

Defense Civilian Human Resources Management System (DCHRMS) Training Plan

Version 7.0

**PREPARED BY:
DCHRMS TRAINING WORKING GROUP**

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REVISION HISTORY

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3 September 2019	3.0	Training Plan specifics, to include population to be trained and key dates	D. Boyd, A. Deloach
6 November 2019	4.0	Leidos/Baker Tilly edits	K. Criel, B. Yanco
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24 April 2020	7.0	DFAS Specificity and Training Role in the Scrum	D Boyd, A. Deloach

TABLE OF CONTENTS

1 INTRODUCTION	4
1.1 Focus	4
1.2 Objectives	4
1.3 Scope	4
1.4 Key Assumptions	4
2 ROLES AND RESPONSIBILITIES.....	5
2.1 Training Working Group Lead	5
2.2 Training Working Group Members	5
2.3 System Integrator.....	5
3 TRAINING STRATEGY	7
3.1 Training Population	7
3.2 Courses.....	7
3.2.1 Train-the-Trainer (T3).....	8
3.2.2 Field Training (Component)	8
3.2.3 System Administrator Training.....	8
3.2.4 Oracle Transactional Business Intelligence (OTBI)/Human Capital Management (HCM) Training	8
3.3 COMPONENT SPECIFIC T3 TRAINING.....	9
4 TRAINING PRODUCTS AND DELIVERABLES	9
4.2 Instructor-Led Training (ILT) Support Package	9
4.2.1 Course outline.....	9
4.3 Quick Reference Job Aids.....	10
5 TRAINING VALIDATION EVENTS	10
6 TRAINING MONITORING AND EVALUATION	10
6.1 Satisfaction and Participant Reaction.....	10
6.2 Knowledge Acquisition.....	11
6.3 Behavioral Application	11
6.4 Measurable Business Improvement.....	11
APPENDIX A: TRAINER ROLE IN THE SCUM.....	12
APPENDIX B: COMPONENT SPECIFIC T3 TRAINING.....	13

1 INTRODUCTION

The Training Plan is intended to describe the overall approach for delivering DCHRMS training, including differentiating training needs by stakeholder population, defining the training methods by stakeholder population, and identifying the schedule for training. Once approved, the Training Plan will be used to oversee execution of the various training activities required for DCHRMS implementation.

1.1 Focus

The number one critical success factor for DCHRMS training is that it is focused on what must be done on day one. It cannot be focused on what the users know, how much they know, or how they feel about learning it. Obviously the learning experience must be positive, but this is a secondary measure. DCHRMS training must be primarily focused on what the user can do – the required performance. A performance-based approach accounts for the critical day-one tasks and provides the training and tools necessary to achieve that level of performance.

1.2 Objectives

The primary objectives of the Training Plan are to:

- Identify an approach for delivering initial training programs that are consistent with the needs of each stakeholder group
- Create basic system navigation training materials for managers, employees, HR users and system administrators
- Establish a library of 'just in time' training materials and a plan for future development of shared process guides and supplemental training.
- Equip working group members with sufficient knowledge of DCHRMS for them to train their agency's end-users and to create tailored material to individual groups, business processes and end-user skill sets.
- Create a training program that is available, detailed, and focused, yet flexible enough to accommodate a small or large number of users.

1.3 Scope

The DCHRMS training scope will focus on:

- Providing information on how to use DCHRMS to perform their current work.
- Providing an understanding about changes to the current way of doing business.

1.4 Key Assumptions

- Members of this working group will be given remote access to the testing database and test scripts to develop their knowledge of DCHRMS and to allow for the creation of training material.
- There will be a DCHRMS training environment able to support simultaneous training of the DoD HR community.

- Components will dedicate resources for the train-the-trainer activities required to accomplish training for their HR users, managers and employees.

2 ROLES AND RESPONSIBILITIES

2.1 Training Working Group Lead

Works with the group to clarify meeting content, objectives and to establish ground rules that govern workgroup execution. Assists with selecting appropriate methods and tools that will enable participants to achieve results.

