

## APPENDIX D

D

**HHS Logistics Training & Certification Program (LTCP)**

Logistics Policy Staff  
Office of Grants and Acquisition Management  
Office of the Assistant Secretary for Management and Budget

**June 23, 1999 Presentation**

to the Executive Committee for Logistics  
Department of Health and Human Services

# HHS Logistics Training & Certification Program (LTCP)

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# HHS Logistics Training & Certification Program (LTCP)

## **Vision**

Design, implement and deliver competency-based electronic learning and online certification to the desktop via an electronic performance support network and establish a professional certification program in Logistics with the goal of accomplishing substantive and measurable performance improvement.

## **Purpose**

The purpose in making the vision a reality is to:

- Provide integrated, effective Logistics training, performance support and knowledge repositories enabling HHS Logistics personnel to fully develop their knowledge, skills and abilities.
- Enable OPDIVs to develop a common foundation of knowledge, tools, and capabilities in order to truly capitalize on each other's wisdom and share their human developmental resources.
- Better serve Logistics customers across the Department, as well as other customers inside and outside the Department, with a highly developed and skilled Logistics workforce.
- Provide HHS Management with an organized program to fully capitalize on its Logistics human assets.

## **III. Background**

HHS Logistics plans, implements, and controls the efficient, effective flow and storage of millions of dollars of goods, services, and related information from the point of origin to the point of consumption in order to meet customers' requirements.

Logistics is an important contributor to mission accomplishment at HHS, yet its workforce training, development and performance improvement needs are not being adequately addressed.

In addition, the Department is faced with the challenge of integrating increasing numbers of contractors into its workforce, contractors who must be proficient in Departmental procedures and processes.

A phased, right-sized solution to this critical problem is required. The solution is **The HHS Logistics Training & Certification Program (LTCP)**.

## HHS Logistics Training & Certification Program (LTCP)

### A. Policy and Regulations

The following HHS Policy supports the creation of **The HHS Logistics Training & Certification Program (LTCP)**:

- Learning Technology Vision Statement in October 28, 1998 letter from Donna E. Shalala to Vice President Al Gore

“In the coming year, HHS will develop an action plan to leverage the existing learning technology infrastructure in order to establish a HHS distributed learning network that will make learning resources and materials available to all employees. This will require modernizing and expanding the existing training and distance learning infrastructure, and strengthening the capacity of HHS and its partners to use it as a delivery mechanism for training, information and performance support.”

The following Federal regulations, guidance, Executive Orders and initiatives support the creation of **The HHS Logistics Training & Certification Program (LTCP)**:

- Executive Order 13111 Using Technology to Improve Training Opportunities for Federal Government Employees  
“Advances in technology and increased skills needs are changing the workplace at an ever increasing rate. These advances can make Federal employees more productive and provide improved service to our customers, the American taxpayers. We need to ensure that we continue to train Federal employees to acquire the skills and learning needed to succeed in a changing workplace. A coordinated Federal effort is needed to provide flexible training opportunities to employees and to explore how Federal training programs, initiatives and policies can better support lifelong learning through the use of learning technology.”
- Federal Acquisition Reform Act gave OFPP responsibility for establishing requirements for acquisition-related workforce positions in non-DoD agencies and the Qualification Standard for Industrial Property Management Specialist (GS-1102) must be applied no later than January 1, 1999/January 1, 2000.
- National Performance Review and Executive Order 12931 Federal Procurement Reform  
Underscores the Administration’s approach to managing procurement and requires agencies to establish career education programs for procurement professionals.
- Public Law 93-400 enacted in 1995 amended the OFPP Act (Section 4307) implemented by OFPP Policy Letter 97-01 entitled Procurement System, Education, Training, and Experience Requirements for Acquisition Personnel
- Office of Federal Procurement Policy (OFPP) Policy Letter 92-3 June 24, 1992  
Implemented as change to FAR 1.603-1 and established policies and a Government-wide standard for skill-based training for the Federal Acquisition Workforce.

