

**Project Management Plan
for
EVM 101 - Fundamentals of Earned Value Management**

Prepared for:



Build-it-Right, Inc.

Attn: Lucia Letalet

9820 River Run Road, Suite 1022
Rockville, MD 20847

Prepared by:

Training R' Us, Inc.

Houman Rassa

1243 Challenger Boulevard, Suite 209
Orlando, FL 32861

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Table of Contents

<u>Section</u>	<u>Page</u>
1.0 PROJECT MANAGEMENT OVERVIEW.....	1
1.1 Purpose of Project Management Plan.....	1
1.2 Purpose of Project.....	1
1.3 Project Period of Performance.....	2
1.4 Travel Requirements.....	2
2.0 MANAGEMENT APPROACH.....	2
2.1 Project Manager’s Role and Responsibilities.....	3
2.2 Project Personnel.....	4
2.3 Project Milestone Schedule.....	5
2.4 Quality Management.....	8
2.5 Risk Management.....	8
3.0 TECHNICAL APPROACH.....	9
3.1 Overall Development Methodology.....	10

Table of Figures

There are no figures in this project management plan.

Table of Tables

TABLE 1. PROJECT PERSONNEL	4
TABLE 2. PROJECT MILESTONE SCHEDULE	5

1.0 PROJECT MANAGEMENT OVERVIEW

1.1 PURPOSE OF PROJECT MANAGEMENT PLAN

The purpose of this Management Plan is to provide Build-it-Right, Inc. with a comprehensive understanding of Training R' Us, Inc.'s approach to successfully meet the requirements of this project. This Management Plan is organized into three sections. Section 1 provides an overview of the plan. Section 2 provides the management approach that will be used for the project, and Section 3 provides the technical approach for each task of the project.

1.2 PURPOSE OF PROJECT

Training R' Us will follow the ADDIE model to develop a 20-hour, self-paced eLearning course titled EVM 101 - Fundamentals of Earned Value Management, which will serve to ensure that the Build-It Right mid-level management employees have the right training in financial management to effectively apply EVM to their respective programs. The purpose of the course is to enable the acquisition workforce to identify, define, describe, calculate, distinguish, and apply EVM fundamental concepts specific to their career fields to achieve the desired acquisition outcomes and expected level of proficiency. Using the initial performance assessment conducted by Build-it-Right, Training R' Us will conduct additional learner and performance analyses to determine a learning hierarchy accurately mapped to the module structure, instructional strategies, content relevance, and appropriate proficiency levels, all in accordance with Bloom's taxonomy, levels 2-6. A formal analysis will be delivered to Build-it-Right for approval. Training R' Us will include instructional methods, assessments and criteria, technical considerations and delivery information, GUI and writing conventions, design standards, and accessibility plans in the Course Design Document to be delivered to Build-it-Right. Training R' Us will develop a functional prototype for Blackboard LMS that reflects BIR's branding, course content, learner interactivity, and Section 508 standards. This functional prototype will cover one full lesson and a Terminal Learning Objective. Once the functional prototype is approved by BIR, Training R' Us will develop a total of 10 modules that maximize learner engagement and accompanying script storyboards using Articulate Storyboard 360 and approved COTS tools:

Utilizing the terminal and enabling learning objectives as well as the course content obtained from Build-it-Right's L&D Group, Training R' Us' SME will identify any content gaps and develop relevant content, as approved by BIR. Training R' Us will also develop realistic scenarios and exercises that accurately simulate the performance environment of the BIR mid-level management employees taking the course. Training R' Us will conduct Level 1 surveys and observations during the course pilot event, which will be used to modify the course according to

Build-it-Right's requirements. Training R' Us will deliver the course materials, source files, source files inventory, and maintenance plan to be accessed via BIR's Blackboard content management feature.

1.3 PROJECT PERIOD OF PERFORMANCE

The period of performance for this project begins at the contract award date, January 3rd, 2025, and concludes with the final course delivery on August 4th, with a hard deadline of December 1st, 2025.

The major client-defined timeframes include:

- Student pilot slated for completion on June 12th, with a hard deadline of July 1st
- Final course with corrections delivered on July 4th, with a hard deadline of September 1st, 2025
- Final source files, inventory, and documentation delivered on August 29th, with a hard deadline of December 1st, 2025

All tasks will proceed according to the mutually approved project milestone schedule.

