Organizational Training Process

Code:TR-PC-001
Version: 2.6

Process Information

Business Unit	QMS		
Issue Status	Approved		
Issues Date	Oct 21, 2010		
Author	Huan Tran		
Location	TMA's QMS		
Confidential Class	TMA Confidential		
Reviewer information	**Name**	**Role**	**Required (R) / Suggested (S)**
	Hung Tran	OT SME	R
	Trang Bui	OT PO	R
Approver information	Toan Vu	EPG Head	

Revision History

Version	Date	Description	Revised by
1.0	Oct 15, 2005	First version	Huan Tran
1.1	Nov 15, 2005	Edits	Tim Parker
1.2	Jan 20, 2006	Updated to reflect department training CR	Tim Parker
1.3	Apr 7, 2006	-Removed 3.Criteria at Lifecycle Gate -Revised all activities of OT to satisfy with CMMi requirements	Hoang Nguyen
1.4	Apr 20, 2006	-Updated according to newest process template of QMS -Change "Develop/Acquire Training Material" Activity into "Develop/Acquire Training Material" Workflow -Revise some content of activities to be better	Hoang Nguyen

1.5	Aug, 9, 2006	-Update the table Templates/Form: Add more two templates for Role-based and Position-based training matrix
		-Update steps 4.2.3.2 and 4.2.3.6
		-Update step 4.3.3.2
		-Update step 4.4.3.3
		-Update activity 4.5.5 Develop/Acquire Training Material:
		  +Update step 4.5.5.1.2
		  +Delete steps 4.5.5.1.4 and 4.5.5.1.7
		  +Update step 4.5.5.3.1 and 4.5.5.3.3
		  +Update step 4.5.5.4.1
		-Update step 4.6.3.13
			Hoang Nguyen

2.0	Feb 28, 2008	Review and update the whole document	Van Nguyen
2.1	Feb 11, 2009	- Update Waiver form - Remove Training Schedule template - Update section 3.1, step 1 - Update section 3.8.3 of delivery training: step 1,2,4,7, remove step 3 - Update section 3.10.3 of training impact assessment: step 1 - Add Metrics, section 6	Trang Bui
2.2	Oct 09, 09	1. Update main flowchart: change "Review training material" to an activity 2. Review training material: • Remove step "Select Trainer" and "Pilot training" + remove workflow 1. Update 3.10.1 and add a new template of Training Impact Assessment Plan 2. Update 3.3.5 for more clarifications to ad-hoc training request	Trang Bui
2.3	Sep 28, 2010	1. Update PM/DM to 4.1 Acronyms 2. Update 3.2 Activity: Create Organizational Training Plan, replace Organizational and Quarterly Training Plans get reviewed by senior managers with reviewed and approved by TTC Manager and Director 3. Update 3.3 Activity, Training Requirement is reviewed and approved by TTC Manager and Director 4. Update 3.6 Activity: Select Trainer, item 1: Criteria to select trainers for training	Dung Tran

Version	Date	Description	Revised by
		course and apply DAR to select trainer when there are more than 1 qualified trainer for the course. 5. Update 3.8: Item 5: Change Training Request to Training Attendance Request email	
2.4	Dec 07, 2010	1. Section "Process Summary, Inputs" is removed Role based and Position based training Matrix 2. Section "Conduct Training Needs Analysis, Activity" is removed actions related to "Role-based training Matrix" and Position-based training matrix, "consolidate Training Requirement Plan based on Role based and Position based matrix", change "Get the Training Requirements reviewed by project/department 3. managers " to "Get the Training Requirements reviewed and approved by TTC Directors". 4. Remove "Analyze Project/Department Training Needs " and merged it into activity "Conduct Training Needs Analysis" 5. Section "Templates & References" is removed Role based training matrix and Position based training matrix 6. Section "Update Training Requirements and Plans" is added 7. Session "Design Curriculum" is updated: If course curriculum addressed that a performance assessment is needed, update this requirement into the Training Impact Assessment Plan 8. Add section "Request Organizational Skill Matrix update"	Dung Tran, Trang Bui.
2.5	Apr 15, 11	1. Scope: add role "TTC Director" 2. Process Summary: Entry Criteria: change Needs to Objectives 3. Change "Organizational Strategic Business Plan" to "Organizational Business Plan" 4. Change Input, Output at "Training Requirements" to "TTC Workbook: Training Requirement" 5. Activity "Create Organizational Training Plans" add 2 sub-activities to output Planning Plan, MA plan/tracking 6. Activity "Update Training Requirement and Plans" add Training Impact Assessment Plan 7. Section "Templates and Reference": add TTC Workbook, Planning Plan , TTC MA Plan, TTC MA Tracking templates	Dung Tran
2.6	Oct 13, 2011	1. Remove Quarterly plan 2. Remove section 3.11: review training materials as it is mentioned in 3.5 3. Add SME activities 4. Add Training Quality Objecties activity 5. Remove section 3.12" request update organizational skill matrix	Trang Bui

