



Learning and Development Group
Earned Value Management E-Learning Course Development
Project Work Order

Introduction

The Learning and Development group of Build-It Right, Inc., is developing a **new** Earned Value Management (EVM) Program to ensure that their mid-level management employees have the right training in **financial management** to effectively apply EVM to their respective programs. In support of this new EVM program, Build-It Right L&D Group is looking for a vendor that will **provide support** in creating **the first EVM course** as part of its EVM portfolio program.

This **basic level** course will educate **project management personnel** in five key functional areas (i.e., Contracting, Cost Estimating, Financial Management, Logistics, and Project Management) of EVM to **develop skilled practitioners** and help improve the likelihood of program success through the application of EVM. This Project Work Order (PWO) addresses the E-learning EVM 101 course requirements to provide the students with a fundamental yet comprehensive understanding of EVM. **EVM 101-Fundamentals of Earned Value Management** will be a new component within L&D's EVM portfolio and will be a required Level 1 certification course for selected Build-It Right management personnel.

Scope of Work

To design, develop and deploy a new Level 1 foundational EVM E-learning course - Fundamentals of Earned Value Management that introduces the **integration and application** of EVM across all identified functional areas. This course will function as an integrated E-learning course and will address the fundamentals of EVM and identify specific application approaches for the following functional communities: **Contracting, Cost Estimating, Financial Management, Logistics, and Project Management.**

- The development approach of the EVM 101 Course will utilize an Analysis, Design, Development Implementation and Evaluation approach.
- The course will cover the approved Terminal Learning Objectives (TLOs) and Enabling Learning Objectives (ELOs) included in the Analysis Report.
- The EVM 101 Course will be designed to **maximize learner engagement** per the design specifications included in the Course Design Document (CDD).
- The EVM 101 Course will be designed and developed to meet the hosting requirements of L&D's Blackboard Learn Learning Management System (LMS).
- The desired EVM 101 Course Goal

Upon completion of this course, students should be able to identify, define, describe, calculate, distinguish, and apply EVM fundamental concepts and principles to their functional specific career field and understand how EVM is integrated across functions to enable the acquisition workforce to achieve the right acquisition outcomes.

EVM 101 Course Prerequisites Requirements

- Fundamentals of Systems Acquisition Management

Target Audience

EVM 101 is intended for Build-It Right mid-level project managers personnel who are required or have a need to know and understand EVM to perform their duties more efficiently and effectively to support improved performance outcomes.

Course Design

- The total seat hours for this self-paced E-learning course will be approximately 10 hours for the core content, and 2 hours per functional module. This is an estimate based on the number of TLOs and ELOs and related content documents and not to be taken as the sole basis for the vendor's quote.
- The course design will be such that students are able to complete the course in a self-paced mode, without faculty intervention.
- The vendor will deliver the course with modules addressing the core content's Terminal Learning Objectives and Enabling Learning Objectives and separate standalone modules for the following functional areas: Contracting, Cost Estimating, Financial Management, and Logistics.
- Completion of this course will require each student to complete the core module along with one of the specific functional area modules for a total of 12 hours of instruction.
- Build-It Right L&D Group is providing course content documents addressing all the TLOs and ELOs as source information. It is the responsibility of the vendor to furnish sufficient Subject Matter Expert (SME) expertise to effectively thread all the course content provided by Build-It Right as source information, across all the functional areas, and identify gaps in objectives and content, and develop the content to fill the gaps upon Build-It Right L&D Group's approval.
- The vendor will develop scenarios and exercises that flow from the beginning to the end of the course that support and align with all course learning objectives.
- Listed below are the areas of emphasize for the core module and the functional specific modules.

EVM Core Module

Lessons:

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

Functional Specific Modules:

Contracting
 Cost Estimating
 Financial Management
 Logistics
 Project Management

- The course needs to demonstrate alignment of the content/materials, knowledge reviews and assessments and traces them to the Terminal and Enabling Learning Objectives.
- The vendor will propose the number of lessons to be included in the core module and functional modules in the CDD.

