

AMDAHL TRAINING ORGANIZATION

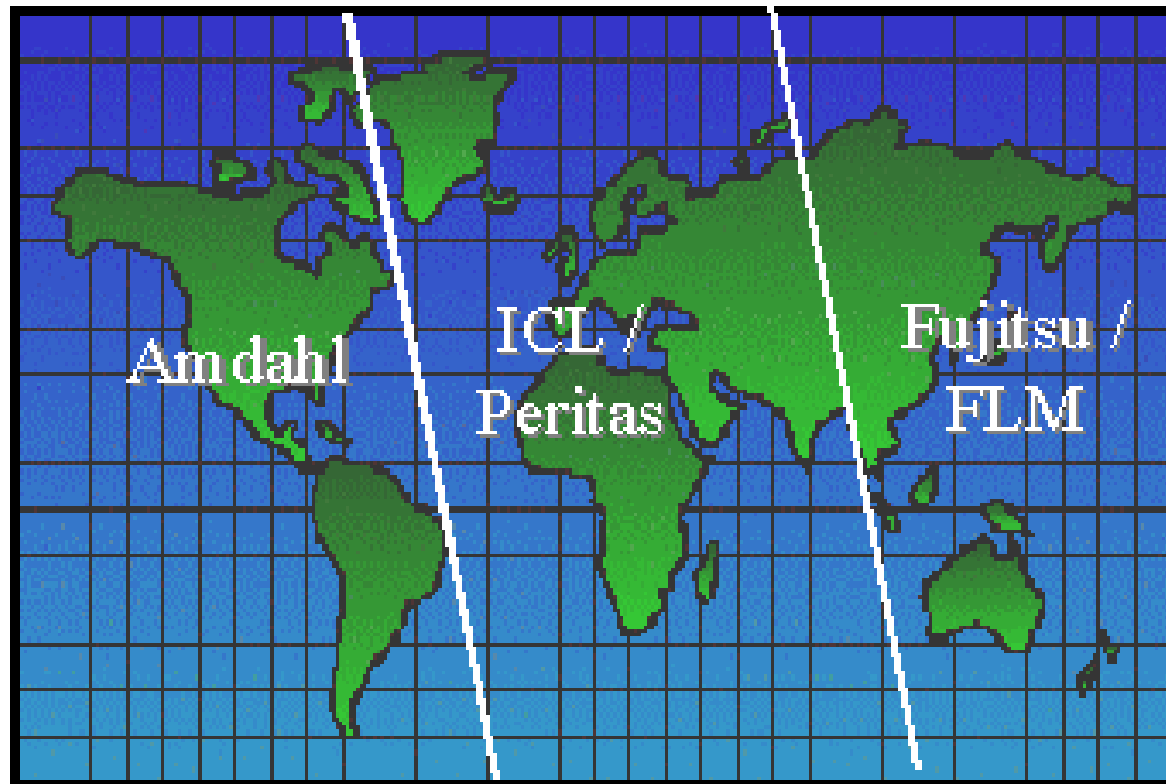
**What We Do and How We Work
To Build Skills in Our Workforce**

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March 5, 1998**



Amdahl Training Organization

KnowledgePool World





Amdahl Training Organization Vision

- ▼ **Amdahl Training Organization provides customer-focused, business-aligned continuous learning opportunities which employees, product/process owners, and customers look to with confidence to build skills**