1.4 TRAVEL REQUIREMENTS

All work will be conducted at the Training R' Us facility. Build-it-Right may require Training R' Us staff to travel, which will not be reimbursable. The course pilot event will take place at Build-It Right L&D Group's Headquarters in San Francisco, California.

2.0 MANAGEMENT APPROACH

2.1 PROJECT MANAGER'S ROLE AND RESPONSIBILITIES

The Project Manager, Lucinda Winthrop, is the main point of contact at Training R' Us. Lucinda will plan and close the project, monitor project status, quality, budget, staffing, and communication with Build-it-Right. Lucinda Winthrop will be responsible for sending the e-mail invitations and conducting the weekly teleconference meetings held via Microsoft Teams. Meeting notes will be accessible via shared documents on Microsoft Teams. Additionally, the PM will prepare and deliver Monthly Status Reports (MSRs) via email. Lucinda will ensure that the final products are delivered in a timely manner, with attention to quality assurance and quality control processes for the products and services rendered. Besides Microsoft Teams, Lucinda Winthrop can be reached directly via e-mail and phone, which are listed in the staff information section of the PMP.

2.1.1 REPORTING

Training R' Us has developed this Project Management Plan (PMP), which will include a milestone schedule detailing the main tasks and deliverables for the project period of performance. The PM will report on the status of the project activities weekly and monthly. During the weekly status meetings, the PM will be responsible for documenting discussions and action items and submitting the report to the BIR L&D Group by the close of the next working day. Additionally, the Project Manager will provide a Monthly Status Report (MSR) to the client by the close of business on the 10th workday of the month. The MSR will include a summary of work completed by task area, submitted deliverables invoiced, updates on milestones, and any other relevant information, such as trip reports and problem reports.

2.1.2 COMMUNICATION

In addition to our standard internal communication protocols, Training R' Us will provide structured and consistent reporting in accordance with contractual requirements with Build-it-Right. The Project Manager will conduct a weekly 30-minute Microsoft Teams meeting with Build-It Right's Learning and Development Group. As required, she will schedule the meeting, document all discussions and action items, and submit the meeting record to the client by close of business the next working day. In addition to weekly communication, a Monthly Status Report (MSR) will be submitted by the 10th workday of each month. This report will include tasks accomplished within each functional area, tasks planned for the upcoming period, issues addressed and how they were resolved, and identification of any scope impacts. The Project Manager will also ensure the Project Management Plan remains accessible electronically and can be briefed to the client within 24 hours upon request.

The Project Manager will implement all project communication protocols via email and other requested communication tools and serve as the official communication channel between Training R' Us and Build-It Right. Responsibilities include coordinating all formal submissions such as agendas, read-ahead materials, status documentation, and deliverables. She will also oversee the upload of draft and final materials according to the approved schedule and ensure that only authorized project personnel communicate directly with the client. All communication will be clear, timely, documented, and solution-oriented, reflecting professional standards for maintaining transparency and supporting effective monitoring and control activities.

2.2 PROJECT PERSONNEL

All Training R' Us personnel assigned to this project were selected based on the requirements and specifications listed in the Project Work Order (PWO). Personnel résumés were submitted with the technical proposal.

Table 1. Project Personnel

Name	Functional Role	Contact Information
Lucinda Winthrop	Project Manager	Email: lucinda.withrop@trainingrus.com Phone: 407-123-4567
Shannon Monnens	Sr. Instructional Systems Designer/Instructional SME	Email: shannon.monnens@trainingrus.com Phone: 407-422-0808
Ron Weasley	Jr. Instructional Systems Designer	Email: ron.weasley@trainingrus.com Phone: 407-525-6541
Houman Rassa	EVM Subject Matter Expert; 9+ years experience	Email: houman.rassa@trainingrus.com Phone: 407-555-3287
Ashley Torres	Developer	Email: ashley.torres@trainingrus.com Phone: 305-123-4567
Brenda Walsh	Developer	Email: brenda.walsh@trainingrus.com Phone: 407-562-7894
Dawson Leery	Media Producer	Email: dawson.leery@trainingrus.com Phone: 407-562-1472
Pacey Witter	Graphic Artist	Email: pacey.witter@trainingrus.com Phone: 407-789-9879
Buffy Summers	Graphic Artist	Email: buffy.summers@trainingrus.com Phone: 407-321-6543
Willow Rosenberg	Analyst	Email: willow.rosenberg@trainingrus.com Phone: 407-147-2589
Henry Potter	Quality Assurance	Email: henry.potter@trainingrus.com Phone: 407-235-1452
Vince Roni	Contracts Administrator	Email: vince.roni@trainingrus.com Phone: 407-654-1236