Performance Requirements

- The selected vendor will perform all tasks in accordance with the approved technical and price quote. The selected vendor will submit a technical quote and pricing quote, including milestone schedule, on the due date of notification to submit. Use of multimedia, simulations, level of interactivity and any other capability to enhance student learning will be addressed in the technical quote.
- The selected vendor will provide all necessary personnel, material, and equipment, administrative, financial, and managerial resources necessary for the support of this project.
- All work will take place at the selected vendor's facility. Travel may be required and will not be reimbursable.

Project Management Requirements

- 1) **Kick-Off Meeting.** The selected vendor, with Build-It-Right's approval of date, will schedule the Kick- Off Meeting within 10 working days after project award. Key prime vendor personnel will participate in the Kick-Off Meeting. The purpose of this Kick-Off Meeting is to (1) aid both the Build-It Right L&D Group and vendor in achieving a clear and mutual understanding of all requirements, and (2) identify and resolve potential problems. The vendor will be prepared to discuss any issues requiring clarification and gather information necessary for the project management plan (PMP), content analysis report, course design document (CDD), and prototype.

The vendor will submit an agenda to Build-It Right L&D Group at least 3 working days prior to the event including appropriate read-ahead materials. The purpose of the Kick-Off Meeting is to introduce project personnel, review requirements/schedule and obtain learning asset resources. The vendor will submit minutes documenting the status of vendor effort and action items discussed within two (2) working days.

- 2) **Project Management Plan (PMP).** The vendor will develop and maintain throughout the project's period of performance, a PMP that will be used as the framework for information and resource management planning. The vendor will always keep the PMP accessible electronically and be prepared to brief any PMP content to Build-It Right L&D Group on short notice (within 24 hours).
- 3) **Milestone Schedule.** The PMP will include a detailed milestone schedule that documents all the required tasks, activities, and agreed upon deliverables and reviews. The milestone schedule will

detail all baseline dates for all deliverables. The milestone schedule will be developed using Microsoft Project Professional 2021.

- 4) **Weekly Status Meeting.** Build-It Right L&D Group and the vendor will conduct a weekly teleconference via Microsoft Teams, approximately 30 minutes in duration, to discuss the status of the project and action items. The vendor will schedule the meeting and document discussions, and action items, and submit them to Build-It Right L&D Group by close of business of the next working day.
- 5) **Monthly Status Report (MSR).** The vendor will provide a MSR that is due by the close of business (COB) of the 10th workday of each month. This report will provide a summary of work performed by task area for the reporting period, to include the submitted deliverables invoiced during that period,

milestones and update against tasks/activities, progress toward open efforts, Trip Reports and Problem Reports.
- 6) **Final Deliverables.** All final products and source files developed under this PWO will be delivered to Build-It Right L&D Group by the due date specified in the approved schedule.
- 7) **Quality Assurance.** The contractor will institute and maintain a capability to ensure the quality of the products and services required for this project. The selected vendor will apply industry standards and quality assurance best practices in program management to **include, at a minimum, identification of quality control processes, evaluation methods, and process improvement.**

Technical Requirements

1) Task 1 - Develop Analysis Report

The vendor will develop a learning hierarchy of terminal and enabling learning objectives for the core and functional modules. The LO hierarchy will be mapped to module structure. Each LO will include learning conditions, performance standards, and will be level of learning in accordance with Bloom's taxonomy. The vendor will provide recommendations as necessary, on content outlines to **ensure alignment of terminal and enabling learning objectives to appropriate levels of proficiency.** The vendor will submit the analysis report IAW with the approved project's schedule and upon Build-It Right L&D Group's approval, will serve as the basis for the CDD, and work on subsequent tasks should not start until Build-It Right L&D Group approves the analysis report.

2) Task 2 - Develop the Course Design Document (CDD)

The vendor will develop a CDD that as a minimum includes the following:

- Instructional strategies
- Assessment strategies and measurable criteria
- Technical considerations and delivery standards

- Graphical User Interface (GUI) theme
- Writing conventions
- Design standards
- Evaluation plan

The vendor will submit the CDD IAW with the approved project's schedule. However, the CDD is to be considered a living document and will be updated as needed subject to Build-It Right L&D Group's approval.