## HHS Logistics Training & Certification Program (LTCP)

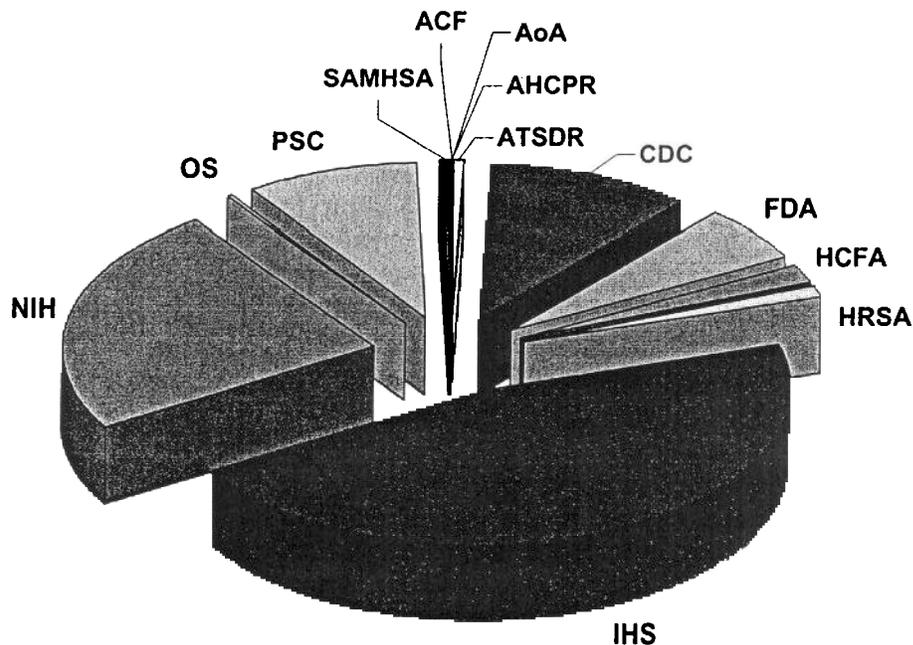
- Defense Acquisition Workforce Act 1991  
Applicable to Department of Defense agencies, DoD's implementation includes the career field of Industrial/Contract Property Management.

The thrust of the Government Results and Performance Act and the Chief Financial Officers Act, in addition to the accountability requirements of the Federal Property and Administration Services Act, Public Law 84-863 and the Federal Property Management Regulations, require the Department to take very seriously the training, performance support and professional development of its Logistics employees.

### **B. Current Status of HHS Logistics**

In 1992, a Logistics Management Survey was conducted by the Office of Grants and Acquisition Management (OGAM) and the Logistics Policy Staff (LPS). After a review of the relevant regulatory guidance cited above, work began by establishing The HHS Electronic Logistics Training and Support Network (or EL-TRAINS) at <http://www.ogam2000.com/log> and designing/deploying a first web-based survey of training patterns to better serve the HHS Logistics population.

**HHS Logistics Population Source: HHS Human Resources Report 3/99**



Logistics competency development, training and performance support activities of **The Logistics Training and Certification Program** will utilize the up-to-date and comprehensive information obtained in this survey. Survey results will detail the target populations and the current training picture for Property, Materials Management and Transportation positions in the Department.

## HHS Logistics Training & Certification Program (LTCP)

The HHS Logistics population, as represented in the chart above, consists of 402 full-time equivalent (FTE) employees. Not represented are an estimated 5,000 Property Custodial Officers and 2,000 other HHS employees who touch the Logistics process in a variety of ways. There are another 22 FTEs and 50 FTE unfilled positions which have been identified recently. Reconciliation is in process, but in the interim, the more conservative number of 402 FTEs will be utilized.

It is expected that completion of this survey will lead to the identification of training needs, key training content sources and areas of common ground between the OPDIVs and OGAM.

The HHS Logistics Training and Certification Program intends to focus intensely on these areas.

### **IV. The HHS Logistics Training and Certification Program (LTCP)**

#### **A. Overview**

In April 1998, HHS Personal Property Management Version 1.0 CD-ROM was rolled out and nearly four thousand (4,000) CD-ROMS have been distributed throughout the Department. The number of certifications of course completion is being totaled. This CD has been met with enthusiasm by users and has been recognized Government-wide. The first test regarding the educational and business value of electronic learning was passed with flying colors.

At the April 1998 product roll-out, the concept was posited and discussion ensued regarding the need for a more robust solution to HHS Logistics workforce needs. The idea for a Logistics electronic learning and performance support network was advanced and strongly supported.

In September 1998, a presentation was made to the HHS Executive Committee for Logistics (ECL) and the decision was made to form a working group to further develop the concept, gather information and identify best practices.

DOE, DLA, FEMA have provided practices derived from their own training initiatives and experiences. Additionally, it became apparent that the concept of a Logistics electronic learning and performance support network accomplished the GSA Strategic Planning Initiative Learning and Growth Strategic Goal.

Since January, 1999, **The HHS Logistics Training and Certification Program (LTCP)** has been developed by a working group with OPDIV representation, input from the USDA Graduate School and contractor support under the leadership of Stephen E. Mahaney, Logistics Policy Staff, OGAM.

Management Sponsors are Terry Tychan, OGAM and Raffie Shahrigan, OGAM and the HHS Electronic Logistics Training and Support Network Working Group's (EL-TRAINS) members are:

- Christopher Stallard, CDC
- Mendell Hill, FDA
- Ken Kotchenreuther, HRSA

## HHS Logistics Training & Certification Program (LTCP)

- Barbara Fine, IHS
- Rose Ann Corley, NIH
- Darlene Stickel, NIH
- Ruth Salinger, OS/ASMB/OHR
- Nancy Weisman, OGAM
- Lori Walker, PSC
- Mary Ann Veitch, PSC
- Charlene Spence, SAMHSA
- Perry Broadhus, USDA Graduate School Instructor

In addition to the EL-TRAINS Working Group, input has been received from:

- Shirley Tyson, ACF
- Pat Fisher, CDC
- Suzanne McCue, FDA
- Katherine Busch, FDA
- Michelle Nugent, FDA
- Phil Kaulity, IHS
- Mike Showers, NIH
- Joseph Smith, SAMHSA

Special support in presentation preparation, data collection and administrative assistance has been provided by Lori Walker and Mary Ann Veitch, PSC.

