**READ ME – Before you reuse**

[Customer] – replace with your customer name

Yellow highlighted text – action items for the customer; edit as appropriate

Blue text – replace with your customer specific info

Red text – comments for AWS reader; delete before sending out

**Purpose**

This document introduces the reader to the [Customer] Certified Technology Professional (CTP) program. The CTP is a programmatic way of creating a culture of technology and transformation excellence within the [Customer] workforce. It has the added benefit of providing [Customer] employees with new skills that will allow them to deliver on the company’s long term technology transformation vision of INSERT HIGH LEVEL VISION STATEMENT e.g. Cloud first, Mobile first, Analytics driven.

This document describes the rationale of the program, its envisaged benefits, its construct, and measures of success.

**Why do we need Certified Technology Professionals?**

Since mid 2016, [Customer] and AWS have been discussing a multi-year Digital Transformation. A constant theme of these discussions is the requirement for talented people to drive various digital initiatives. To date, AWS has conducted [# of] interviews with the [Customer] Senior Leadership Team (SLT). In several of them, the SLT members point to the need for more technologists in [Customer], and for the need to upskill existing staff.

Driving any initiative to upskill [Customer] employees will be part training, part on-the-job learning, and part coaching. The CTP will be the guiding framework for the technology transformation at [Customer]. The expected benefits of the CTP are:

* Providing a structured learning path for all technologists
* With time, creating brand awareness of technical excellence within [Customer]
* Attracting more job applicants with a structured in-house learning program
* Reducing attrition by providing constant development to existing staff and introducing a robust launch plan for new hires

Most of all, the CTP creates a mechanism for change in the people-skills domain. As the technology transformation vision evolves to support the needs of the business, and a shifting technology landscape, the [Customer] will only have to adapt the CTP to ensure the workforce is able to respond to prevailing market needs.

It is important to note that the CTP is not expected to be the only learning program for [Customer] employees. It is designed specifically with the Digital Transformation Program’s technology training needs in mind. Even then, it is recommended that all employees consider their own long-term goals and supplement the CTP with other training courses when required.

**So, what does this program look like?**

The CTP is designed with four distinct levels of expertise: Foundation, Advanced, Expert, and Community Leader.

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Description** | **Effort required** | **Who should attend?** |
| Foundation | A Foundation CTP will be expected to have an overview of the technology landscape and a beginner level understanding of cloud, mobile, and analytics technologies. | 3 days training | Open to all [Customer] employees. [Customer] SLT encouraged to complete this level to inspire others. Target for year 1 = 5% of [Customer] workforce. |
| Advanced | An Advanced CTP will be industry certified, either in cloud or in related fields, and be able to function as a member of a technical project team, even though that might be in a non-technical role | 10 days training, and 10 days on the job delivery | All employees in the IT Operations organization (insert #), and the Engineering team (insert #). Also, nominated staff from BUs. |
| Expert | An Expert CTP will have several industry certifications, and a technical domain area of expertise. He/ she will be able to lead small to mid-sized technical projects on their own while leading a small project team. | 15 days training, and 30 days on the job delivery | Identified technical project leaders from IT operations, Engineering, and other BUs. |
| Community Leader | A Community Leader CTP is a thought leader with deep expertise and experience. They have demonstrated success in leading several projects, and are sought after speakers at industry events. A key component of their role would be to act as mentors for Expert CTPs. | 30 days training, and 60 days on the job delivery | Nominated by [Customer] Leadership Team following demonstrated technical leadership. |

**How will we deliver this program?**

Delivery of this program will be multi-channel via formal classroom training, interactive workshops, instructor-facilitated labs, and a mobile app tentatively called [Customer] Learn.

NOTE: At the time of writing this document, I am sourcing for a simple reusable mobile app. Some customers might have existing apps that can be leveraged. Other customers might be willing to dedicate resources to develop a simple application. For now, modify/ remove the mobile app scope from the document based on your customer’s needs.

Formal classroom training

There are a few reasons for the inclusion of formal classroom training in the program. Firstly, it provides access to industry-proven certification programs in cloud, mobile, and analytics technologies. Secondly, it provides the workforce with skills that are transferable and recognised outside of [Customer]. Finally, it saves effort in content development.