3) Task 3 - Develop Functional Prototype

The vendor will develop a fully functional prototype to reflect the interface, Build-It Right branding. This prototype will demonstrate the type of content, interactivity, and instructional strategies used throughout the core module of the course. The vendor will submit the functional prototype IAW with the approved project's schedule. Work on subsequent tasks should not start until Build-It Right L&D Group approves the functional prototype.

4) Task 4 - Develop Script Storyboards

Working in close partnership with subject matter experts (SMEs), the vendor will develop a script storyboard for each module that specifies in detail the structure, content, and interactivity of each page of the lessons for that module. These documents will contain:

- Storyboards with instructional content, media descriptions, and navigational information for each page of the module, to include branching and interactive options
- Lesson flow diagrams
- Test package (posttest with answer keys in Word document for review for each module)

The vendor will submit the script storyboards IAW with the approved project's schedule. Build-It Right L&D Group anticipates one delivery per module.

5) Task 5 - Produce Course Modules

The vendor will develop the course modules using COTS tools, no proprietary tools, no exceptions. Proposed COTS tool must be approved by Build-It Right L&D Group. The vendor will coordinate module package incremental delivery to the Blackboard LMS as required. Per the approved schedule, Build-It Right L&D Group will provide consolidated comments through a change request (CR) process for each review cycle. The vendor 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.

6) Task 6 - Support Course Pilot

The vendor will support **one course pilot event** by preparing and submitting a student pilot plan, supporting the pilot event, and developing a pilot report. The pilot report will include a list of consolidated comments and recommendations based on Level 1 surveys and observations. The

course pilot event will be coordinated and scheduled at the Build-It Right L&D Group's Headquarters in San Francisco, California. Build-It Right L&D Group will not consider the course to be final until all pilot comments have been incorporated and adjudicated to Build-It Right L&D Group's satisfaction.

7) Task 7 - Submit Final Course Materials

The vendor will provide the final course materials, including the source files and source files inventory, and maintenance plan for upload to the Build-It Right's Blackboard content system.

In Scope Change

To ensure clarity of definition of in-scope changes, the following is provided as change in scope parameters that the Build-It Right L&D Group and the vendor will both agree to upon contract award.

Build-It Right L&D Group will implement a change request process to document any comments and recommendations for changes for the review of each output of a development iteration. Items identified at a prior phase, for example, Build-It Right L&D Group's changes submitted as part of storyboard reviews were not implemented in the programmed lessons, will be considered defects, and not be included in the following calculation of Build-It Right L&D Group's in-scope changes:

- At storyboards – up to 30 percent of course may be changed.
- At programmed lessons - up to 20 percent of course may be changed.
- At student pilot conclusion – up to 10 percent of course may be corrected.

Final Approval

All deliverables will be inspected for content, completeness, accuracy, and conformance to requirements by the Build-It Right Contract Officer and L&D Group representatives.

Ms. Lucia Letalet
Executive Training Manager, Learning and Development Group
Build-It Right, Inc.
9820 River Run Road, Suite 1022
Rockville, MD 20847
Email: l.letalet@builditright.com

Ms. Ronda Espinoza
Sr. Instructional Designer, Learning and Development Group
Build-It Right, Inc.
9820 River Run Road, Suite 1022
Rockville, MD 20847
Email: r.espinoza@builditright.com

Ms. Michael Albert
EVM Subject Matter Expert Consultant
9820 Cypress Road

Amityville, VA 24201

Email: m.albert@anyemail.com

Mr. Sam Jackson

Contracts Manager

Build-It Right, Inc.

9820 River Run Road, Suite 1022

Rockville, MD 20847

Email: s.jackson@builditright.com

About Build-It Right, Inc.

Build-It-Right, Inc., is a North America-based, international construction services company and is a leading builder in the aviation and transportation market segments. We have completed over 1,000+ projects in the aviation and transportation industries. Our diverse global portfolio, covering terminals, airfields, rental car facilities, hangars, and cargo facilities, is proof of our team's expertise. We build where the world flies.

The company has earned recognition for undertaking large and complex projects, fostering innovation, embracing emerging technologies, and making a difference for their clients, employees, and community. With a staff of over 10,000 employees, the company completes \$15 billion of construction on 1,500 projects each year. Build-It-Right, Inc., offers clients the accessibility and support of a local firm with the stability and resources of a multi-national organization.

www.builditrightnorthamerica.com