Administrative assistance and presentation support has been provided by Darlene Stickel, NIH.

Contractor support has been provided by K.A. McKirchy, McKirchy & Co., Inc. in the areas of concept development, infrastructure design and development, web site prototype design and development, certification and competency research, and presentation and program development.

### **B. The HHS Electronic Logistics Training and Support Network (EL-TRAINS)**

The HHS Electronic Logistics Training Network (EL-TRAINS), a world-wide web site at <http://www.ogam2000.com/log>, has been established as the primary delivery mechanism for **The HHS Logistics Training and Certification Program**.

EL-TRAINS will utilize solutions from the worlds of electronic learning, performance support and knowledge management to provide a full curriculum, certification program and performance support tools to the HHS Logistics community.

All courses and certifications of course completion will be conducted electronically through EL-TRAINS and will be available 24 hours per day, 7 days per week, 365 days per year. Providing resources at the moment of need to learn is among the highest leverage activities that can be employed and The HHS Electronic Logistics Training and Support Network intends to take full advantage of this.

Additionally, EL-TRAINS will be the knowledge repository for HHS organizational intelligence in Logistics.

## **HHS Logistics Training & Certification Program (LTCP)**

It appears that the parallel construction of an electronic network dedicated to electronic learning/performance support/knowledge management and the initiation of a professional development program based on such a network is the first such effort to be built from the ground up in the Federal Government.

This effort has already attracted significant interest Government-wide. Presentations have been made upon request to NASA, NOAA, DOE, FEMA, the GSA Inter-Agency Committee for Property Management and NPMA.

The HHS Electronic Logistics Training and Support Network is an integral part of the OGAM 2000 Knowledge Exchange Network, a key OGAM initiative, linking Acquisition, Grants, Logistics, Small Business, Audit Resolution & Cost Policy and Electronic Commerce sites and is sponsored by the Department at <http://www.ogam2000.com>.

### **C. Program Implementation**

#### **1. Phase I - HHS Logistics Curriculum Development**

In Phase I of **The HHS Logistics Training and Certification Program** the focus is on Curriculum Development.

Curriculum will be developed for electronic delivery focusing on both learning and performance improvement.

The topics chosen for development have been identified by the EL-TRAINS Working Group and will be refined by survey results and competency information currently being researched.

Curriculum will include a core and elective course mix and will provide a suggested module order. Care has been taken to identify courses that should be developed by the Department and those which should be obtained through a quality service provider.

The basic building block of the curriculum to be developed by the Department is The Desk Reference on the Web delivered directly to the employee's desktop by EL-TRAINS. Curriculum may also be deployed on CD-ROM.

##### **a. Development Approach**

The development approach for the Web is phased, modular, quickly updateable, practical, low risk and performance improvement oriented.

- Desk Reference on the Web Level I presents relevant and up-to-date textual and graphical context and content developed by, and integrated with, expertise from HHS and outside subject matter experts for learning, performance improvement and Logistics knowledge management.

## HHS Logistics Training & Certification Program (LTCP)

- Desk Reference on the Web Level II introduces tutor/student dialog in the instruction, practice testing and online course completion certification increasing return on investment for the content development efforts of Level I.
- Desk Reference on the Web Level III will be positioned to bring in audio and video as the HHS infrastructure allows and can also provide for additional user preferences.

The development approach utilizes and builds upon methodology and best practices from the successful HHS Personal Property Management Version 1.0 CD-ROM and six prior training projects producing 65,000 CDs for five major Federal agencies.

Subsequent research and development in performance improvement and knowledge management has provided the capability for interactive, integrated, modeled business processes down to the step level offering the opportunity to achieve an accelerated competency curve.

It is critical for HHS to address the need for both employees and contractors to rapidly come up to speed in complex environments and therefore, this new capability is invaluable. Further, it is critical that performance improvement measures be identified and integrated into each project in order to quantify results and provide feedback for continuous process improvement.

Curriculum development teams will utilize rapid application development techniques, a proven methodology to develop, test, field and maintain topical content, and high levels of end user involvement throughout the entire process.

Developments in learning objects, meta-data methodology, web-based education and standards for electronic learning, performance support and knowledge management will be monitored and adopted as appropriate.

### **b. Core Curriculum**

**The Logistics Certification and Training Program Core Curriculum** is based on stand alone modules as well as modules which “drop down” from stand alone modules.

For example, HHS Personal Property Management (PPM) Desk Reference on the Web has a topic on Accountability which, as you will see below, will be developed in greater depth in a Drop Down Module on Accountability.

