

Index

A

Accenture, 21
Access codes, 156
Accountability provision, 92–93
The Accounting firm, 51–52
Achieving a Leadership Role for Training (Hale Associates), 82
Addendum (work order): defining the, 85, 86; drafting the, 91–92; quality statement in, 95; service level statement as part of, 95–96
AICC, 47
The Airport case studies: communication approach used in, 134; management plan for, 110
American Arbitration Association, 99
Annual Performance Review, 140*t*–141*t*
Arbitration rules, 99
Assessment: Annual Performance Review, 140*t*–141*t*; of client capacity and capability, 41–60*fig*; of client needs, 27–58, 143–144*t*; measuring and reporting results, 138–141*t*; test quality control guidelines for, 48*t*–49*t*

Asset protection, 15
ASTD 2004 State of the Industry Report, 8
ASTD: as outsourcing training resource, 23; professional support for training/trainers by, 56; training costs data collected by, 15
Authority (Metropolitan Washington Airports Authority), 21

B

Baseline, 62
Better Business Bureaus, 9
Beyond the podium: Delivering training to a digital world (Rossett), 57
Block, P., 99
BLS (Bureau of Labor Statistics), 7, 8, 25*n*.1
Brow, S., 57
Budget provision, 93–94
Business models: defining, 2; Wikipedia (online encyclopedia) resource on, 5*n*.1. *See also* Outsourcing training

Business Week, 7
Buyouts, 154, 160n.2

C

- Capabilities: defining, 44; as selection criteria, 67–69; service level statement on, 95; technological, 68
- Capacity: defining, 43; as selection criteria, 69
- Capacity/capability assessment: assessment of strengths, 41–49, 53*t*; assessment of weaknesses, 49; conducting job task analysis, 49–53, 143–144*t*; implications of, 56; missteps and oversights during, 56–57; resources available for, 57; Task Skill Capability Matrix, 54*fig*–56*fig*
- Capacity/capability strengths: capability, 44; capacity, 43; credibility and trust, 43; guidelines for assessing, 53*t*; knowledge and skills, 44–46; resources, 46–47; standards, 47; work processes, 47
- Capacity/capability weaknesses, 49
- Car Dealerships case study, 11
- Case studies: the Accounting firm, 51–52; the Airports, 110, 134; capability assessment, 34; Car Dealerships, 11; Cell Phone company, 33; Electronics Manufacturer, 30; the Heavy Equipment Manufacturer, 117–118; the HR Consulting firm, 45–46, 96, 108, 110, 115, 137, 139, 142, 153, 155; the Insurance company, 46–47; a Large Organization, 96; Leverage Industry training, 29; Manufacturer of Heavy Equipment, 52–53, 65–66, 107–108, 110, 133, 152; the Midwest company, 69–70, 108, 123; online library, 35; Pole Climbing, 11; Research Firm, 10; the Restaurant chain, 31; the Retailer, 41–42, 43, 71, 74, 107; the suite of skills, 51; the Telecom company, 44, 72; tracking CEUS, 32. *See also* Clients
- Celebrating success, 142–143*t*
- Cell Phone company case study, 33
- Change, 29
- Cialdini, R., 127
- Client needs: deliver more training, 29–32; Evaluation of Current Offerings Worksheet for, 37*fig*; Expectations of Training Worksheet on, 37*fig*; guidelines for identifying, 36*t*–38*t*; honor past and future commitments, 35; provide greater access to training, 32–33; report on workforce capability, 34; service an expanding learning audience, 34–35; shorten cycle times, 28–29; staying current with, 137–138*t*; test learners' knowledge, 33
- Clients: assessing capacity/capability of, 41–58; needs assessment for, 27–40*t*; selecting outsourcing firm for, 60*fig*, 82. *See also* Case studies; Outsourcing relationships
- Closing out: components of, 149; diagram of process, 150*fig*; engagement process for, 148*fig*; executing final performance review, 157*t*–158*t*; implications for, 159; missteps during process of, 159; notification about termination, 151; orienting training function, 158–159*t*; reconciling financial obligations, 154–155*t*; resources on, 160; returning physical property, 153–154*t*; terminating clearances, codes, 156; transfer of intellectual property, 151–152*t*