2.3 PROJECT MILESTONE SCHEDULE

The identified project activities are reflected in the milestone schedule presented below. Progress and work are measured against client-approved baseline and reported on a weekly basis as part of weekly status reporting.

Table 2. Project Milestone Schedule

Project Task/Activity	Deliverable	Date
Project Launch Date	Complete	January 3, 2025
Kick-Off Meeting	Complete	
Create KOM Agenda	Complete	January 6, 2025
Send KOM Agenda to Build-it-Right	Complete	January 6, 2025
Conduct KOM	Complete	January 9, 2025
Take Meeting Minutes & Notes		
Submit KOM Meeting Minutes to BIR	KOM Meeting Minutes and Notes Complete	January 13, 2025
Develop Project Management Plan (PMP)		
Develop PMP Draft	Complete	January 16, 2025
Submit to BIR for Review	Project Management Plan (PMP)	January 16, 2025
BIR Review Period		January 23, 2025
Finalize PMP		January 28, 2025
Develop Analysis Report (PWO Task 1)		
Conduct Content, Learner, and Performance Analysis		January 29, 2025
Analyze Data		January 30, 2025
Prepare an Analysis Report to contain: - Learning Hierarchies - TLOs and ELOs aligned with modules - Course Content Relevance & Gaps - Instructional Strategies - Performance Expectations		January 31, 2025
Submit Report to BIR for Review	Analysis Report	January 31, 2025
BIR Review Period		February 7, 2025
Finalize Changes		February 11, 2025
Design Course Design Document (PWO Task 2)		

Project Task/Activity	Deliverable	Date
Design CDD to contain: • Instructional Strategies • Assessments and Measurable Criteria • Technical Considerations/Delivery Standards • GUI Theme • Writing Conventions • Design Standards • Section 508 plans		February 20, 2025
Develop a Functional Prototype (PWO task 3) to contain: • BIR Branding & Course Interface • Course Content • Level of Interactivity • Instructional Strategies for Core Modules		February 26, 2025
Conduct QA of CDD and Functional Prototype		March 3, 2025
Submit CDD and Functional Prototype to BIR for Review	CDD and Functional Prototype	March 7, 2025
BIR Review Period		March 14, 2025
Finalize Changes and Resubmit Functional Prototype (if necessary)		March 19, 2025
Develop Script Storyboards (PWO task 4), Test Packages, and Draft Course Modules		
Obtain approval on Storyboard Template from BIR • Training R' Us submit template to BIR for approval • BIR review period (5 days) • Implement changes for chosen SB template		March 20, 2025
Create Lesson Flow Diagrams (in lieu of SB template approval)		March 28, 2025
Create Script Storyboards for each module using the approved SB template to contain: • Instructional Content • Lesson structure • Level of interactivity for each page • Media Descriptions • Navigational Information • Branching and Interactive Options	10 Script Storyboards (Delivered incrementally upon completion)	April 17, 2025 (Final Storyboard due)