Table of Contents

1. Introduction

1.1 Purpose

This process describes the organizational training activities handled by the TMA Training Center (TTC) to ensure that TMA employees have adequate and appropriate knowledge and skills to perform their roles effectively and efficiently, in supporting to the business objectives.

1.2 Scope

This process is used for training activities conducted by TMA Training Center Roles & Responsibilities

Role	Responsibilities
TTC Director	• Define training strategies • High level review and approve
TTC Manager	• Make plan, operation, policy, rule, and manage all overall operations
Training Coordinator	• Arrange logistics, collect training needs, registration, training records
Training Prime	• Analyze training needs • Make plan • Review training curriculum, material • Evaluate feedbacks
Trainer	• Conduct training
Course Developer	• Develop curriculum, material
Subject Matter Expert	• Review course curriculum, material

2 Process Description

2.1 Process Summary

Entry Criteria	Inputs	Outputs	Exit Criteria
• Training Objectives	• Organizational business objectives • Training request	• OT plan • Training catalogue • Monthly training plan • Training Records	• Training Impact Assessment

2.2 Flowchart

Organizational Training Process
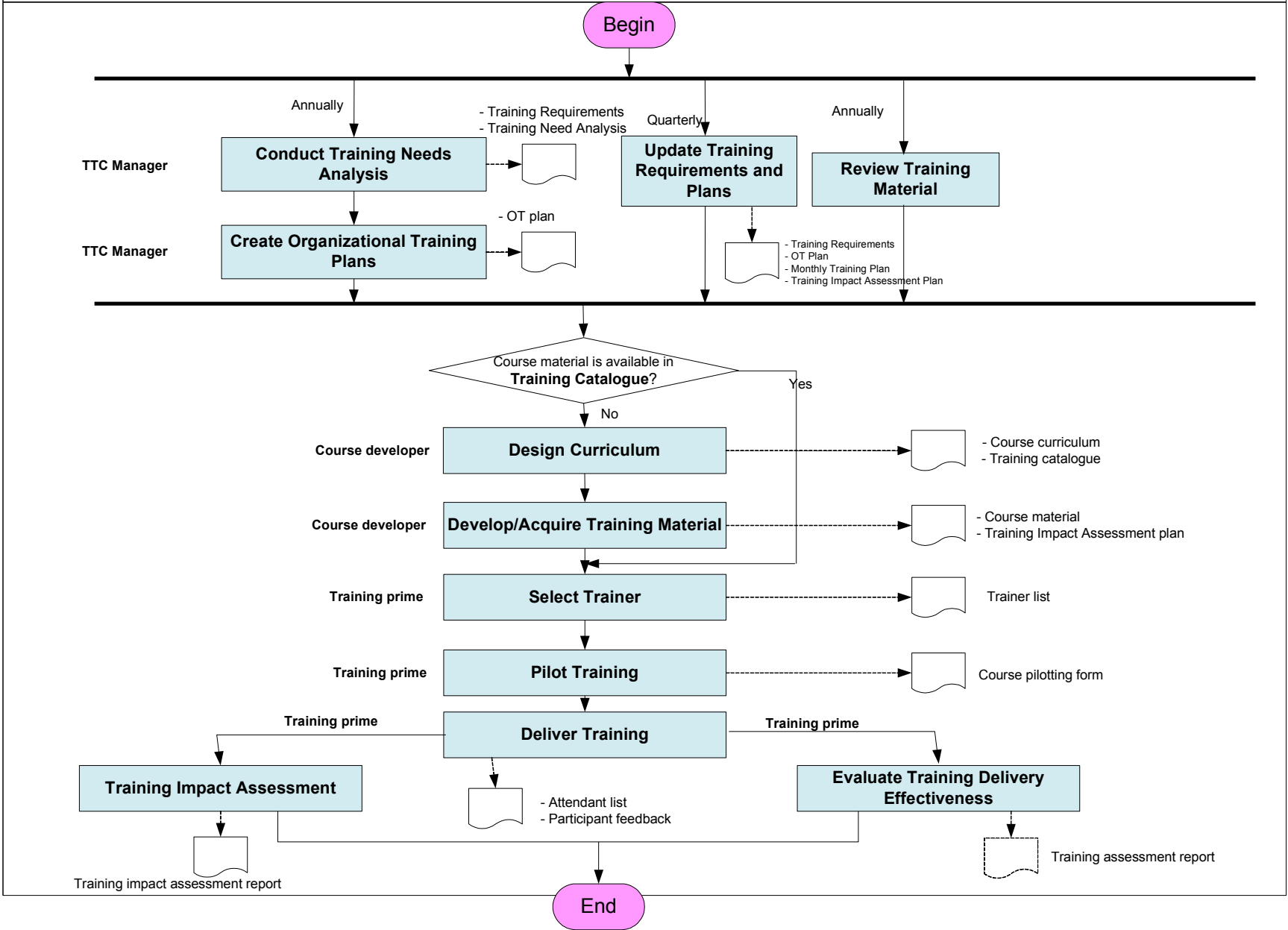
3 Process Detail