2.2 Training Working Group Members

Participate in the project, research and prepare thorough work, meet deadlines, communicate as necessary, and meet all the specific requirements of the project. Lend subject-matter expertise to identify training priorities for each stakeholder group; develop training scenarios.

Additionally, the Training WG will complete the following tasks:

- Participate in the December 2019 train-the-trainer session; validate training materials and identify gaps
- Develop training documents that aren't developed by the system implementer
- Ensure the training environment is configured and ready for training
- Organize when, where and how the training will be delivered
- Develop train-the-trainer training and validate Component training for their respective Components
- Indicate how the success of training will be assessed

Training aid specifics will be discussed in the Training Working Group.

2.3 System Integrator

The system integrator will ensure requirements for the cloud are documented, designed, and developed, as well as provide job aids to assist with DCHRMS training.

The contractor will:

- Conduct one (1) four-day T3 workshop in December 2020
- Develop step-by-step training presentations
- Develop step-by-step User Guides
- Develop Job Aids
- Develop Training Videos and/or Knowledge Transfer Videos

Training Products/Sessions	Description
Step-By-Step Training Presentations	Training presentations will be used during that Train-the-Trainer sessions to ensure the TWG is equipped with the



	information necessary to train other team members. The presentations will include a combination of both training techniques as well as information to explain the design and solution. The presentations will be supplemented with other training materials (user guides and job aids).
Training Videos	Pre-recorded training videos made available to targeted stakeholder populations which include some combination of educational presentation and demonstration. Will educate trainees on targeted business processes or functionality within DCHRMS. Reserved for more segmented training topics.
Step-By-Step User Guides	Training documentation which details step-by-step future state business processes within DCHRMS, educating the audience on business process, DCHRMS solution design and any callouts from a job impact perspective, which will enable users to execute their responsibilities in a self-guided manner.
Job Aids	Training documentation summarized as a one-pager, business processes or required knowledge for a given stakeholder population related to DCHRMS. Will enable users to reference on an as needed basis when executing actions in DCHRMS

3 TRAINING STRATEGY

DCPAS and the Training Working Group comprise the cadre of Train-the-Trainers (T3) responsible for training all Component trainers. T3 training is projected to be two weeks and will focus on hands-on training as well as classroom tactics, techniques and protocols. The T3 scope will prepare trainers to address three of the four stakeholder groups, i.e., HR users, managers and employees. A separate System Administrator training will be conducted by DCPAS. Once T3 training is completed, Components are responsible for ensuring their HR users and managers are trained on DCHRMS. Strategic communications initiated by DCPAS will support the Components in communicating DCHRMS to employees.

3.1 Training Population

DCHRMS training will focus on four populations. They consist of System Admin, HR Professionals, Employees, and Managers. Below is the approach for each population.

Population	Approach
System Admin	In-person, instructor led training session to cover future state responsibilities of DCHRMS sys admin role, as well as, deliver training on application usage and navigation, managing the DCHRMS Pods/Environments, DCHRMS configuration, and providing background knowledge during the training on business processes and solution design.
HR	In-person, instructor led training session to cover each of the process areas within DCHRMS for which advisors will be expected to support post go-live; also focus on behavioral shift to Employee Self-Service (ESS) and Manager Self-Service (MSS) and their role in support. Also, includes training on reports and analytics.
Employees	Self-guided training via User Guides, Job Aids, and Training Videos of Employee Self-Service (ESS) transactions and associated processes requiring employee action. Also includes general navigation within DCHRMS and an overview of available support (e.g. Knowledge Base).
Managers	Self-guided training via User Guides, Job Aids, and Training Videos of Manager Self-Service (MSS) transactions and associated processes requiring manager action. Also includes general navigation within DCHRMS and an overview of available support (e.g. Knowledge Base).