**The Logistics Certification and Training Program Core Curriculum** consists of:

- Audit  
Developed as Stand Alone Module

## **HHS Logistics Training & Certification Program (LTCP)**

- Basic Acquisition  
Supplied by OGAM/Office of Acquisition (OAM)
- Budget Planning, Development and Presentation  
Provider to be Identified
- Cost Analysis/Activity-Based Costing  
Provider to be Identified
- Customer Service  
Provider to be Identified
- Ethics  
Provided by the Office of Ethics or NIH
- Hazardous Material/Safety  
Provided by the HHS OPDIV Safety Program(s), DoD, DOT, or EPA
- Logistics Case Studies  
Stand Alone Module with Cross-Cutting Case Studies
- Materials Management  
Developed as a Stand Alone Module
- Personal Property Management (PPM)  
Continued Development of Stand Alone Module
  - Accountability  
Developed as Drop Down Module from PPM
  - Contract and Grant Property/Property Administration  
Developed as Drop Down Module from PPM
  - Utilization to Disposal  
Developed as Drop Down Module from PPM
- Project Officer  
Provided by OGAM Acquisition
- Transportation
  - Motor Vehicle Management  
Developed as Stand Alone Module with GSA Office of Government-wide Policy, Fleet Management Division
  - Employee Relocation/Household Goods Movement Provider to be Identified

## HHS Logistics Training & Certification Program (LTCP)

- Freight Management  
Provider to be Identified
- GBL Issuance  
Provider to be Identified
- Mode and Carrier Selections  
Provider to be Identified
- Transportation Documentation  
Provider to be Identified

Content in each of the topics targeted for development is already being gathered by the EL-TRAINS Working Group.

This content includes not only the material from Government courses, but also information necessary to optimize performance in the targeted topical areas.

### **c. Elective Curriculum**

The Logistics Certification and Training Program Elective Curriculum consists of:

- Automated Identification and Marking Systems (AIMS) Technologies  
Provider to be Identified
- Effective Communication  
Provider to be Identified
- Facilities Management  
Provider to be Identified
- Government Contract Law  
Provided by OGAM Acquisition
- Project Management Techniques  
Provider to be Identified
- Purchase Card  
Provided by GSA
- Writing Skills  
Provided by HHS Program Support Center

## HHS Logistics Training & Certification Program (LTCP)

### d. Curriculum Development Team Leaders

The Logistics Certification and Training Program Curriculum Development Team Leaders have been identified as follows:

- **Audit**  
Team Leader: Office of Grants and Acquisition Management, LPS and Office of the Assistant Secretary Management and Budget, Office of Financial Policy
- **Logistics Case Studies**  
Team Leader: Stephen Mahaney
- **Materials Management**  
Team Leaders: Rose Ann Corley, NIH and Barbara Fine, IHS
- **Personal Property Management**  
Team Leader: Stephen Mahaney
  - **Accountability**
  - **Contract and Grants Property/Property Administration**
  - **Utilization & Disposal**
- **Transportation: Motor Vehicle Fleet Management**  
Team Leaders: Waldo Nelson HHS and Patrick McConnell, GSA

## 2. Phase II - HHS Logistics Online Certification of Course Completion

In Phase II of **The HHS Logistics Training & Certification Program (LTCP)** certification of course completion for each curriculum topic will be finalized from Phase I. Phase II will begin on a course by course basis immediately upon completion of Phase I development for each course.

LTCP intends to augment the standard set in the HHS Personal Property Management Version 1.0 CD-ROM where:

- Topics of instruction are built to carefully constructed objectives and are tested in instruction, practice tests and certification of course completion testing.
- High levels of content and technical integration are achieved.
- Pass rates for certification of course completion are set higher than the Federal norm.
- Continuous process and product improvement is implemented through relentless TQM testing and high levels of customer involvement and feedback.

LTCP will augment this standard through its research into Logistics competencies, performance improvement and knowledge management.

## **HHS Logistics Training & Certification Program (LTCP)**

Certification of course completion will be primarily administered on the Web directly at the desktop, but may also be administered according to individual OPDIV requirements.

Practice testing and certification of course completion will be achievable at any time on EL-TRAINS by invoking a testing module within each Desk Reference on the Web.

In addition to finalizing the rigorous practice test and certification of course completion testing modules similar to those utilized in HHS Personal Property Management Version 1.0 CD-ROM, Phase II will determine the best online implementation. Research and development in this area is already ongoing.

In the future, certification of skills development in addition to knowledge transfer in a full implementation of a competency-based training and certification program is envisioned. Work in this area will begin in Phase III of The Logistics Training and Certification Program.

### **3. Phase III - HHS Logistics Career Management Plan**

Phase III adds to Phase I and Phase II by establishing Logistics Career Levels, Logistics Competencies, The Logistics Professional Certification Program, and Logistics Individual Development Plans in an integrated HHS Logistics Career Management Plan.

#### **HHS Logistics Career Levels**

Following the model of other Federal career management programs in Acquisition and Grants, **The Logistics Training and Certification Program** will address the following career levels in its curriculum and certification program:

- **Entry Level**  
Fundamental qualifications and expertise
  - Interns
  - Apprentices
- **Intermediate Level**  
Specialization to develop in-depth expertise
- **Advanced Level**  
Generalist skills and abilities
- **Management Level**  
In-depth knowledge of functional area and breadth of knowledge across entire Logistics area

#### **HHS Logistics Competencies**

Competencies are thorough descriptions of the knowledge, skills, abilities and aptitudes required for competent performance.