Project Task/Activity	Deliverable	Date
Develop Test Package & Answer Keys for Each Module		April 22, 2025
Conduct QA for Script Storyboards & Lesson Flow Diagrams, and Test Packages		April 25, 2025
Deliver Lesson Flow Diagrams, Storyboards, and Test Packages to BIR	Lesson Diagrams, Test Packages, Draft Course Modules	April 25, 2025
BIR Review Period (Staggered based on SB delivery)		May 2, 2025
Finalize Changes to Storyboards, Lesson Flow Diagrams, and Test Packages		May 7, 2025
Produce 10 Course Modules (PWO Task 5)		
Obtain approval from BIR on the proposed COTS tools		May 7, 2025
BIR Review Period of proposed COTS Tools		May 14, 2025
Develop 10 Course Modules		May 15, 2025
Conduct QA of Course Modules & Instructor Guides		May 30, 2025
Deliver Course Modules & Instructor Guides to BIR for Review	Course Modules & Instructor Guides	May 30, 2025
BIR Review Period		June 6, 2025
Finalize Changes to Course Modules		June 11, 2025
Course Pilot Event (PWO Task 6)		
Develop Student Pilot Plan, Identify Pilot Participants, and create Level 1 Survey Questions		June 3, 2025
Submit Student Pilot Plan	Student Pilot Plan	June 4th, 2025
Conduct Student Pilot Event in coordination with Build-It Right L&D Group's Headquarters in San Francisco, California	Student Pilot Event	June 12, 2025 Hard Deadline: July 1st
Create Student Pilot Evaluation Report: - Analyzed survey results - Proposed course changes - Consolidated comments - Recommendations/Observations		June 19, 2025
Submit report to BIR for Review	Student Pilot Report	June 20, 2025
BIR Review Period		June 27, 2025
Finalize Course and Implement Course Corrections		July 4, 2025
Submit Final Course Materials	Course Materials & Corrections based on final QA of course	August 4th, 2025 Hard Deadline: September 1st, 2025
Final Delivery of Source Files, Source File Inventory, and Maintenance Plan (PWO Task 7)	Source Files, Source File Inventory, & Maintenance Plan	August 29, 2025 Hard Deadline: December 1st, 2025

2.4 *QUALITY MANAGEMENT*

Training R' Us Inc. will implement a comprehensive Quality Assurance and Quality Control process to ensure all deliverables meet Build-It Right's expectations and contractual requirements. Quality reviews will take place at each major deliverable stage and will include checks for content accuracy, instructional alignment, editorial consistency, and technical functionality. Each review cycle will be built into the project schedule so that every deliverable receives a complete assessment before submission.

Version control procedures will ensure that project personnel work from the correct files and that only approved versions are submitted. To prevent incorrect submissions all file names will include version number with dates and QA status (ex. "Draft," "Final"). Any revisions will follow the Change Request process outlined in the PWO. This process permits up to 30 percent change at the storyboard stage, up to 20 percent during programmed lesson development, and up to 10 percent after the pilot.

All instructional strategies and content will be quality assessed by our Project Manager Lucinda Winthrop, SMEs Shannon Monnens (Sr. Instructional Designer) and Houman Rassa (EVM) to ensure alignment with the approved learning objectives, design standards, and performance expectations. Deliverables will meet Blackboard hosting requirements and comply with Section 508 accessibility standards.

Quality findings and updates will be documented in Monthly Status Reports for future process improvements. These items will be discussed during weekly project meetings to ensure the project team remains informed of progress, risks, and required actions. This structured approach supports consistent communication, clear documentation, and timely quality improvements throughout the project.

2.5 *RISK MANAGEMENT*

Training R' Us, Inc. takes a pre-active approach to risk management covering the duration of the EVM 101 project in our Risk Management Plan (RMP). This includes a pre-identification discussion of potential issues, formulated through careful analysis of the scheduling, budget, quality, scope, technology, and personnel parameters of the EVM 101 course, Build-it-Right, Inc., and Training R' Us, Inc., entities. In addition to Ms. Winthrop's risk management lead as Project Manager, it is our corporate philosophy that all members of the project team are responsible for identifying and reporting risks, and receive appropriate internal training before commencing work. This includes a risk prioritization protocol, which empowers all members of the team to log and immediately mitigate the lowest risk events, as identified in RMP. They are also required to escalate the medium and high-priority risks (as identified in the RMP) through an open line of

communication with any member of the team, regardless of internal management level, ultimately ensuring prompt attention by Ms. Winthrop, the Project Manager.

One mitigation strategy the Project Manager will employ is implementing a structured weekly risk reporting check point where all team members update the shared risk log. This ensures that potential issues are caught early in the event that novice personnel miscategorize perceived lower risks. Ms. Winthrop will review the log and initiate corrective action before the risk escalates.

Finally, Training R' Us, Inc. commits to timely and transparent communication with Build-it-Right, Inc. regarding any potential impacts that arise and are prepared to provide evidence of any action steps employed to mitigate and reassess identified risks that have the potential to deviate from the contractual agreement.