Amdahl Training Organization Mission

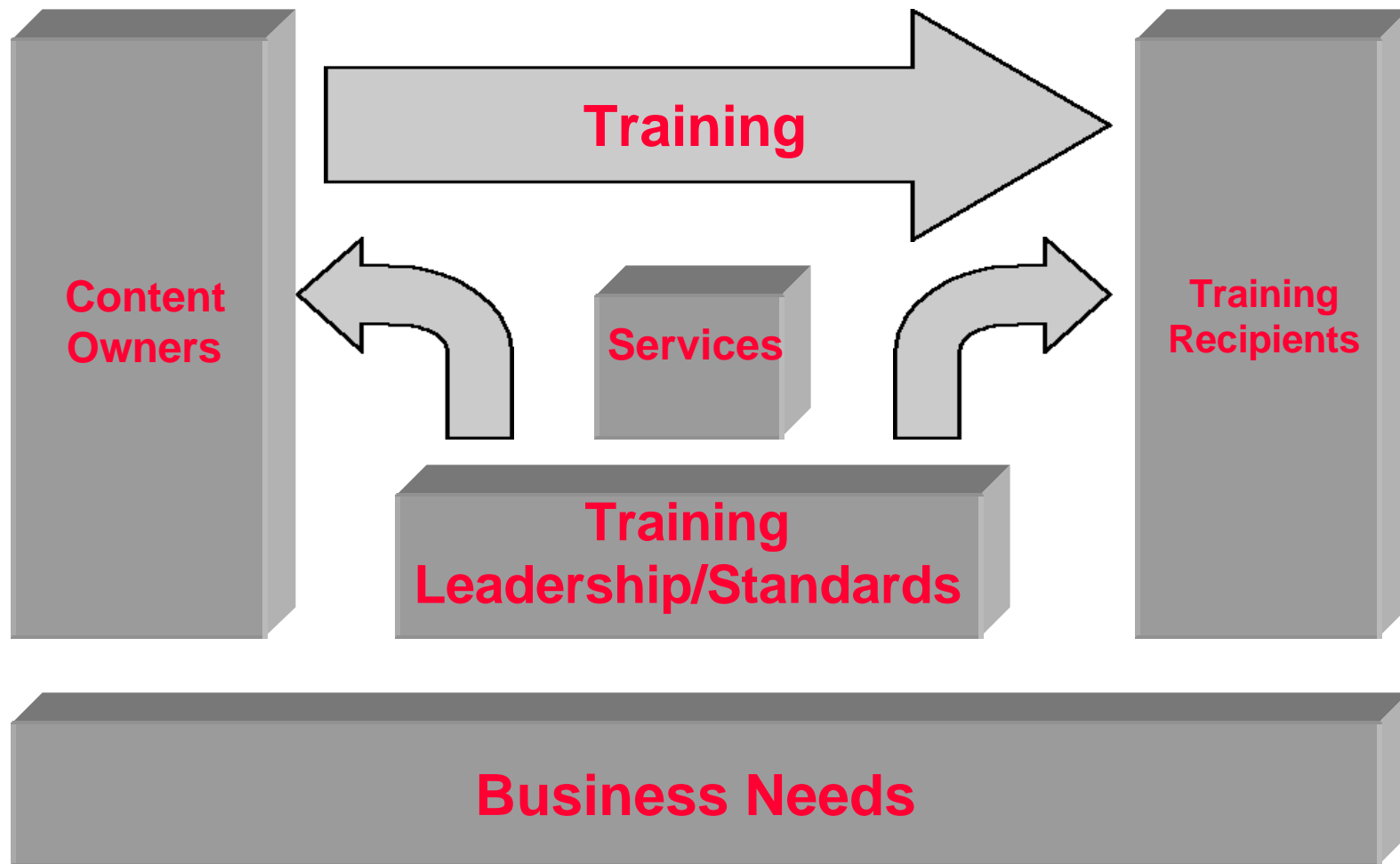
- ▼ Provide Amdahl *employees* with continuous learning opportunities to build skills so that they can maintain high individual performance and be full partners in achieving Amdahl business goals
- ▼ Amdahl will invest in the continuous skills development of our *managers* while encouraging them to fully understand and demonstrate our Corporate Values with employees and customers
- ▼ Offer Amdahl *customers* the continuous learning opportunities to build skills in support of Amdahl-specific products and services
- ▼ Participate in the external customer training *business* of KnowledgePool, Inc. (Dallas) to build skills among I.T. professionals enabling Enterprise Ready applications