## **HHS Logistics Training & Certification Program (LTCP)**

Exemplar performance is identified and institutionalized through the proper use of competencies. All topical objectives, instruction, testing and performance support tools are based on bringing a worker to competence. The goal of **The Logistics Training and Certification Program** is accelerated competence.

The EL-TRAINS Working Group intends to utilize best practices of the Corporate University effort underway at CDC, among others. Under the leadership of CDC, the EL-TRAINS Working Group will use email and a web-based competency survey on The Electronic Logistics Training and Support Network (EL-TRAINS) to augment its work in competency development in Property, Materials Management and Transportation.

The Logistics Knowledge, Skills and Abilities Survey will involve HHS Logistics employees in identifying key logistics competencies and the individuals who exhibit these exemplar skills.

Interviews will be conducted with these individuals in order to gain insight into their knowledge, hard and soft skills, abilities and aptitudes for use in competency and curriculum development.

The EL-TRAINS Working Group will coordinate its competency development effort with the OPDIVs, HHS and OPDIV Human Resources and Union Representation.

Competencies will be utilized during development of curriculum, certifications of course completion and Logistics Professional Certifications.

In addition, civilian and military organizations throughout the Federal Government, universities and commercial organizations are being consulted regarding competency development tools and formal Logistics competencies already developed and in use.

### **c. HHS Logistics Professional Certifications**

HHS Logistics Professional Certifications will build on the course development and course completion certification initiatives of Phase I and Phase II.

Certifications of course completions will be required in both the core and elective curriculum, among other requirements, in order to achieve a Logistics Professional Certification.

Other requirements will be set in the areas of education, experience, mentoring and professional activities.

HHS Logistics Professional Certifications will have distinction and meaning and will be awarded after careful review. Individuals who certify will be recognized in meaningful ways by HHS top management, OPDIV top management, Logistics top management, Union leadership and the HHS human resources system.

## **HHS Logistics Training & Certification Program (LTCP)**

The HHS Logistics Professional Certification will be developed with research into, and coordination with, where possible, other Certification Programs to include the Department of Energy (DOE), the Department of Defense (DoD), the National Property Management Association (NPMA), the Society of Logistics Engineers (SOLE) and the American Production and Inventory Control Society (APICS).

### **d. HHS Logistics Individual Development Plans (IDP)**

As part of the Logistics Career Management Plan in Phase III, all HHS Logistics professionals in the Department should have an individual development plan (IDP) prepared by the individual with the assistance of his/her supervisor. The IDP should be updated yearly (or as needed) and should include, but not be limited to:

- Short Term and Long Term Career Goals and Objectives
- List and Dates of Core and other Relevant Courses completed
- Courses Scheduled
- Certifications Completed and Required
- Recertifications Required
- Rotational, On-the-Job, Details and Mentoring Assignment
- Other Professional Development
- Refresher Training

Supervisors should conduct reviews after each rotational, on-the-job, detail or mentoring assignment, or quarterly, to review what the employee has learned, what further assistance the employee needs to apply what is learned, and what is expected of the employee.

### **e. HHS Logistics Certification Board**

The HHS Logistics Career Management Plan, the third phase of **The HHS Training and Certification Program**, will be managed by the HHS Logistics Certification Board.

The HHS Logistics Certification Board will be composed of senior personnel from the OS/ASMB/OGAM, Logistics Policy Staff, the EL-TRAINS Working Group, the Executive Committee for Logistics (ECL) and representatives from the Unions, Human Resources, NPMA and other Government agencies. The HHS Logistics Certification Board may also include distinguished personnel from other areas of the Federal Government and the private sector necessary for visibility, credibility and objectivity.

The HHS Logistics Certification Board will meet as needed, but at least quarterly, to provide advice, guidance, and direction for all functions associated with the development, implementation, management and operations of the Logistics Career Management Plan such as:

- The Board will establish a network of content experts and coordinators throughout the OPDIVs to staff the Discussion function of The Electronic Logistics Training and Support Network, providing personal support to the electronic learning and performance support model of delivery of courses and course completion certifications.