3.0 TECHNICAL APPROACH

This project includes 13 tasks, as listed in Section 1 of this document.

3.1 OVERALL DEVELOPMENT METHODOLOGY

Training R' Us will use a phased instructional systems development approach based on the ADDIE Model. This approach organizes all project activities into the Analysis, Design, Development phases, with Implementation, and Evaluation phases beginning with the student pilot, and completed by the client upon receipt of final course deliverables. Each phase concludes with a deliverable that the client approves before the project team proceeds to the next phase. This structure aligns with the client's expectations for clarity, accuracy, and consistent progress toward course completion.

3.1.1 ANALYSIS TASKS - DEVELOP ANALYSIS REPORT (PWO TASK 1)

Training R' US will conduct a set of analyses and consolidate our findings in an analysis report to be delivered and reviewed by Build-it-Right. Utilizing the initial Organizational Performance Analysis conducted by BIR six months prior to the project launch date, Training R' Us will conduct several additional analyses on the instructional content and the learner and performance context. In the pre-analysis phase, we will identify a persona group to serve as the test group for our learner analysis. We will collect data from Build-it-Right and employee test-group interviews, email surveys, and questionnaires. We will then organize the data into a consolidated analysis report.

Task 1: Learner Analysis - Training R' Us will analyze the intended outcome of the EVM 101 course as part of a Goal Analysis to ensure the course is designed to meet the expected result: BIR employees should be able to apply what they've learned in the EVM 101 course to achieve the preferred acquisition outcomes. The goal analysis will determine the enabling and terminal learning objectives of the course modules. Using the results of the goal analysis, Training R' Us will determine what specific set of skills is required to meet the terminal learning objectives. We will use BIR's performance analysis and survey data to assess the current proficiency level of BIR employees in EVM skills as part of our Training Needs assessment. The survey will also cover BIR employees' educational level, familiarity with EVM concepts, and attitudes and motivations regarding instructional content.

Task 2: Performance Environment & Context Analysis - Training R' Us will analyze the actual performance environment in which BIR employees will demonstrate mastery of EVM core concepts. Training R' Us will use Build-it-Right job descriptions, EVM-related task analyses, and on-site performance environments (such as offices or meeting rooms at the BIR facility). Using this analysis, we will determine if the learning objectives are realistic and attainable. This performance analysis will inform the content, resources, exercises, and scenarios developed for the EVM 101 course. Training R' Us will ensure the developed course content aligns with BIR's work performance expectations and simulates realistic and relevant scenarios.

Task 3: Course Structure & Content Analysis - Training R' Us SME will develop and collect instructional content for the 10 modules. The content will be analyzed to ensure that it aligns with the enabling and terminal objectives. The content will also be analyzed to ensure it meets the expected learning level for BIR employees. Training R' Us will use content analysis to determine the course structure, demonstrating a logical progression of ideas aligned with ELOs and TLOs, as well as the number of lessons per module. We will also analyze the feasibility of completing all coursework within the 12 hours set by Build-it-Right, and whether assessments should be a part of the expected course completion time.

Task 4: Analysis Report - Training R' Us will deliver a final analysis report for BIR to review that will cover the goal statement for the EVM 101 course, a comprehensive learner assessment (covering level of education, attitudes, motivations, and EVM-related skills), the performance context analysis with attainable and measurable end goals, and a content analysis with relevant instructional material and course structure.

Deliverable: Analysis Report

3.1.2 DESIGN TASKS - DESIGN THE COURSE DESIGN DOCUMENT & FUNCTIONAL PROTOTYPE

The course design document (CDD) will use the learning objectives approved in the analysis report to formally design instructional strategies that meet the goals for each enabling and terminal learning objective. The instructional methods, assessments, assessment strategies, and measurable criteria for each module will be based on Bloom's taxonomy, levels 2-6. Training R' Us will create the course materials using Articulate Storyline 360 for Blackboard Version 3900.104. The Subject Matter Expert (SME) will develop the course materials, learner engagement opportunities, and embedded assessments (with variants) in accordance with the instructional strategies and expected learning outcomes. Course materials will include the predetermined modules from Build-it-Right, the content sequence, and a course map. Additionally, the CDD will contain technical considerations, delivery methods, GUI theme, writing conventions, design standards, and the course evaluation plan.