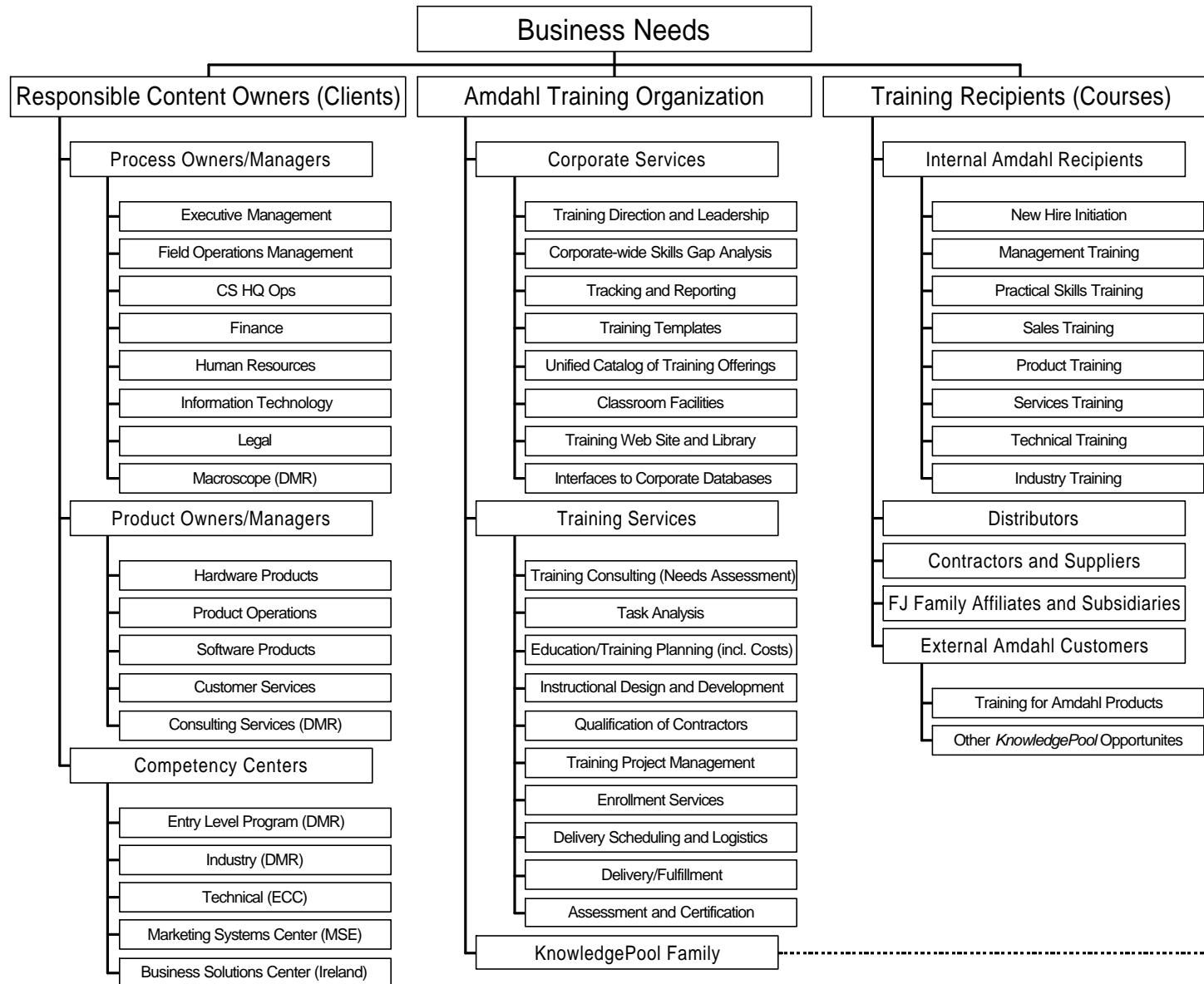


What We Do and How We Work

- ▼ **Driven by business needs, training flows from the responsible content owners to training recipients**
- ▼ **Content owners are responsible for providing the training necessary to achieve their business goals**
- ▼ **The Amdahl Training Organization provides leadership, standards, and services to facilitate training**

What We Do and How We Work



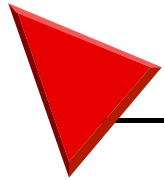


Driven by business needs, training flows from the responsible content owners to training recipients. Content owners are responsible for providing the training necessary to achieve their business goals. The Amdahl training organization provides leadership, standards, and services to facilitate training.