- CM (contract manager), 62, 105–106
- Commitments (honoring), 35
- Communication: approaches to, 132–134; with each other, 135*t*–136*t*; guidelines for, 135*t*–136*t*; importance of effective, 132; with stakeholders, 132–133, 135*t*
- Communication protocols: five types of rules for, 111–112; RASCI (role and responsibility chart) for, 114–115*t*; sample of, 112*t*–114*t*
- Conference calls protocols, 113*t*–114*t*
- Confidentiality issues: described, 15; master agreement draft provision on, 88
- Content expertise, 67–68
- Contract administrator, 62
- Contract manager (CM), 62, 105–106
- Contracting: characteristics of, 11; defining, 2, 10; guidelines for, 96*t*–97*t*; outsourcing versus, 9–12; scenarios of outsourcing versus, 10–11
- Contracting officer, 62
- Contracting process: addendum (work order), 85, 86, 91–92; agree on terms and conditions, 92–98*fig*; defining scope of work, 89–91; deliverable and contract provisions, 90, 97*fig*–98*t*; diagram of, 86*fig*; drafting addenda, 91–92; drafting master agreement, 88–89; engagement process for, 84*fig*; guidelines for, 96*t*–97*t*; implications for, 98; missteps and oversights during, 98–99; resources on, 99
- Contracts: accountability provision of, 92–93; budget provision of, 93–94; building profile of, 103*t*–104*t*; defining, 85; deliverables provisions, 90, 97*fig*–98*t*; fees and flexibility provisions of, 94; hierarchy of contract elements, 87*fig*, 93*fig*; preparing, 87; quality statement provision of, 94–95; rules of arbitration specified in, 99; scope of work provisions of, 89–91; service level statement of, 95–96
- Core competencies focus, 12–13
- Cost issues. *See* Financial issues
- Courseware: e-learning, 29, 39; identification of intellectual property in, 118–120*t*; improving process of, 143–144*t*; orientation on, 158–159*t*. *See also* Training
- Credibility, 43
- Currency costs, 14
- Customer liaison, 49–50
- Cutaway, 153, 160n.1
- ## D
- Deliverables: agreements on standards for, 116–118; form for defining, 97*fig*–98*t*; identifying intellectual property included as, 118; scope of work defined, 90
- Demand and Criticality Matrix, 35–36*fig*
- DeSalvo, T., 11
- DIF (difficulty, importance, and frequency) model, 95
- Discipline (or process) expertise, 68
- Dispute resolution process: creating a, 123; questions regarding, 125*t*; sample of, 124*fig*
- Documentation: agreement on standards for deliverable, 116–118; creating controls and standards for, 116; guidelines for improving processes and, 144*t*; HRIS to help with demands of, 31
- Dun and Bradstreet report, 88

E

- e-Learning: Strategies for delivering knowledge in the digital age* (Rosenberg), 57
- E-Learning: as company resource, 46; organizational skills required to use, 51
- E-Learning courses: resource on, 39; shorter length of, 29
- e-Learning standards* (Fallon and Brow), 57
- e-Learning tools and technologies* (Horton and Horton), 39, 57
- Efficacy of operations, 88
- Electronics Manufacturer case study, 30
- Email protocols, 113*t*
- Employees. *See* FTEs (full-time employees)
- Employment costs, 14
- Evaluation of Current Offerings Worksheet, 37*fig*
- Evaluation. *See* Assessment
- Exceleration Group, 7, 21
- Exclusive vendors, 3
- Executive sponsor, 105
- Exit clause, 88
- Expectations of Training Worksheet, 37*fig*
- Expertise, 68

F

- Fallon, D., 57
- Fees provision, 94
- Financial issues: ASTD data on training costs, 15; costs of employment, 14; currency costs, 14; outsourcing to avoid cost of building internal competence, 13–14; outsourcing to manage training costs, 15–16; outsourcing to reduce G&A costs, 13, 17; reconciling financial obligations,

- 154–155*t*; training percentage costs of G&A budget, 16–17
- Financial stability provision, 88
- Flawless consulting: A guide to getting your expertise used* (Block), 99
- Flexibility provision, 94
- FTEs (full-time employees): outsourcing to reduce number of, 9, 10; revenue-per-employee ratio and number of, 16–17; tiered outsourcing models to avoid adding, 21; turnover driving training, 32. *See also* Learning audience

G

- G&A (general and administrative) functions: eliminating functions not core to, 12; outsourcing to reduce costs of, 13, 17; training percentage of costs of, 16–17
- General contractor outsourcing, 20
- General statement of work, 77
- Goals: measuring and reporting results of, 138–141*t*; setting, 131–132*t*
- Goods: agreements on standards for deliverable, 116–118; considered when selecting outsourcing firms, 63, 65*fig*; deliverable and contract provisions on, 97*fig*–98*t*; scope of work defining deliverable, 90
- Governance: contract provision on, 89; setting up process of, 105–108; typical structure of, 105*fig*
- Governance structure: contract manager, 105–106; diagram of, 105*fig*; examples of, 107–108; executive sponsor, 105; management team, 106–107; task forces, 107
- Graphic artist, 51