## **HHS Logistics Training & Certification Program (LTCP)**

- The Board will monitor and assure the Logistics Career Management Plan is implemented in each OPDIV and that there is alignment among the Logistics competencies, what Logistics personnel actually do and the performance evaluation and reward system.
- The Board will set-up the mentoring program envisioned as a key component of HHS Logistics Professional Certification to include training of HHS Logistics Mentors, management of the mentoring program, adjustments to job descriptions and job performance plans to accommodate additional mentoring duties, and recognition for HHS Logistics Mentors.
- The Board will also determine the procedure(s) for HHS Logistics Professional Certification, the involvement of the supervisor and mentor in recommending Certification, and assist and amplify OPDIV organizational recognition of HHS Logistics Professional Certification.
- The Board will partner with OPDIV management in the development and utilization of effective procedures for the development of realistic, cogent, mission-oriented Individual Development Plans (IDPs) for all HHS Logistics personnel.
- The Board will partner with OPDIV management in the identification and development of rotational assignments and other carefully managed on-the-job training opportunities to expose Logistics personnel to a wide variety of Logistics related thinking, approaches and best practices.
- The Board will monitor requirements for recertification based on changes in law, regulations or HHS policy and will assist EL-TRAINS in providing the appropriate mechanisms to electronically manage current certifications and recertifications.
- Additionally, the Board will review, select and monitor the providers of courses it does not develop. The Board will establish partnerships to move provider content to electronic delivery and will integrate provider offerings into a cohesive certification program.
- The Board will review and integrate offerings and activities of the identified professional groups into the requirements necessary for Logistics Professional Certification.
- The Board will review equivalencies from colleges and universities as required.
- And finally, the Board will review the offerings of the other Federal agencies in Logistics and determine how to credit course and certifications offered by these programs.

### **C. Resource Projections**

The HHS Logistics Training & Certification Program (LTCP) will operate under a staged approach of:

- EL-TRAINS infrastructure development dealing with help desk support, software, hosting server(s), database, programming and security issues

## **HHS Logistics Training & Certification Program (LTCP)**

- Desk Reference on the Web development, CD development only where required, efficient update and maintenance, and possible future use of audio and video on the web as the HHS infrastructure allows and content requires.
- Secure online certification of course completion development and deployment.

Resources required from each OPDIV include:

- Subject matter experts for each curriculum topic and to staff Discussion on EL-TRAINS
- Administrative and management resources for the HHS Logistics Certification Board
- Business line support for performance support module development and performance measures development
- Human resources support to implement Logistics competencies and the Logistics Mentoring Program.
- Financial support.

Preliminary Financial Projections and Justifications have been prepared and are included on Page 18. The following assumptions have been utilized in preparation of these projections and justifications:

1. It is standard practice to estimate yearly update and maintenance at 15% of development cost; this cost is estimated for the courses developed in the previous year.
2. On average, one-third (1/3) of a target student population has TDY expense associated with traditional classroom training.
3. A \$400 expense for three days of training is a fair estimate of tuition expenses for traditional classroom training.
4. The expenses for the time of Government personnel necessary for course development is not estimated as there are no reliable figures available; metrics in this regard will be established as curriculum is developed and out-year estimates will be modified accordingly.
5. All OPDIVs will share equally in funding unsponsored expenses.

## HHS Logistics Training & Certification Program (LTCP)

LTCP Funding Projections and Justifications		FY99	FY2000	FY2001	FY2002
<b>Sponsor</b>	<b>Phase I and Phase II Infrastructure</b>				
OS/OGAM	Help Desk Support, Software, Hosting Server(s), Database, Programming, Security	\$15,000.00	\$65,000.00	\$65,000.00	\$65,000.00
<b>Sponsor</b>	<b>Phase I and Phase II Curriculum Development</b>				
	Audit		\$35,000.00		
OS/LPS	Personal Property Management V2.0	\$50,000.00			
	Accountability			\$15,000.00	
	Contract and Grants Property		\$35,000.00		
	Utilization and Disposal			\$35,000.00	
	Logistics Case Studies		\$25,000.00	\$25,000.00	
OS/OAM	Project Officer		\$60,000.00		
GSA	Motor Vehicle Management*	\$75,000.00			
NIH	Materials Management	\$50,000.00			
	<b>Total Infrastructure and Development</b>	<b>\$190,000.00</b>	<b>\$220,000.00</b>	<b>\$65,000.00</b>	<b>\$65,000.00</b>
	<b>Yearly Update and Maintenance</b>		<b>\$28,500.00</b>	<b>\$33,000.00</b>	<b>\$9,750.00</b>
	<b>TOTAL INVESTMENT</b>	<b>\$190,000.00</b>	<b>\$248,500.00</b>	<b>\$98,000.00</b>	<b>\$74,750.00</b>
	Total Unfunded Curriculum Development and Yearly Maintenance	\$0.00	\$248,500.00	\$98,000.00	\$74,750.00
	<b>OPDIV Share (1/13 of Unfunded Total)</b>	<b>\$0.00</b>	<b>\$19,115.38</b>	<b>\$7,538.46</b>	<b>\$5,750.00</b>
	<b>Annual Investment per 402 HHS Logistics Employees</b>	<b>\$472.64</b>	<b>\$618.16</b>	<b>\$243.78</b>	<b>\$185.95</b>
	<b>Annual Investment per 7400 HHS Employees involved in Logistics</b>	<b>\$25.68</b>	<b>\$33.58</b>	<b>\$13.24</b>	<b>\$10.10</b>
	<b>Training Costs for Traditional Training: 402 Logistics Employees; Average \$400 Tuition; 6 Courses</b>	<b>\$960,000.00</b>			
	<b>TDY for Traditional Training for 1/3 of 402 Logistics Employees (132) at \$800</b>	<b>\$105,600.00</b>			
	<b>Total Traditional Training Costs</b>	<b>\$1,065,600.00</b>			
	<b>Total LTCP Desktop Delivery Costs</b>	<b>\$611,250.00</b>			
	<b>Savings</b>	<b>\$454,350.00</b>			
	<b>Training Costs for Traditional Training: 7400 Employees; Average \$400 Tuition; 1 Course</b>	<b>\$2,960,000.00</b>			
	<b>TDY for Traditional Training for 1/3 of 7400 Employees (225) at \$800</b>	<b>\$180,000.00</b>			
	<b>Total Traditional Training Costs</b>	<b>\$3,140,000.00</b>			
	<b>Total LTCP Desktop Delivery Costs</b>	<b>\$611,250.00</b>			
	<b>Savings</b>	<b>\$2,528,750.00</b>			