3.1 Activity: Conduct Training Needs Analysis

#	Activity	Role	Inputs	Outputs
1	Annually, TTC receives the organization's business objectives and each manager of projects/departments submits the training needs of his/her projects/departments (use the training request form) to TTC for the year. The training needs cover all project technical or application areas and those needed for career development of the individuals of the project, especially for those areas not well covered in the project training plan.	Project Manager/ Department Manager and TTC director	- Training Needs - Organization's business objectives	- Training request

#	Activity	Role	Inputs	Outputs
2	Analyze organization's business objectives (long-term objectives) to identify strategic training needs Analyze all projects and departments' training needs to determine and negotiate with the PM/DM which required training can be most efficiently addressed by the TTC and which should be left to project. At least the following kinds of topics shall be responsible by the project/department itself: 1. Topics related to customer's Intellectual Properties 2. Topics related to customer' confidential processes 3. Topics related to confidential information which must be secured within the project/ department staff	- TTC Manager - Training Prime	- Organization's business objectives - Training request	- Training needs Analysis
3	Work with the PM/DM to determine the suitable timeframe and/or deadline for completion of training requirements which are agreed to be under TTC responsibility Document the agreed training requirement to the Training Requirement and get it reviewed and approved by TTC Manager and Director	- Training Prime - TTC Manager - TTC Director	- Training request - Training needs Analysis	- TTC Workbook: sheet "Training Requirements"
4	For ad-hoc training request, if it is approved by TTC Manager, Training Coordinator will reflect it into monthly plan and update Training Requirement Plan Quarterly training primes review the courses planned in the quarter and update Training Requirement if any changes	- TTC Manager – Training Coordinator – Training prime	- Ad-hoc training request	- Training Requirements (updated) - Monthly Training Plan

3.2 Activity: Create Organizational Training Plans

#	Activity	Role	Inputs	Outputs
1	Plan the organizational training activities	- TTC Manager	- TTC objectives	-Planning Plan
2	Based on the approved Training Requirements, establish the Organizational Training Plan with the following contents: 1. Training objectives 2. Training Strategy 3. Training topics 4. Training requirements 5. Training tasks, roles, and responsibilities 6. Training road map/program/schedules based on training requirements and their dependencies 7. Required resources including tools, facilities, environments, staffing, and skills and knowledge 8. Actions plan	- TTC Manager	- Training Requirements	- Organizational Training Plan
3	Get the Organizational Training Plan reviewed and approved by TTC Director.	- TTC Manager - TTC Director	- Organizational Training Plan	- Organizational Training Plan (approved)
4	Establish training quality objectives and get it approved by training director	Training primes, TTC Manager, TTC Director	TTC objectives	Training quality objectives is approved
5	Establish MA Plan and MA Tracking based on Training Quality Objectives	- TTC MA Prime	- Training Quality	- MA Plan

