appropriate stakeholders or obtain review and approvals.

# Key Stakeholders

|  |  |
| --- | --- |
| **Responsible** | **Responsibilities** |
| Requestor | * Identifies need for training and submits request to BE * Develops Project Brief, in collaboration with BE T&D Coordinator, and obtains approval from GPS pillar leadership * Defines instructional design proposal, and obtains approval from appropriate content team(s) * Develops storyboard, in collaboration with T&D Coordinator and obtains review |
| BE Ops Hub | * Reviews training requests; assigns them to the Training Development team |
| BE Project Manager | * Assists with meeting coordination; builds out templates and frameworks in Asana; provides ad hoc support |
| BE Training Development (TD) Coordinator | * Performs needs analysis and Project Brief development * Leads Intake Meeting and clarifies needs and key takeaways * Collaborates with Requestor throughout the process * Evaluates and reports on the success and effectiveness of the service delivery |
| GS Comms | * Reviews and, where necessary, collaborates on Instructional Design and content |
| OEG/OTD | * Reviews and collaborates on content |
| People Excellence | * Reviews and collaborates on content |
| BE Content Strategy Lead | * Publishes, releases, socializes, and markets finished trainings |
| **Accountable/Approver** | |
| BE Leadership | * Approves initial request for training or Project Brief and final product |
| Pillar Leadership | * Approves initial request for training or Project Brief and final product |
| GS Comms, OEG/OTD, People Excellence | * Reviews contents for their respective areas of specialization |
| **Support** | |
| BE Project Management Team | * Provides ad hoc support under the direction of BE Project Manager |
| **Consulted/Informed** | |
| SMEs and stakeholders | * Provides advice and guidance for their areas of expertise or responsibility |

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# Procedures

## Training request receipt, leadership approval, and project definition

### Process Description

|  |  |
| --- | --- |
| **Description** | **Responsible** |
| 1. Receive initial request and assign to Training Development Coordinator | BE Ops Hub |
| 2. Analyze training needs and develop project brief | BE TD Coordinator and Requestor |
| 3. Obtain approval of project brief from appropriate pillar leader (if not obtained previously) | Requestor |
| 4. Hold an intake meeting to define target audience, knowledge gap, and key takeaways from training | BE TD Coordinator and Requestor |
| 5. Define instructional design proposal, specifying the content type, target audience, and learning objectives; obtain leadership approval, then share with Global Security Comms | BE TD Coordinator and Requestor |
| 6. Review proposal with key stakeholders | Requestor |

## II. Training development, approval, and release

### Process Description

|  |  |
| --- | --- |
| **Description** | **Responsible** |
| 7. Develop content storyboard: map out appearance, images, and script | BE TD Coordinator and Requestor |
| 8. Storyboard content review and approval by BE and C&P team members and stakeholder(s) For external use (outside of Global Product Security) obtain approval from GS Comms | BE TD Coordinator and Requestor |
| 9. Create training content (audio and video) which satisfies the learning objectives | Internal teams: GS Comms; OEG/OTD; People Excellence in collaboration with Requestor |
| 10.  Final stakeholder review and minor revisions. | BE TD Coordinator and Requestor |
| 11. Service delivery release. | BE TD Coordinator and BE Content Strategy Lead |

## III. T&D Service Delivery Additional Services (Socialization and Evaluation)

### Process Description

|  |  |
| --- | --- |
| **Description** | **Responsible** |
| 12. Service delivery publication (external or internal) making the content easily accessible to the target audience. | BE TD Coordinator and BE Content Strategy Lead |
| 13. Service delivery socialization: ensure that content is discoverable by target audience and also market it internally and externally. | BE Content Strategy Lead |
| 14. Evaluate the success and effectiveness of the service delivery over 30 days, and report findings. | BE TD Coordinator |

# Effectiveness Criteria

Learners must absorb the key takeaways from the training. This will be evaluated through a series of test questions, which learners must complete with a score of at least 80 percent. Learners will also complete a survey at the end of training to obtain a subjective evaluation. Led by the BE TD Coordinator, stakeholders will also review training effectiveness (and effectiveness of this process) on a 6-month to yearly cadence.

# Forms & Documents

|  |  |
| --- | --- |
| **Name** | **Document Location** |
| Global Product Security Business Excellence work request form | [redacted] |

# Questions

If you have any questions, contact [redacted].

# Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Update** | **Reviewer** |
| V 1.0 | 3.24.22 | Initial Draft | John Walasik |

1. Upon approval of the name change for the Cornerstone service delivery, the BE Work Request Form and Suite of Services (SoS) document will be updated to reflect the changes. [↑](#footnote-ref-1)