NOTE: The proposed curriculum includes classroom training from AWS, AgilePM, and Scrum.org. During the review of this document, is it recommended that [Customer] provide their recommendations for additional classroom training courses.

Instructor-facilitated hands-on labs

Doing tasks facilitates internalization of knowledge. Hands-on labs are an effective method in driving this internalization. However, a typical challenge with hands-on labs are that they’re done in isolation and often seem disconnected from real world problems. We propose instructor-led hands-on labs that will connect the labs to real world requirements, while also creating a fun learning atmosphere. Topics for hands-on labs should relate to the [Customer] technology vision (insert customer technology vision) and include forward-looking topics like insert e.g. like micro services architectures.

Interactive workshops

Workshops are another excellent medium where attendees learn through interaction with facilitators and one another. We propose regular workshops where attendees either watch a video or read a white paper for the first 20-40 mins. Following which, the facilitator will work with participants to derive how the learnings from the video or white paper can be made applicable to [Customer]’s customers and technology roadmap. For example, a workshop might begin with a video on scaling a mobile app to serve millions of users, and be followed by a workshop on how [Customer] can chart a similar path for themselves.

Mobile Learning App

In addition to classroom training, hands-on labs, and workshops, we recommend the introduction of a mobile learning app, tentatively called ‘[Customer] Learn.’

* The mobile app will facilitate learning on the go, and provide regular reinforcement of key topics.
* The key purpose of the mobile is app is envisioned to be distribution of short training videos and podcasts, keeping track of user achievement levels as they progress through CTP, and fortnightly quizzes to reinforce learning.

**NOTE**: Based on number of users in [Customer], and vision for the app, its introduction will cost:

* $X,XXX in underlying hosting costs.
* $XX,XXX in development
* $XX,XXX in on-going maintenance

TO BE APPROVED BY [CUSTOMER] ONCE FULL PRICING IS AVAILABLE.

NOTE: At the time of writing this document, I am sourcing for a simple reusable mobile app. Some customers might have existing apps that can be leveraged. Other customers might be willing to dedicate resources to develop a simple application. For now, modify/ remove the mobile app scope from the document based on your customer’s needs.

On-the-job delivery

The final component of the [Customer] CTP will be on-the-job delivery. From Advanced through to Community Leader, there are requirements for on-the-job delivery. Advanced level CTP can be achieved by providing delivery even in a non-technical domain such as program management. People who achieve CTP at an Advanced level or above will be made available to projects being worked on by the Products and Technology Division. On-the-job delivery can include running hands-on labs, workshops, or creating mobile app content for other participants of the program.

**Who is the target population?**

The [Customer] CTP should be open to all existing [Customer] employees and added to the on-boarding plan of new [Customer] employees. That said, we recognise there are certain functions within [Customer] who might be too far removed from technology, and may be deemed beyond the target population.

We recommend that all employees in the IT Operations organization and Engineering team, achieve a minimum of [Customer] CTP – Advanced. As part of the execution of the CTP, we will determine, on a per employee basis, the level of certification they should achieve. The [Customer] SLT should complete the Foundation level CTP as a way to inspire the rest of the workforce.

**Community Leaders**

Community Leaders are [Customer] thought leaders in the technology domain. Their role is envisaged to involve mentoring other CTPs. They’re expected to have deep technical expertise, and are the ambassadors of the [Customer] brand outside their organization. Whilst the effort to become a Community leader is substantial, the return on investment is equally substantial. For e.g. these leaders are a powerful mechanism for attracting top talent into [Customer]. They develop their own following on social media which drives more traffic to [Customer]’s web properties.

**Cross-functional Collaboration**

In addition to the Certified Technologist Program (CTP), an [Customer] innovation experience accelerator titled Certified Innovation Professional (CIP) is also being developed. It is proposed that the Expert level CTP resources be made available to work with Level 3 CIP resources on new production innovation projects.