#	Activity	Role	Inputs	Outputs
	Get MA Plan reviewed and approved by TTC Manager		Objectives	- MA Tracking

3.3 Activity: Update Training Requirements and Plans

#	Activity	Role	Inputs	Outputs
1.	Training Requirements, Organizational Training Plan, and Monthly plan, Training Impact Assessment Plan are updated when: - Ad-hoc training request is approved - Performance Assessment suggestion addresses that trainees need to be trained again - Training request is updated by PM/DM - Updated Training Strategies/Objectives Get updated Training Requirements, OT Plan approved if updated Training Strategies/Objectives	- TTC Manager - TTC Director - Training primes	- Ad-hoc Training Request - Performance Assessment - Training Request (updated) - Updated Training Strategies/Objectives	- TTC Workbook: Sheet "Training Requirements" (updated) - Organizational Training Plan - Monthly Training Plan

3.4 Activity: Design Curriculum

#	Activity	Role	Inputs	Outputs
1	Develop the course curriculum (use the course curriculum template) which should content the followings: • Intended audience • Prerequisites and preparation for participating • Course objectives • Course Outline • Length of the training • Completion criteria for the course (optional) • Criteria for granting training dispensation (optional) (The course developer should get consultation from Subject matter experts)	- Course developer	Training request	- Course curriculum
2	The course curriculum shall be peer reviewed by Subject matter experts	- Course developer	- Course curriculum	- Review log - Course curriculum
3	Update the training catalogue according to the newly defined course curriculum.	- Training prime	- Course curriculum	Training catalogue (updated)
4	If course curriculum addressed that a performance assessment is needed, update this requirement into the Training Impact Assessment Plan	1. Training coordinator	- Course curriculum	2. - Training Impact Assessment Plan
5	Training prime is responsible for instructing course developers to understand and follow OT process well	4. Training prime 3. Course developer	N/A	5. N/A

3.5 Activity: Develop/Acquire Training Material

#	Activity	Role	Inputs	Outputs

1.	**Develop/Acquire Training Material**
	
	1. Based on the course curriculum and relevant source materials, the course developer shall determine whether to develop course materials or acquire it externally
	
	    Course materials that are acquired externally shall be customized, as necessary, to ensure it matches the defined Course curriculum.
	
	2. The developed/acquired course materials shall be peer reviewed (refer to Review Training Material activity for more detail) by Subject matter experts before delivery.
	
	For the courses provided by external training service, the peer review process shall be applied to the course curriculum only. TTC shall request to review the course material if needed.
	
	3. The course developer shall send the developed course materials and review logs to TTC for approval.
	
	4. TTC shall require to pilot the developed course in the following cases (refer to Pilot Training activity):
	
	  a. The course contains complex and/or very new knowledge to trainees.
	  b. The course developer requests to pilot.
	  c. The identified trainer is new with this kind of course.
	  d. TTC Primes shall update the status of the course in the training catalogue.
		- Course developer
		
		- Training prime
			- Course curriculum
			
			- Any relevant source material
				- Course material
				
				- Review log

2	**Review Training Material**
	1. A course material shall be reviewed in the following cases:
	  a. Review after developing
	  b. Review required by TTC based on:
	    - Training needs change (e.g., when new technology associated with the training topic is available)
	    - An evaluation of the training identifies the need for change (e.g., evaluations of training-effectiveness surveys, training program performance assessments, or Trainer evaluation forms)
	    - Annual review
	
	    A course material shall be peer reviewed by Subject matter experts (at least one) (use Review Form).
	
	2. Based on the review result, the course developer shall revise/update the course and send it for reviewing again if needed.
	