H

Hale Associates, 82, 146
Hale, J., 57, 146
The Heavy Equipment Manufacturer case studies, deliverable standards for, 117–118
High fidelity, 28
Honoring commitments, 35
Horton, K., 39, 57
Horton, W., 39, 57
Hours of operation, 95
The HR Consulting firm case studies: assessing capacity and capability, 45–46; celebrating success, 142; communication protocols for, 115; contracting process of, 96; governance structure of, 108; management plan of, 110; measuring and reporting results, 139; reconciling financial obligations, 155; returning physical property, 153; staying current with needs, 137
HRIS (human resource information systems): core competency of, 12; documentation demands and development of, 31; testing learners and integrating with, 33

I

ICC (International Chamber of Commerce), 99
Improving processes, 143–144t
Indemnification clause, 89
Influence: Science and practice (Cialdini), 127
Instructional design, 57
Instructional designer developer, 51
The Insurance company, 46–47
Intellectual property: data gained and database created on, 119; identification of, 120t; identifying

final deliverables of, 118; learning objects or components of, 118–119; tools used in creation and revision of, 119; transferring, 151–152t

Internal competence: guidelines for hiring versus outsourcing, 14–15; outsourcing to avoid cost of building, 13–14
International Board of Standards for Training, Performance, and Instruction, 146
Intrepid, 21
ISPI (International Society for Performance Improvement), 25, 56
IT (information technology): knowledge and skills from, 44–45; LMS management by, 18; training functions started from, 18. *See also* Technology-based training

J

Job complexity, 14
Job task analysis, 49–53, 143–144t

K

Knowledge/skills: assessing client, 44–46; capability resulting from, 44; job task analysis by, 50–53; required to use e-learning, 51; Task Skill Capability Matrix for assessing, 54fig–56fig

L

A Large Organization case studies, 96
LCMS (learning content management system): increasing demand for, 29; training content stored in, 19
LDBEs (local disadvantaged business enterprises), 21, 77–78

Learning audience: testing knowledge of, 33; training to service expanding, 34–35. *See also* FTEs (full-time employees)

Learning curve, 14

Learning Path Consultants, 146

Learning paths: Increase profits by reducing the time it takes employees to get up-to-speed (Rosenbaum), 146

Learning technologies: e-learning, 29, 39, 46, 51; outsourcing to gain access to, 16

Leverage industry training case study, 29

Liability: master agreement on limitation of, 89; outsourcing to avoid long-term, 13; risk management to reduce, 15

LMS (learning management systems): as company resource, 46; documentation demands and development of, 31; increasing demand for, 29; as internal competence, 14; IT management of, 18; testing learners and integrating with, 33

Local (or near) sourcing, 2

London Court of International Arbitration, 99

Loyalty issues, 15

M

Management: governance structure role of, 106–107; job task analysis of, 50

Management plan guidelines, 109*t*

Management teams: communication protocols for, 111–115*t*; developing plan and schedule for, 108–110; governance structure and, 106–107; orientation of, 131–132*t*

Managing the relationship: celebrating success, 142–143*t*; communication impact on, 132–136*t*; engagement process for, 128*fig*; implementing plan and protocols, 129–130*fig*, 131; implications for, 145; improving processes, 143–144*t*; measuring and reporting results, 138–141*t*; missteps and oversights when, 145; providing oversight, 129; resources for, 146; sharing expectations and agree on goals, 131–132*t*; staying current with needs, 137–138*t*. *See also* Outsourcing relationships

Manpower, 21

Manufacturer of Heavy Equipment case studies: assessing strengths, 52–53; communication approaches used by, 133; governance structure of, 107–108; management plan for, 110; selecting outsourcing firm, 65–66; transfer of intellectual property to, 152

Marketplace: competition for training specialists, 15; hiring availability in, 14

Master agreement draft, 88–89

Master, umbrella, or general services agreement, 85

Measuring results, 138–141*t*

Meetings/conference calls protocols, 113*t*–114*t*

Metropolitan Washington Airports Authority (Authority), 21

The Midwest company case studies: issuing RFQ and RFP, 79; selecting outsource firm, 69–70; transition plans for, 123

N

Needs assessment: additional resources on, 39; determining

clients' needs during, 27–35; determining criticality and priorities of, 35–38, 36*fig*; engagement process for, 40*fig*; guidelines for identifying needs, 36*t*–38*t*; implications of, 38; improving process of, 143–144*t*; missteps and oversights during, 38–39
Nortel, 18