What We Do

1. Establish standards, best practices and templates for instruction design and training delivery, (*recommend the best delivery vehicle for different kinds of training*)
2. Provide consulting services to assist product/process owners to rigorously define skill requirements and identify appropriate training paths/provide project management services to product/process owners to development and deploy their training.
3. Promote employee skill development as an essential ingredient of company success.
4. Include training requirements early in the development cycle for new products and business processes.
5. Assure that every training experience includes appropriate drill and practice to reinforce the skills learned, (*Examples: for PC skills, PC-based exercises; for presentation skills, live audience and videotape; etc.*)
6. Assure that every training experience is measured for effectiveness (*were the skills learned?*) and results used to feedback and improve the training.
7. Teach product/process owners how to identify/specify needs for employee skills development.
8. Collect/publish unified, comprehensive internal training catalog.
9. Aggregate requirements for purchase of self-study materials, (e.g. PC training on CD-ROM), negotiate favorable contracts/prices, and manage company-wide deployment/distribution.
10. Provide information structuring services and web page management services to product/process owners to ensure that online information supports their training.
11. Actively recruit/develop/manage list of qualified instructional developer contractors, broker their use by product/process owners.
12. Implement/operate company-wide training enrollment and tracking system, (*needs strong cooperation/interface with HR systems.*)
13. Schedule and handle logistics for classroom training.
14. Facilitate/teach a limited number of specific classes in which the team has subject matter expertise.



What We Expect Content Owner Clients To Do

1. Designate a single training contact for each logical chunk of content they own, and empower that person to speak for the organization on training issues
2. Put training (appropriately) high on their priority list as an essential component of their business success (not an afterthought)
3. Incorporate the timely creation/offering of training into performance objectives of product/process managers
4. Contribute to a dialog on appropriate corporate training standards, and then accept those standards and work within them (standards, best practices and templates for instruction design and training delivery)
5. Incorporate training from the beginning into each specific development plan for new products and business process
6. Budget for the training necessary to roll-out new products and business processes
7. Participate as appropriate in new hire and sales training
8. Maintain product/process information on web sites in a form that is usable in training, and commit to keeping current the specific pages which are used in training
9. Assure that every training experience includes appropriate drill and practice to reinforce the skills learned
10. Assure that every training experience is measured for effectiveness (*were the skills learned?*) and results used to feedback and improve the training
11. Clear purchases of self-study materials, (e.g. PC training on CD-ROM) through corporate training organization, and use company-wide deployment/distribution
12. Use company-wide training enrollment and tracking system
13. Contribute to unified, comprehensive internal training catalog
14. Work within the system (not around it), and help us improve the system if something is not working



What We Expect Students To Do

1. Recognize need for new skills and competencies. Identify personal learning objectives and action plan to specify steps you plan to take to acquire and apply new skills and competencies, resources needed to carry out the plan, target completion dates, and ways to measure plan accomplishments.
2. Work in conjunction with manager to receive agreement on learning objectives and specific education plan. Utilize the company-wide training enrollment and tracking system.
3. Actively engage in pre-work assignments, readings or advance activities related to training course.
4. Be an active, constructive, participative member of the training course and complete all course assignments. Be involved in learning and practicing new skills and competencies. Plan for application and transfer to your job.
5. Participate in post-work from the training course, meet with your manager to review course material and planned application of new skills and competencies. Provide you manager feedback regarding extent that expectations were met and results achieved.
6. Complete training course evaluations and provide your manager with post-course feedback regarding relevance of the training content and application of learning to your job.
7. As a previous training participant be available to act as a guest speaker or co-trainer for future courses as well as being a mentor to newly trained co-workers to give feedback, share experiences, and reinforce learning and skill use on the job.
8. Maintain use of new skills and competencies in the work environment. Practice self management. Seek opportunities for effective and continual application and demonstration of newly acquired competencies.
9. Actively seek and be open to feedback from peers, managers, and clients regarding the application of competencies gleaned from your training experience.
10. Review training course content, seek follow-up support and refresher of learnings, and track accomplishments that reflect course learnings.
11. Identify allies to provide support for transfer of training knowledge and application to organizational goals.