3.2 Courses

DCHRMS training courses will be provided through instructor facilitated training overseen by DCPAS. Courses developed for deployment will include:

Training Sessions	Description
Train the Trainer (T3)	Classroom session that will include educational components around business process and solution design, training materials available and talking points to be used in facilitating various trainings.
Field Training (Component)	Will educate end-users on those business processes impacting their role and responsibilities and prepare them for the future state within DCHRMS.
System Administrator Training	Will educate Sys Admins on the provisioning process, and DCHRMS account maintenance.

<p>Oracle Transactional Business Intelligence (OTBI)/Human Capital Management (HCM) Extract</p>	<p>OTBI training will educate end-users on account roles and responsibilities, navigating through the OTBI tool, creating and maintaining enterprise reports, and the storing of reports. HCM Extract training focuses on how to support business functions and requirements such as Component specific reports, bulk data updates and data sharing. This training will follow the T3 model.</p>
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3.2.1 Train-the-Trainer (T3)

DCHRMS T3 provides instruction, coaching, and feedback to prepare and certify those who deliver training. The projected course duration will be 80 hours and will include the following:

- DCHRMS systems use, to include system fundamentals, and HR business processes
- Reports and analytics
- Manager self-service to include initiating a request for personnel action
- Employee self-service transactions
- Processing and facilitation techniques
- Classroom set-up and management

3.2.2 Field Training (Component)

Field training is key to the implementation of DCHRMS. The goal is to minimize any productivity loss, by quickly getting the field up to the new skill level required to do their jobs on day one. We will develop the training baseline where components will be able to tailor it to their organization to directly increase their productivity. Field Training will be:

- Business Process Driven (Assignments, transfers, promotions, etc.)
- Scenario Based
- Scalable
- Available, Detailed, and Focused

3.2.3 System Administrator Training

Each component will have a System Administrator in an effort to decentralize system access. System Administrators will be trained on the DCHRMS user access provisioning process to create new accounts, and maintain/delete DCHRMS user accounts. It includes creating POI accounts for users outside of the DOD that need to perform DCHRMS supported tasks.

3.2.4 Oracle Transactional Business Intelligence (OTBI)/Human Capital Management (HCM) Training

OTBI will be the DCHRMS solution for a customizable analysis tool to create ad-hoc reports, dashboards and alerts to aid daily decision making. Human Capital Management (HCM) is a tool to use for outbound integration from DCHRMS. Training will prepare end-users to extract data from DCHRMS in various formats, to include CSV, XML, Excel, HTML, RTF and PDF.

3.3 COMPONENT SPECIFIC T3 TRAINING

For Component specific timelines, please see Appendix B.

4 TRAINING PRODUCTS AND DELIVERABLES

The system integrator will develop and deliver the training materials identified in 2.3 above.

Component Trainers will be imbedded in scrums to support the development of training material. See Appendix B to review the Trainer Role in the Scrum. The Training Working Group members will evaluate the training materials in subsequent training validation events, to be scheduled prior to the Conference Room Pilot. After the Training Working Group members have validated the training material, the material will be presented at the Conference Room Pilot. In addition to reviewing and evaluating the training materials, the Training Working Group members will identify any gaps in training/materials and develop any remaining materials required. These materials will be made available online on the DCHRMS website. Future use and sustainment of this online repository will be managed by DCPAS/ESI.

4.2 Instructor-Led Training (ILT) Support Package

The ILT Support Package includes: lesson plans, visual graphics, practical exercises (knowledge and scenario-based performance), student guides, and quick reference job aids. Training focuses on hands-on training and implemented HR function changes. Instructors should have backup classroom training capabilities in case of internet connectivity problems.

4.2.1 Course outline

The course outlines establish the content and organization of the training courses.

4.2.1.2 Process description

This section in the course outline will present a brief description of the lesson process, reviews the roles and specific responsibilities related to business process, and includes a visual business process flow. This section relates the course material to the business process and provides context for the system tasks.

4.2.1.3 New terms and concepts

This section of the course outline will include vocabulary terms or new concepts required to perform activities in DCHRMS, or to understand business processes. This section provides the end user with the background they will need to process the system tasks.