O

Objectives. *See* Goals
“Off shoring,” 22
Off shoring, defining, 2
Oftberg, K., 99
Online library case study, 35
Organizations: estimating training expenditures by, 7; evaluation demonstrating value of training to, 8–9; failure to demonstrate training value to, 8; revenue-per-employee ratio of, 16–17
Orientation: on courseware training function, 158–159*t*; of management team, 131–132*t*
Outsourcing advantages: additional benefits and, 16–17; avoid cost of building internal competence, 13–15; avoid long-term liability, 13; focus on core competencies, 12–13; gain access to learning technologies, 16; gain scalability, 13; guidelines for clarifying, 17*t*; listed, 12; manage training costs/improve revenue per employee ratio, 15–16
Outsourcing firms: contracting with, 84*fig*, 85–99; described, 63; selecting, 60*fig*, 61–82
Outsourcing relationships: guidelines for selection type of, 21–22*t*; missteps and oversights affecting, 23; selecting outsourcing firm

and defining, 65; three possible types of, 20–21. *See also* Clients; Managing the relationship
Outsourcing training: additional resources about, 23, 25; advantages of, 12–17; characteristics of, 11–12; contracting versus, 9–12; defining, 2, 10; engagement process for, 24*fig*; guidelines for evaluating hiring versus, 14–15; implications of, 22; scenarios of contracting versus, 10–11. *See also* Business models; Training
Outsourcing training functions: guidelines for deciding what to outsource, 19*t*–20*t*; outsourcing parts of the function, 18–19; tasks to be outsourced, 18; what cannot be outsourced, 19*fig*
Ownership of the materials provision, 89

P

Panel (or evaluation) committee, 63, 80–81
Partnering, 2
Payment terms, 94
Penalties provision, 94
Performance review: conducting annual, 140*t*–141*t*; executing final, 157*t*–158*t*
Physical property return, 153–154*t*
Pole Climbing case study, 11
Practical law manual (Oftberg), 99
Preferred vendors, 3
Price-WaterhouseCooper, 21
Problem resolution provision, 90–91
Productivity Point, 21
Programmer, 51
Project leadership, 50
Project team members, 50

Proposal: defining, 61; RFP (request for proposal), 61, 63, 65*fig*, 74, 78–81, 80*t*

Q

Quality and service level, 91
Quality statement, 94–95

R

RASCI (role and responsibility chart), 114–115*t*
Raytheon, 21
Recognizing accomplishments guidelines, 142*t*–143*t*
Recruiting outsourcing firms: guidelines for process of, 75*t*–76*t*; options for, 74
Regulations, 30–31
Relationships. *See* Outsourcing relationships
Reporting requirements, 90
Reporting results, 138–141*t*
Research Firm case study, 10
Resource capabilities, 44
Responsibilities: accountability provision on, 92–93; during selection of outsource firm, 62–63
The Restaurant chain case study, 31
The Retailer case studies: assessing capacity and capabilities, 41–42, 43; governance structure of, 107; recruiting potential outsourcing firms, 74; selecting outsourcing firm, 71
Returning physical property, 153–154*t*
RFP (request for proposal): defining, 61; defining outsourcing relationship, 65; guidelines for submitting the, 80*t*; issuing the, 78–80*t*; panel committee issuing, 63, 80–81; recruiting potential

outsourcing firms with, 74; requirements/criteria forming basis of, 63, 65*fig*

RFQ (request for qualification): defining, 61; defining outsourcing relationship, 65; issuing the, 75–78; panel committee issuing, 63; recruiting potential outsourcing firms with, 74; requirements/criteria forming basis of, 63, 65*fig*; statement of commitment in, 76, 77; statement of intent in, 76, 77

Rinderer, M., 160

Risk management: asset protection, 15; confidentiality, 15; safety issues, 15

Roles: accountability provision on, 92–93; job task analysis by, 49–50; during selection of outsource firm, 62–63; service level statement specifying, 95–96

Rosenbaum, S., 146

Rosenberg, M., 57

Rossett, A., 57

RWD, 21

S

Safety issues, 15

Scalability, 13

Scope of work: deliverables provision, 90; problem resolution provision, 90–91; quality and service level provision, 91; questions to establish, 89–90; reporting requirements provision, 90; timeliness and termination provisions, 91

SCORM, 47, 95

Security clearances, 156*t*

Selecting outsourcing firm: define the requirements, 63; define roles and responsibilities, 62–63; defining selection criteria, 67–73*t*;