1997 Accomplishment Highlights

▼ HRD

- **Introduced executive sponsored management development weeks with successful events in Atlanta and Sunnyvale. Combined management skills training with business speakers and executive roundtables.**
- **Developed new programs including Managing At A Distance. Provided just-in-time training at client request on topics such as selection interviewing, situational leadership, performance management and writing/delivering performance appraisals.**
- **Trained 360 participants in the new competency-based management curriculum.**
- **Sourced and created a repository of self-paced learning options which could be easily accessed via the Corporate Library.**



1997 Accomplishment Highlights

▼ Sales and Marketing

- **Designed/developed/delivered 10 Certification modules for Senior Sales Management; utilized modules in the Selling Amdahl Offerings course and AAE program**
- **Completed two full rounds of AAE classroom and self-study training (total of 18 participants)**
- **Transformed the Processor, Storage and Server product training during Selling Amdahl Offerings to encompass in-depth case studies and exercises; added Sales and Presentation Skills training**
- **Acquired/installed library of 100 downloadable computer-based training modules from NETG**



1997 Accomplishment Highlights

▼ Customer Services

- **Completing delivery of initial Millennium technical training; transferred responsibility for on-going classes to the CS field organization to be delivered by SME's**
- **EnVista and LVS classes taken to the field to reduce travel cost, make classes more available to those outside of HQ / those with limited budgets.**
- **Created the Millennium 700 technical training on-time and on-budget**
- **Conversion of significant portions of classroom training to self-study**
- **Provided training for Amdahl VARs/Distributors (without budget to do so)**



1997 Total Training Statistics

<u>Business Unit</u>	<u>YE 1997 (\$US)</u>	<u>Students</u> <u>External/Internal</u>
<i>Amdahl</i>	\$ 8.7M	380/ 8,605
<i>DMR-Trecom</i>	\$ 6.0M	1200/ 3850
<i>A+ Software</i>	\$.48M	156/ 58
<i>Antares</i>	\$ 1.8M	950/ 140
Total	\$ 16.98M	2686/ 12653



Status

- ▼ **Core transition team has been working since 11/97, management team now all in place**
- ▼ **Benchmarked world-class training organizations, 12/97**
- ▼ **Successful Learning Fair, 1/98**
- ▼ **Enthusiastic all-hands kick-off meeting 2/98**
- ▼ **Organization announced 2/98**
- ▼ **Priorities and budgets being developed**
- ▼ **Key additional positions being staffed**
- ▼ **Existing projects and offerings going forward without disruption**
- ▼ **Will be up and running as new fiscal year starts 4/98**



1998 Priorities

- ▼ **High impact Business Management 101 development program (emphasis on profitability)**
- ▼ **Coordinate fast-track new hire programs for CS, AAE, and DMR**
- ▼ **NT certification (3 years, 750-1500 MCSE's/ MCSD's)**
 - KnowledgePool initiatives
- ▼ **Company-wide training standards and processes, including unified calendar of training offerings**
- ▼ **Select and pilot test new training infrastructure**
 - Skill profiling and instructional design
 - Multi-media self-study
 - Distance learning
 - Enrollment and learning management system
- ▼ **80% internal training, 20% Amdahl product-specific customer training**
- ▼ **What's not broken, don't fix it**



Future Amdahl Training Will Emphasize

- ▼ **Learner-centric, individuals responsible for their own growth**
- ▼ **Adult learning model, application of skills**
- ▼ **Maximize 24X7 availability of learning opportunities- self study**
- ▼ **Accountability/measurement of the participant's learning (student tests certification)**
- ▼ **Continuous feedback/improvement of curriculum offerings**
- ▼ **Building and offering relevant offerings for the whole Amdahl community**
 - **Economies of scale**
 - **Synergy of multiple organizations training together side-by-side (example of sales skill class)**
 - **Sharing Best-Practices of KnowledgePool partners**



How You Can Help

- ▼ **Require that business-critical training is built in to your product and process-improvement plans (not just added on later)**
- ▼ **Involve your training client representative in your planning process**
- ▼ **Allow professional instructional designers to add value to your training plans**
- ▼ **Consider self-study and distance learning options as potential alternatives to fly-ins/fly-arounds and “death by foils”**
- ▼ **Help us improve and fine-tune our services to you**