**Measures of success**

Given the investment of time this program will require, its success should be closely monitored and measured. This will allow us to rapidly make changes if and when required during the program’s lifecycle.

|  |  |  |
| --- | --- | --- |
| **What?** | **Why?** | **Target** |
| Number of employees certified at a foundation level | Shows participation levels within the workforce. Higher participation rates also indicate the program’s relevance. | 5% of [Customer] workforce by – INSERT Month, Year  10% of [Customer] workforce by – INSERT Month, Year |
| Participation satisfaction scores | As close to being real time, running regular satisfaction surveys amongst participants is one way of knowing what’s not working, and what’s working well. | 4.0 out of a maximum 5.0. When a module repeatedly receives below 4.0, we will evaluate if its fit for purpose. |
| Number of Community Leaders | Given how integral Community Leaders will be to the sustainability of the [Customer] CTP, the number of Community Leaders will be a critical indicator. | INSERT # leaders by INSERT Month, Year |
| Number of job applicants for tech roles | The CTP program should create a positive effect which attracts more technologists to apply for open roles. We will baseline the number of applicants for roles open in INSERT Month, Year and compare them against the number of applicants for open tech roles 12 months later. Essentially, we’ll be tracking applicants per role. | 10% year on year growth in number of applicants. Note: While this program will not be the only lever used to drive more applicants, we believed this tracking to still be relevant. |

**What’s next**

NOTE: Edit the table below to include a joint AWS-Customer review cycle for this document and program

|  |  |  |  |
| --- | --- | --- | --- |
| **Who?** | **What?** | **When** | **Status** |
|  |  |  |  |

**Curriculum – [Customer] Certified Technologist Program – Foundation Level**

**Desired outcome**

A Foundation [Customer] CTP will be expected to have an overview of the technology landscape within [Customer], and a beginner level understanding of cloud, mobile, and analytics technologies.

**Estimated effort**

3 days of training

**Curriculum**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Overview** | **Effort** |
| Presentation: Introduction to [Customer]’s technology landscape | Provides participants with an overview of the technology landscape in [Customer]. Led by [Customer]. | 3 hours |
| Classroom: [AWS Business Essentials](https://aws.amazon.com/training/course-descriptions/business-essentials/) | Helps IT business decision–makers understand the benefits of cloud computing and how a cloud strategy can help you meet your business objectives.  (Price for training estimated at USD1,000/ participant) FUNDING TO BE APPROVED BY [CUSTOMER] | 8 hours |
| Classroom: [AWS Technical Essentials](https://aws.amazon.com/training/course-descriptions/essentials/) | Introduces participants to AWS products, services, and common solutions.  (Price for training estimated at USD1,000/ participant) FUNDING TO BE APPROVED BY [CUSTOMER] | 8 hours |
| Workshop: Social Media and You | Introduction to social media, its importance, and how it impacts organizations. Best practices on social media usage. AWS and [Customer] led. | 3 hours |
| Presentation: Cutting the chord | Prevalence of mobile computing, [Customer]’s mobile footprint, and being Mobile First matters. AWS and [Customer] led. | 2 hours |

**Curriculum – [Customer] Certified Technologist Program – Advanced Level**

**Desired outcome**

An Advanced [Customer] CTP will be industry certified, either in cloud or in related fields, and be able to function as a member of a technical project team, even though that might be in a non-technical role

**Estimated effort**

10 days of training

* 3 days of Foundation level training, and
* Additional 7 days training

10 days of on the job learning

**Curriculum**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Overview** | **Effort** |
| Classroom: Formal Associate level AWS certificate – classroom training, study, and exam | Complete either the AWS [Solutions Architect](https://aws.amazon.com/certification/certified-solutions-architect-associate/), [Developer](https://aws.amazon.com/certification/certified-developer-associate/), or [SysOps](https://aws.amazon.com/certification/certified-sysops-admin-associate/) Associate level certification  (Price for training and certification exam estimated at USD2,000/ participant) FUNDING TO BE APPROVED BY [CUSTOMER] | 5 days |
| Hands on Lab: First workload on AWS | Deploying a single workload on AWS using Hands on Lab. Instructor facilitated session. | 3 hours |
| Workshop: A Day in the Life of a Netflix Engineer | Video followed with interactive workshop led by AWS consultants | 3 hours |
| Workshop: Understanding Total Cost of Ownership | Half-day interactive workshop on Total Cost of Ownership on AWS | 4 hours |
| Hands on Lab: Building a mobile app | Build a simple mobile app in this hands-on lab led by AWS consultants | 4 hours |
| Presentation: Data data everywhere, not a byte to think | Introduction to big data and analytics led by AWS consultants | 2 hours |
| On the job: Get assigned to a Digital Transformation project as a contributor | Work as a contributor on a Digital Transformation project | 10 days |