\*Note: This preliminary projection does include audio/video for CD; otherwise all other projections do not include audio, video or web audio/video costs. Provider course costs are not included. Government personnel expenses allocated to curriculum development are not estimated.



## HHS Logistics Training & Certification Program (LTCP)

### E. Business Case

As you can see from the LTCP Preliminary Projections and Justifications chart, the business case is stunning.

These figures are based on a Logistics population of 402 employees. When the estimated 5,000 HHS employees with collateral duties, the estimated 2,000 HHS employees who touch Logistics in various ways, population turnover and contractor performance support requirements are considered, the return on investment is certainly quite attractive.

Return on investment is actually realized early in Phase I as soon as the first curriculum topic is deployed and available to HHS employees and contractors as integrated, performance-oriented support streaming to the desktop and is further amplified by integration of certified curriculum completion into Logistics Professional Certification. Details of the advantages of the desktop delivery model can be found at <http://www.ogam2000.com/advantag.htm>.

In addition to the savings addressed in the LTCP Preliminary Projections and Justifications chart, cost avoidance must be considered. Traditional training involves the employee being away from the job for days on end. These costs are repetitive, year-in and year-out.

With the electronic learning and performance support system incorporated in The Logistics Training and Certification Program, these significant costs for the Logistics core competencies of Audit, Logistics Case Studies, Materials Management, Personal Property Management and its associated Modules, Project Officer and Motor Vehicle Management are avoided. Infrastructure and curriculum development investments are spread over many courses, employees and contractors avoiding the high, repetitive costs of traditional training.

HHS must address insuring competence. The insidious costs of incompetence include limited business results, limited productivity, high overhead support costs, inadequate quality, high costs of doing business and lost opportunity costs. These costs must be reduced and eliminated.

Employees and contractors must, particularly in a down-sized environment, be able to function independently to expectation. Functioning to expectation requires on-demand access to all of the resources an individual needs to do an entire job. Traditional training cannot deliver reliable, consistent knowledge at precisely the moment of need resulting in performance gaps.

We present to you today a proven methodology and approach which represents a viable alternative from both the educational and economic perspectives.

HHS managers must seriously question the value to their missions and to the American taxpayer of budget dollars expended for traditional training. It is time for HHS Logistics to embrace the cost reduction and performance enhancements of the desktop delivery model outlined in **The Logistics Training and Certification Program**.

## HHS Logistics Training & Certification Program (LTCP)

### V. Summary

Phase I and Phase II of **The HHS Logistics Training & Certification Program** immediately address the need for reliable content, certification of knowledge transfer and performance support for the Logistics professional community.

Phase I and Phase II of **The HHS Logistics Training & Certification Program** immediately address the requirements of a number of regulations, laws, and Executive Orders.

Phase I and Phase II of **The HHS Logistics Training & Certification Program** consist of high impact, high return on investment, performance improvement projects achievable with available resources.

Phase I and Phase II of **The HHS Logistics Training & Certification Program** provide a firm foundation for a full implementation of the HHS Logistics Career Management Plan in Phase III.

Phase III of **The HHS Logistics Training & Certification Program** establishes career levels, supports individual development plans for career planning, expands the certification program with mentoring and other professional development activities.

Most importantly, as these three Phases of **The HHS Logistics Training & Certification Program** are implemented, Logistics excellence throughout the Department will be encouraged and recognized making the vision outlined earlier a reality.

Briefing on Know Net  
November 27, 2000

This briefing document is geared toward the technical aspects and will be part of the Know Net Project Management Plan.

The Know Net Project Management Plan will have two parts:

1) Current Task Order Management and 2) Future Development Issues Management.

The Task Order Management will be accessible to the Project Officer, the Task Monitors, Know Net Development Teams and the Contract Officer.

Future Development Issues Management will be accessible to the Project Officer, OGAM Management and other interested stakeholders identified by the Project Officer. This project management tool is currently being developed and will be online on Know Net under password protection for the use of HHS in project management.

Know Net's emphasis has been on content development. Know Net has proved itself numerous times in various proof(s) of concept/demos, etc.