	3. The course developer shall send the updated course material and related documents (exercises, review forms, etc) to training primes for approval
	4. TTC Prime shall update the status of the course in the training catalogue
		- Course developer
		
		-Training prime
			Course material	- Review log
				- Course material (updated)

3.6 Activity: Select Trainer

#	Activity	Role	Inputs	Outputs
1.	Trainer will be selected based on the below criteria: • Most experience on course training area • Skill level • Current role in project • PA result/feedback If there are more than 1 qualified trainer for the training course, training prime should use DAR to select the trainer for the course. Refer:	- Training prime	- Course material - Trainer list	Recommendation

#		Activity	Role	Inputs	Outputs
	•	CO-PC-012-07-Department Decision Making Guideline			
	•	CO-PC-012-05-Decision Analysis Technique			
		Based on the course contents, TTC Prime shall identify trainer candidates (from external training services or TMA experts) for the course.			
		If the trainer candidate is an employee of TMA, the steps 2 and 3 below can be skipped; TTC shall review and accept his/her application based on the available resume on the intranet system of the company.			
		The course developer and Subject matter expert can recommend trainers to TTC			
2	2	Complete the Trainer Application Form (use Trainer Application Form)	Trainer candidate	N/A	Trainer Application
	3	Review and accept the application if qualified	Training prime	Trainer Application	Approved/ Rejected Trainer Application
	4	Update the new trainer in the trainers list	Training Prime	Trainer Application	Trainers list (updated)
	5	Training prime is responsible for instructing course developers to understand and follow OT process well	Training prime Trainer	N/A	N/A

3.7 Activity: Pilot Training

#	Activity	Role	Inputs	Outputs
1.	Decide to pilot a course in any of the following cases: • The course contains complex and/or very new knowledge to trainees • The course developer requests to pilot • The identified trainer is new with this kind of course. A course shall be piloted with the attendance of the following people: trainer who conducts the course, the course developer, TTC training prime or one or several potential trainees. (use Course Piloting Form)	- Training prime	- Training materials - Trainers list	- Course Piloting Form
2	Based on Course Piloting Form, the course developer shall update the course materials as comments then send it to training prime TTC Prime shall make decision whether pilot need to be done again or not	- Course developers - Training primes	- Course material	- Course material (updated) - Review log
3	Based on Course Piloting Form, the TTC Prime shall: • Approve the course materials • Approve the identified trainer for course delivering	- Training primes	Pilot report	- Course material - Trainers list

3.8 Activity: Deliver Training

#	Activity	Role	Inputs	Outputs
1.	Contact the trainer to confirm his/her availability for conducting the training	- Training prime	- Training requirement - Course curriculum - Course material	N/A
2.	Based on the latest Training Requirement, create Monthly Training Plan to arrange the course delivery	- Training Coordinator	Training Requirement	Monthly Training Plan
3.	Based on the approved monthly training plan, send notifications of opening training courses to managers for receiving their registrations. The course notification consists of the training time, location, course duration, course name, trainer, course outline, prerequisites of the course, number of trainees per class and the deadline for the registration.	- Training Coordinator	Monthly Training Plan	Training notification

#	Activity	Role	Inputs	Outputs
4.	Training prime to review the list of registration basing on the prerequisite of the course to make sure the trainee has enough knowledge to catch up with the course. Then inform to PM/DM for rejected registration,	- Training prime	- Course curriculum - Training registrations	Attendance list
5.	After the registration deadline, send attending request (meeting request), to the filtered trainees and copy to their PM and/or training primes, at least 3 working days prior to the class	- Training Coordinator	- Attendance list	- Training attendance request email
6.	To be dispensed from the course, a candidate trainee shall complete the Waiver Form and send it to PM/DM for approval then submit to TTC at least 2 working days prior to the required class for approval.	- Training coordinator	Waiver Form	- Approved Waiver Form - Attendance list
7	Ensure that the training is delivered as defined training schedule and with comfortable facilities. If there are any changes, inform the trainer, the trainees and the relevant PMs Update status of training delivery in Training Requirements	- Training coordinator	N/A	- Monthly Training Plan (updated) - Training Requirements
8	Trainees will need to follow all training rules defined in Training Rules	- Attendees	- Training rules	N/A
9	+ Maintain the following records of the delivered training and report to TTC and the relevant PMs: • The attendant list • The result of test if any (score, qualified or unqualified, etc).	- Training coordinator	- Attendant list - Test result	- TTC repository (updated)