Task 5: Develop Course Design Document (PWO Task 2) - The CDD is meant to be a living document that can be modified if necessary. The CDD will contain the following:

Instructional Strategies - Instructional Strategies will be based on predetermined course content, enabling and terminal objectives, learner and performance analyses, and expected level of proficiency (Levels 2-6 of Bloom's Taxonomy). The five core modules will follow a logical sequence, and learners can personalize their learning experience by choosing to complete one of the five functional community modules that is relevant to their role at Build-it-Right. The main instructional strategy will simulate the real-world performance environment to ensure that the BIR employees are prepared to demonstrate acquired knowledge of EVM concepts and rules.

Assessment Strategies and Measurable Criteria - Training R' Us will develop a posttest for each module to be delivered on Blackboard LMS. Each assessment will align with the learner levels, level of instruction, enabling and terminal objectives, and relevant Bloom Taxonomy (Levels 2-6) to assess knowledge acquisition and performance that simulate realistic EVM tasks. These assessments will be embedded within the course. Feedback and remediation will be provided at the end of each assessment. Additionally, Training R' Us will develop retake variants for each assessment for students who do not pass the test on their first attempt. We will determine the passing criteria for the course, ensuring that it aligns with the expected performance of BIR employees post-course. Using this criteria, we will determine the assessment passing criteria and how many assessments need to be passed in order to complete the course. Testing strategies will include real-world simulation, as outlined in the SOW. Training R' Us will deliver the test packages and answers in Word document format.

Technical Considerations and Delivery Standards - Training R' Us will use Articulate Storyline 360 to develop the course structure. Using the COTS tools pre-approved by Build-it-Right, Training R' Us will develop a course that is compatible with Blackboard LMS Version 3900.104. All other deliverables will be developed using Microsoft Word. Deliverables will be shared via Microsoft Teams file sync.

Graphical User Interface (GUI) Theme - Training R' Us will develop the GUI to align with Build-it-Right's branding. The GUI theme will serve as the basic visual design for all 10 modules.

Writing Conventions - Writing conventions will follow the agreed-upon writing standard for this course. The writing conventions will remain the same across all 10 modules, ensuring consistency throughout the course.

Design Standards - Design standards will follow Build-it-Right's branding and graphic design. Training R' Us will design the course content to match BIR design styles (fonts, colors, graphics).

Media Plan - Training R' Us will develop a media plan with resources (video, audio, etc.) with costs.

Section 508 Plan - Training R' Us will develop the EVM 101 course in English and will ensure it is SCORM 2004-compliant. WCAG compliance will be at WCAG Level AA (WCAG Version 2.1).

Task 6: Functional Prototype (PWO Task 3) - A functional prototype for one complete lesson covering one Terminal Learning Objective will be developed using Articulate Storyline 360 for Blackboard LMS. This functional prototype will follow BIR's branding throughout and will demonstrate the type of content, level of interactivity, and instructional strategies that will be used throughout the course. Should the BIR require a higher level of interactivity, Training R' Us may need additional time to modify and scale up the functional prototype. Once Build-it-Right approves the Course Design Document and Functional Prototype and any modifications are made and approved, we will proceed to develop the Script Storyboards.

Deliverable: Course Design Document & Functional Prototype

3.1.3 DEVELOPMENT TASKS - DEVELOP STORYBOARDS, TEST PACKAGES, AND DRAFT COURSE MODULES

Review Cycles- All 3.1.3 tasks will undergo an internal review cycle with approval by both the Sr. Instructional Designer and Project Manager (and SME, when appropriate) prior to delivery to Build-it-Right, L&D Group. In accordance with the Project Work Order, and per the approved milestone schedule, Build-It Right L&D Group will provide consolidated comments through a change request (CR) process for each review cycle. Training R' Us will implement the comments and attend live adjudication meetings to resolve any unresolved issues. Build-It Right L&D Group will approve the pilot-ready course modules once all comments have been implemented to Build-It Right L&D Group's satisfaction.