4.2.1.4 New policies and procedures

This section of the course outline will list new policies and a procedure related to the business process and system tasks in the course, give a brief definition of those policies and procedures, and provide reference information for them.

4.2.1.5 System task procedures

These are step-by-step procedures that teach an end user how to complete the fields on a screen. They include a description of the screen's purpose, each of the field names, and the action required

to complete each field. End users can use these procedures as instructions for completing each screen.

4.2.1.6 Functional scenarios

These provide the context for “hands on” exercises. They provide a sample circumstance in which the end user would access a specific system task and supply data for the end user to execute that system task

4.3 Quick Reference Job Aids

Quick reference job aids detail high-level access to the system and include functional traceability and a crosswalk between pay elements, all eligibility rules, and the point of DCHRMS data entry

5 TRAINING VALIDATION EVENTS

Training Validation Events will serve as the quality assurance mechanism. Training Validation Events are key to the success of the end user training materials development effort. These event will happen prior to each relative Conference Room Pilot, in conjunction with scrum schedules:

- Training materials are appropriate for user group
- Training is specific to the function that the user performs
- Training materials are developed with consistent format and level of detail
- Review of the training material is done in a timely manner
- Review points are consistent

6 TRAINING MONITORING AND EVALUATION

Training monitoring and evaluation will help realize the effectiveness of training. If DCHRMS isn't usable, system adoption will be difficult. We will use five primary methods to monitor and evaluate training. Those include satisfaction and participant reaction surveys, knowledge acquisition, behavioral application, and measurable business improvement. Additionally, the components will send a roll-up of when they conducted training, and the number of students trained to DCPAS/ESI. This is an interim solution until we purchase an LMS to monitor and track training.

6.1 Satisfaction and Participant Reaction

- Was the training enjoyable?
- Was it an appropriate use of their time?
- Do they think the material was relevant to their work?
- How likely would they be to recommend the courses?

6.2 Knowledge Acquisition

- Check on learning
- Exams

6.3 Behavioral Application

- Practical Exercises
- Student interviews

6.4 Measurable Business Improvement

- An increase in RPA approval
- Efficient system navigation
- Employee autonomy

APPENDIX A: TRAINER ROLE IN THE SCUM



Trainer Role in the Scrum

Available | Detailed | Focused

During the Sprint, the scrum trainer will validate the training output(s) for that sprint

The scrum trainer will cross-train within the scrum to understand all of the intricacies of the business process being worked during the sprint to capture “ah ha” moments, as well as parallels to DCPDS to enhance the training experience, to include:

- Validating vendor-prepared training materials, identifying any additions required
- Providing training/demonstrations to the Components in advance of the conference room pilots
- Identifying any learning/training challenges
- Developing a list of the questions asked that could be used to develop FAQs
- Identifying knowledge transfer opportunities, e.g., training scenarios, practical exercises, post training practice exercises, anything needed to ensure learners can demonstrate and sustain mastery
- Communicating/collaborating with our fellow DCHRMS TWG team members so we can all be kept in the loop and be part of the feedback/solutions developed
- Interviewing other scrum members to pick up tips/tricks on how to navigate/teach navigation of the new system

APPENDIX B: COMPONENT SPECIFIC T3 TRAINING

Defense Finance and Accounting Services (DFAS)

Dates	Location	#	Instructors
TBD	TBD	20	Ms. Tammy S. Jelenek-Jones
			Mr. William E. Saas, Jr.

Defense Logistics Agency (DLA)

Dates	Location	#	Instructors
TBD	TBD	20	Ms. Oreaona N. Smiley
			Ms. Michaela Charoo

Department of the Air Force (AF)

Dates	Location	#	Instructors
TBD	TBD	20	TBD
			TBD

Department of the Army (DA)

Dates	Location	#	Instructors
TBD	TBD	20	TBD
			TBD

Department of the Navy (DON)

Dates	Location	#	Instructors
TBD	TBD	20	TBD
			TBD

Washington Headquarters Services (WHS)

Dates	Location	#	Instructors
TBD	TBD	20	TBD
			TBD