- diagram of, 64*fig*–65*fig*; engagement process for, 60*fig*; establishing relationship, 65–66; general statement of work, 77; guidelines for defining selection process, 66*t*; implications of, 81; issuing the RFP, 78–81*t*; issuing the RFQ, 75, 76–78; missteps and oversights during process of, 81; recruiting potential outsourcing firms, 74, 75*t*–76*t*; resources on, 82; set the baseline, 62; steps taken for, 61–62; terminology definitions related to, 61
- Selection criteria: capabilities, 67–69; capacity, 69; guidelines for setting, 72*t*–73*t*; special requirements, 68–69, 70–71
- Service level statement, 95–96
- Services: agreements on standards for deliverable, 116–118; considered when selecting outsourcing firms, 63, 65*fig*; deliverable and contract provisions on, 97*fig*–98*t*; scope of work defining deliverable, 90
- Shorten cycle times, 28–29
- SHRM (Society for Human Resource Management), 56
- Skills. *See* Knowledge/skills
- Source One, 21
- Sourcing, 3
- Sourcing agent outsourcing, 20
- Special requirements, 68–69, 70–71
- Staffing levels, 95
- Stakeholders: communicating with, 132–133, 135*t*–136*t*; defining, 61; in panel (or evaluation) committee, 63
- Standards: assessing, 47, 48*t*–49*t*; capability resulting from, 44; scope of work defining quality/service, 91
- Starting up: building contract profile, 103*t*–104*t*; contract start-up process, 102*fig*; create dispute resolution process, 123–124*fig*, 125*t*; creating communication protocols, 111–115*t*; creating transition plan, 120–123; develop document standards and controls, 116; developing management plan and schedule, 108–110; engagement process of, 100*fig*; governance process, 105*fig*–108; guidelines for, 125*t*–126*t*; identify intellectual property, 118–120*t*; implications for, 127; missteps and oversights during, 127; resources on, 127
- Statement of commitment (RFQ), 76, 77
- Statement of intent (RFQ), 76, 77
- Statement of work, 87
- The suite of skills case study, 51
- Svenson, R., 160
- Swiss Rules of International Arbitration, 99

T

- Task forces, 107
- Task Skill Capability Matrix, 54*fig*–56*fig*
- Technological capability, 68
- Technology: HRIS (human resource information systems), 12, 31, 33; LCMS (learning content management system), 19, 29; LMS (learning management systems), 14, 18, 29, 31, 33, 46
- Technology-based training: e-learning, 29, 39, 46, 51; emergence of, 7–8; outsourcing to gain access to, 16. *See also* IT (information technology)
- The Telecom company case studies: assessment of capacity and capability, 44; selecting outsourcing firm, 72

Termination notification, 151
 Termination provision, 91
Test development workbook (Hale), 57
 Test quality control guidelines, 48t–49t
 Tier-one contractors, 21
 Tier-one vendors, 3
 Tier-three vendors, 3, 21
 Tier-two vendors, 3, 21
 Timeliness provision, 91
 Tracking CEUS case study, 32
 Training: economic and market-place drivers of, 8fig. 29–32; emergence of technology-based, 7–8; estimating annual expenditures on, 7; failure to demonstrate value of, 8; low percentage of evaluations on value of, 8–9; providing greater access to, 32–33; as support function, 13; technology-based, 7–8, 16, 29, 39, 46, 51. *See also* Courseware; Outsourcing training
 Training costs: for building internal competence, 13–15; contract provision on budget and, 93–94; managing, 15–16
The training and development strategic plan workbook (Svenson and Rinderer), 160
 Training drivers: change as, 29; employee turnover, 32; listed, 8fig; regulation and documentation, 30–31
Training (journal), 7, 25
Training manager competences: The standards (IBSTPI), 146
 Transferring intellectual property, 151–152t

Transition plan questions, 121t–122t
 Transition plans, 120–123
 Trust, 43
 Turnover (employee), 32
2004 State of the Industry Report (ASTD), 8

U

UNCITRAL (United Nations Committee on International Trade Law Arbitration Rules), 99
 U.S. Census Bureau, 7, 25n.2

V

Value: failure to demonstrate training, 8; low percentage of organizations evaluating, 8–9
 Vendors (external resources), 3, 21
 VNU Learning, 25
 Voice mail protocols, 113t

W

The Wall Street Journal, 22
 Websites: ASTD, 23; Hale Associates, 82, 146; IBSTPI, 146; ISPI (International Society for Performance Improvement), 25; Learning Path Consultants, 146; Outsourcing Training, 25; VNU Learning, 25; Wikipedia (online encyclopedia), 5n.1
 Wikipedia (online encyclopedia), 5n.1
 Work processes: assessing, 47; capability resulting from, 44
 Workforce capability reporting, 34