**Curriculum – [Customer] Certified Technologist Program – Expert Level**

**Desired outcome**

An Expert [Customer] CTP will have several industry certifications, and a technical domain area of expertise. He/ she will be able to lead small to mid-sized technical projects on their own while leading a small project team.

**Estimated effort**

15 days of training

* 3 days of Foundation level training, and
* 7 days of Advanced level training,
* Additional 5 days training

30 days of on the job learning

* 10 days via Advanced level training
* Additional 20 days of on the job learning

**Curriculum**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Overview** | **Effort** |
| Classroom: [AgilePM](http://www.apmg-international.com/en/qualifications/agile-pm/agile-pm.aspx) certification or [Professional Scrum Master](https://www.scrum.org/Courses/Professional-Scrum-Master) certification | Attend an external course on agile project management or become a Professional Scrum Master  (Price for training and certification exam estimated at USD2,000/ participant) FUNDING TO BE APPROVED BY [CUSTOMER] | 3 days |
| Hands on Lab: Introduction to Serverless computing | Introduction to serverless computing on AWS using Hands on Lab. Instructor facilitated session and workshop. | 3 hours |
| Workshop: DevOps at Amazon | Video followed with interactive workshop led by AWS consultants. | 3 hours |
| Hands on Lab: Media upload and transcoding | How to upload your media and transcode it on AWS. Led by AWS consultants. | 2 hours |
| Workshop: Big Data Architectural Patterns and Best Practices on AWS | Video followed with interactive workshop led by AWS consultants | 3 hours |
| Hands on Lab: Introduction to AWS Device Farm | Learn how to test a simple Android mobile app using AWS Device farm. Led by AWS consultants | 1.5 hours |
| Workshop: Improving the [Customer] customer mobile experience | [Customer] and AWS led workshop that assesses the experience of the [Customer] mobile app user. Generate improvement/ new feature ideas | 2.5 hours |
| On the job: Lead a project | Lead a Digital Transformation project under the Cloud Engineering team | 20 days |

**Curriculum – [Customer] Certified Technologist Program – Community Leader**

**Desired outcome**

A Community leader [Customer] CTP is a thought leader with deep expertise and experience. They have demonstrated success in leading several projects, and are sought after speakers at industry events. A key component of their role would be to act as mentors for Expert level [Customer] CTPs.

**Estimated effort**

30 days of training

* 3 days of Foundation level training, and
* 7 days of Advanced level training, and
* 5 days of Expert level training, and
* Additional 15 days training

60 days of on the job learning

* 10 days via Advanced level on the job delivery, and
* 20 days via Expert level on the job delivery, and
* Additional 30 days of on the job learning

**Curriculum**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Overview** | **Effort** |
| Classroom: Formal Professional level AWS certificate – classroom training, study, and exam | Complete either the AWS [Solutions Architect](https://aws.amazon.com/certification/certified-solutions-architect-professional/) or [DevOps](https://aws.amazon.com/certification/certified-devops-engineer-professional/) Professional level certification  (Price for training and certification exam estimated at USD2,000/ participant) FUNDING TO BE APPROVED BY [CUSTOMER] | 10 days |
| Classroom: External communications course | Course on public speaking, writing, and presence. Choose area to suit individual.  [CUSTOMER] TO SUGGEST COURSES | 5 days |
| On the job: Lead one more Digital Transformation project | Lead an additional Digital Transformation project under the Cloud Engineering team | 20 days |
| On the job: Public speaking engagement | Speak at a public event on a technical topic relevant to the media industry e.g. AWS Summit (prep, speaking) | 5 days |
| On the job: External publication | Publish two blogs on technical topics relevant to the media industry e.g. LinkedIn blog | 5 days |