3.9 Activity: Evaluate Training Delivery Effectiveness

#	Activity	Role	Inputs	Outputs
1.	Send the feedback form to the attendees and trainer feedbacks for getting their feedback within 3 working days after the training.	- Training coordinator	- Feedback request	- Participant feedback - Trainer feedback
2.	Make the training assessment report within 1 working week after training, and send it to TTCM and TTC Primes. (use the training assessment template)	- Training coordinator	- Participant feedback	- Training assessment report
3.	Based on the report, the TTCM and TTC Primes shall decide whether or not action needs to be taken to address any issues identified in the evaluation feedback. For ineffective courses, actions can be any of the followings: 1. Revise the training materials and/or training methods. 2. Replace the trainer 3. Improve training schedule and/or facilities.	- TTC manager and training prime	- Training assessment report	- Action Register (updated) or use Readmine tool to track the action

3.10 Activity: Training Impact Assessment

#	Activity	Role	Inputs	Outputs
1.	Send the Performance Assessment Form to the trainees' managers to get their feedbacks as planned in Training Impact Assessment Plan The manager shall send back to the Training Coordinator Performance Assessment within 5 working days.	- Training coordinator - PM/DM	- Training Impact Assessment Plan	Performance Assessment
2	The Training Coordinator shall make the Training Impact Assessment Report and sends it to TTC Manager and TTC Primes	- Training coordinator	Performance Assessment	Training impact assessment report

#	Activity	Role	Inputs	Outputs
3	Based on the report, determine corrective and preventive actions, to address any deviations from the course objectives. Actions shall include any of the followings: 1. Improve quality of existing course materials and/or trainers training methods and/or facilities 2. Update training plans 3. Request trainees with low performance to the relevant training courses	TTC manager and training prime	1. Training assessment report	Action Register (updated) or use Readmine tool to track the action

3.11 Activity: Update training activities to SME quarterly

#	Activity	Role	Inputs	Outputs
1.	Quarterly training prime to review and update the list of SME	Training primes	SME list	SME list (updated)
2.	Quarterly training prime to set up a meeting to update the training activities as well as next plan to SME	Training primes	Training requirement and updated training plan	Meeting minutes

4 Process References

4.1 Acronyms

Acronym	Description
EPG	Engineering Process Group
OJT	On-the-job training
OT	Organizational Training
Subject Matter Expert	A group of people who are good/have good knowledge/experience at this subject
TIA	Training Impact Assessment
TNA	Training Need Analysis
Trainers list	The list contains all qualified trainers of TTC. A trainer (either from projects/departments or external from the company) is selected by the TTCM with "Select a trainer" process. A trainer can be selected from a course developer or subject matter expert.
Training catalogue	The list contains all training curriculum, course curriculum of TTC
TTC	TMA Training Center
TTCM	TMA Training Center Manager
VP	Vice President
PM/DM	Project Manager/ Department Manager

Please refer to QMS Glossary to find out the description of the above Acronyms.

4.2 Metrics

List of below metrics is used to control this process and considered as a reference

#	Suggested Metrics	Description	Workflow/ Activity
1.	Training satisfactory percentage	Percentage of trainees who are satisfied by quality of the course	Activity: + Deliver Training + Evaluate Training Delivery Effectiveness

#	Suggested Metrics	Description	Workflow/ Activity
2.	Course on-time deliver percentage	Percentage of training course occurring at planned schedule	Activity: Deliver Training

4.3 Templates & References

Templates	References
1. Training Requests Form 2. Organizational Training Plan 3. Course Piloting Form 4. Trainer Application Form 5. Course curriculum 6. Course Material 7. Performance Assessment 8. Attendance List 9. Waiver Form 10. Participant Feedback Form 11. Training Assessment Report 12. Training Catalogue Monthly Training Plan 13. Training Impact Assessment Plan 14. Training Need Analysis Template 15. TTC Workbook 16. TTC MA Plan 17. TTC MA Tracking	1. Training Policy 2. Training Rules 3. Project Management Process

---------- End of Process ----------