Task 7: Script Storyboards (PWO Task 4) - Training R' Us will provide Build-it-Right with several storyboard templates to choose from. Once BIR approves the storyboard template, Training R' Us SME Houman Rassa, along with our storyboard developer Pacey Witter, will develop a script storyboard for each module that specifies the structure, content, and interactivity for each page of every lesson in a module. Each storyboard will contain learning objectives, any relevant instructional content, media requirements and descriptions, navigational information, and branching/interactivity options. Storyboards will follow the pre-approved instructional strategies outlined in the analysis reports and the Course Design Document. Each storyboard will be QA'd, delivered, and reviewed separately. Training R' Us will deliver the 10 storyboards upon completion.

Task 8: Lesson Flow Diagrams - Training R' Us will develop Lesson Flow Diagrams while awaiting SB template approval from BIR. Lesson flow diagrams will detail the progression from enabling learning objectives to terminal learning objectives for each lesson in each module. Lesson flow diagrams will also illustrate the flow of the content.

Task 9: Test Package & Answer Keys - Training R' Us will develop formative and summative assessments aligned with the ELOs and TLOs defined in the CDD. Training R' Us will also determine the passing criteria for each assessment, as well as the passing criteria for the course. The question format will align with the expected level of proficiency as set out by Bloom's Taxonomy and the performance expectations of the BIR employees. These assessments

are embedded in the course and will be accompanied by a test variant for students who do not pass on their first attempt. Additionally, assessment feedback will be available at the end of each assessment. The assessments will be auto-graded. Training R' Us will deliver the test packages and answer keys as Word documents.

Task 10: Draft of Course Modules (PWO Task 5) - Following the approval of Script Storyboards, Lesson Flow Diagrams, and Assessments, Training R' Us will develop the following 10 complete modules for the EVM 101 course:

Five Core Modules:

- Overview of EVM
- Contractual and Regulatory Environments
- Asset Cost and Schedule Performance
- EVM in Risk Management Process
- Change Management

Five Functional Communities (Standalone Modules):

- Contracting
- Cost Estimating
- Financial Management
- Logistics
- Project Management

Training R' Us will propose several COTS tools for Build-it-Right's approval and upon response, begin developing the modules for Blackboard LMS integration. Relevant storyboards, lesson flow diagrams, media descriptions, narration, instructional content, and branching/navigation will accompany each course module. Although EVM 101 will be self-paced, we will also include instructor guides so that BIR may answer any questions from employees taking the course.

Task 11: Pilot Course & Student Pilot Plan (PWO Task 6) - Training R' Us will combine all of the approved course modules into a complete draft EVM 101 course. A student pilot plan will be developed including pilot participants, Kirkpatrick's level 1 satisfaction surveys, and facilitator protocols. The Student Pilot Event will be held in coordination with Build-It Right L&D Group's Headquarters in San Francisco, California.

Task 12: Post-Pilot Report & Revisions - Following the Student Pilot Event, Training R' Us will prepare a Pilot Report to submit to Build-It Right L&D Group that will consolidate and analyze the student survey feedback and propose course revision recommendations. The course will not be final until all pilot comments have been incorporated and adjudicated to Build-It Right L&D Group's satisfaction.

Task 13: Final Delivery (PWO Task 7) - Training R' Us will deliver the source files, source file inventory, and course maintenance plan upon final approval of the student pilot.

Deliverable(s): Scripted Storyboards, Lesson Flow Diagrams, Test Package, Draft Course Modules, Draft Pilot Course, Student Pilot Plan, Finalized EVM 101 course, Source Files, Source File Inventory, Maintenance Plan

3.1.4 IMPLEMENTATION

Course implementation that extends beyond the pilot draft course described in section 3.1.3 is beyond the scope of this project, as the project closes after the final deliverables. Training R' Us will deliver a complete course, in accordance with the PMP milestone schedule, ready for implementation by Build-it-Right, Inc.

Deliverable: N/A, beyond Final Deliverables

3.1.5 EVALUATION

Training R' Us, Inc will evaluate the effectiveness of the pilot course at Kirkpatrick's Level 1 (Reaction) and 2 (Learning) as a part of the course pilot program, as previously outlined in 3.1.3, Tasks 11-12.

Kirkpatrick's evaluation levels 3 and 4 are outside the scope of this project as they would occur after closeout at the discretion of Build-it-Right.

Deliverable: N/A, beyond Final Deliverables