Know Net is utilizing Microsoft FrontPage 2000 in rapid application development. This tool was chosen because HHS uses it, the marketplace acceptance of this product and its marketshare, the ease of locating personnel familiar with its use, the pre-programmed elements, which support rapid application development and the outstanding support, the contractor has enjoyed from Microsoft in its use.

Pages are not being built on the fly utilizing a database although a Microsoft Access database tool has been used by the contractor in development. Developments in XML are being evaluated against database use while emphasis remains on content development. Development is primarily in HTML and Javascript, although Java has been used sparingly.

Currently, Know Net is housed on the contractor's ISP server running Microsoft Windows NT 4.0 Server Pack 6A on a PIII 600 capable of handling 10,000 hits per minute and serving 500 pages per minute. The contractor is engaged in evaluating various performance and security issues to include 1) changes to the logical structure of the 20 webs it supports to enhance security 2) moving to Linux and Apache 3) utilizing a Dual Pentium III server 4) implementing secure certification.

Additionally, the contractor has identified the following areas for upgrade and is evaluating best of breed COTS products price/performance as well as solutions that might be utilized from within HHS for 1) search and 2) discussion, 3) data reporting.

Coordination with OIRM staff is a key element for our development efforts. For example,

The Navigation Bar structure is being redesigned for performance improvement and usability based on user feedback gathered over the last year of use. The Disability Access Bar structure is being monitored for cost effective improvements that can be put in place as the law and deadlines in this area become more defined.

Several Desk References on the Web to Level II implementation and online certification (see EL-TRAINS) are underway, and a meeting is pending with OHR project personnel for DL/Net to discuss and coordinate this function.

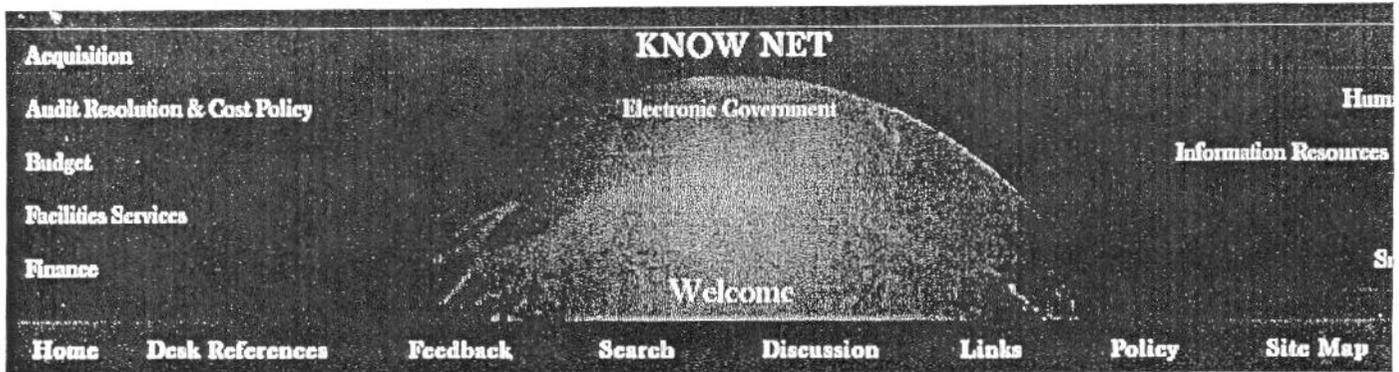
We expect that data reporting and security issues will be resolved in our discussions with OHR and the Know Net Project Management Plan can then be updated to reflect the dates of the online certification module development and test for this important pilot.

### Know Net Structure

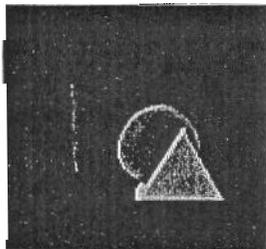
See <http://www.ogam2000.com/structure.htm> for an understanding what the Know Net Structure and supersites are.

### Know Net Desk Reference Implementation

See [http://www.ogam2000.com/implementation\\_levels](http://www.ogam2000.com/implementation_levels) for an understanding of the Desk References and the implementation levels.



### Know Net Desk Reference on the Web Implementation Levels



<b>LEVEL I</b>	Text	Graphics	Business Process Models	Performance Support
<b>LEVEL II</b>	Socratic Instruction	Tracking	Practice Testing	Online Certification
<b>LEVEL III</b>	Audio/Video	Simulations	Case Studies	Special Interactions

- Desk References use a foundation of online searchable instructional text integrated with a discussion function for professional dialog and contain expert field advice by topic.
- The dual emphasis on knowledge and performance support is competency-based.
- Breakthrough instructional methodology addresses both sides of the brain with dimensional and Socratic instruction, graphics, process models, on-the-job tools and sensory media.
- Enhanced cognitive processing of instructional methodology addresses multi-levels of the cognitive and affective domains of the brain resulting in increased understanding and retention.
- Tracking allows targeting to any organizational and/or learner level.
- Advanced practice testing and certification techniques support learning and verify competency level.
- Desk References on the Web are available 24/7 for full instructional and performance support for life-long learning.

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 Your feedback is also requested