



On Co-op eLearning Designer Project Outline

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Team Agreement

This document will guide our team's communication and problem solving process.

Team information

INTE 5160 – Managing Information & Learning Technology Programs Spring 2012

Instructor: Phil Antonelli

Group: ILT Gurus (Chris Cosgrove, Laura Davis, Susie Lenny, Naomi Wahls)

Team Brand or Identity

We are the ILT Gurus. This highly evolved team represents a wealth of experience, creativity, and energy to make any project stellar.

ILT Gurus Team Members

Chris Cosgrove has a BS in Sociology, a Master's in Social Work and is working on her Masters in ILT elearning. She works from home as an instructional designer / curriculum developer and brings 20+ years of experience in management.

Laura Davis is an entrepreneur with twenty years' experience as an educator, 15 of which were in management. Laura is a doer who knows how to keep a project moving. She has a B.A. in psychology and is currently pursuing an M.A. in ILT eLearning.

Susan (Susie) Lenny has a BA in Sociology, an Elementary Education Teaching credential (K-5) with a Linguistically Diverse Education (LDE) endorsement, and is working on her Masters in ILT eLearning. Susie has over 15 years of experience in publishing, finance, and education fields. She finds great satisfaction from working on projects from conception to completion.

Naomi Wahls has a BA in International Studies and a multicultural focus. She will complete her MA in Designing eLearning environments this May. She brings Higher Ed work experience in online/hybrid settings to the team as well as management experience in an online department.

Team Purpose

The purpose of this team is to submit a timely, high quality RFP proposal for 10 modules developed for the Ontario Co-operative Association (On Co-op).

The ILT Gurus consists of four principal members whose backgrounds and abilities complement a large-scale project. The principal members contain nearly a half-century of experience in areas such as instructional design, management, finance, and more bringing synergy to a project. Two of our principal members have a multicultural background bringing a diverse





perspective to a multifaceted project. The combined backgrounds of the ILT Gurus bring a depth of experience that not only delivers timely projects but continually exceed customer's expectations.

Individual Learning Goals and Team Requirements

Since there are four individuals with different academic and career goals, this section addresses the individual goals and the methods the team will use to address the team requirement.

Team Requirement

The collective and individual goals align with the class learning objectives. Roles will rotate throughout the group projects. The role rotation insures that each team member has an opportunity to experience different aspects of leadership, within the management process. Each team member is responsible for identifying and working in areas where they can gain the most mastery for their individual learning goals along with the class learning objectives. Finally, the team will offer constructive feedback to help insure mastery of both the collective and individual goals.

Team Members	Individual Learning Goals
	Naomi's goal is to explore ways to make projects run more efficiently.
	Chris' goal is to improve her project management skills to better manage time and budgets. She will meet timelines and do necessary preparation for projects to be effective and efficient.
	Susie's goal is to gain 21st century skills, resources and vocabulary surrounding project management. She intends to improve collaboration and team building techniques and skills.
	Laura's goal is to pick up on any tips and tricks that may be available which can simplify and expedite processes.

Project Leadership

We will share the following roles:

The Project Leader (PL) role is communal, through a rotation. The PL is in charge of managing timelines, planning, scheduling, meeting facilitation, and controlling of all activities that must be done to meet the project objectives. The project leader will also make final decisions as needed.

The Editing / Budget role is in charge of turning in the project as well as editing all documents and projects before final submission. They are also responsible for working with team members to establish the budget and track the compliance with the budget.

The Technical Coordinator will investigate tools, decide which tools are best for our project, and make researched suggestions to the team accordingly. Using the researched suggestions the team members will select the best option (s) for the project. If a decision can't be made the Project Leader will have the final decision.

The Designer will utilize the selected tools and design the project with the standards established by the text and professor. This role is also responsible for building and maintaining excellent relationships with colleagues and clients. As with all positions the Designer must consult with the group but may rely on the PL to determine the outcome of difficult decisions.

Work Process

The work is primarily completed independently. Wiggio, email, and Skype are the tools for team communication and scheduling. Google Docs is the format for our work product. Each member will provide updates on Wiggio by posting comments and replies to the task listed in Wiggio. The editor will help to ensure that the styles match through all project documents. We will communicate weekly to discuss all tasks as a group and make the necessary changes as needed.

Communication

We will communicate mainly through Wiggio asynchronously in order to stay on task. We will meet synchronously through Skype to talk and utilize Google Docs for its tracking and real time functions.

Workload

At the outset of each assignment, we will meet either synchronously or asynchronously to divide up tasks and assign roles. It is understood among our team members that the tasks will not always reflect an equal amount of work and some tasks will be easier for some team members than for others. However, we expect that by the end of the project, each team member will have

contributed approximately equally. If one team member feels that she needs help, she will express that to the other team members who agree to step in and help as best they can, given their own schedule constraints.

Review and Feedback

All of the ILT Gurus have indicated that they expect to have feedback from their team members and look forward to the opportunity for self-improvement. We also agree to make an effort to include positive feedback with critical feedback. We will use Google Docs as a platform that allows us to track changes in a real time format. We realize and agree that, as a team project, there will be multiple iterations, and our original work is not likely to remain in its original form. If we do not unanimously agree upon which iteration we want to present as the final product, we agree to abide by the majority decision or allow the PL to make the final decision.

Addressing Problems

The PL for each assignment will, with team input, create deadlines that allow for delays and unanticipated issues. When deadlines arrive, if we need to continue iterating in order to have a high quality product, then we will do so with the additional time available. If one team member isn't able to provide a high quality product for some reason, then other team members agree to step in, as best they can, and do the work. When issues arise or the team as a whole is not satisfied with the quality of work, we will endeavor to meet synchronously to formulate a plan to address the situation.

Commitment to Quality

The ILT Gurus are ready for practice in project management. Regardless of the role each of us plays at various points in the project, we will give 100% to top quality team work and presentation.

Evaluating Process

The ILT Gurus will coordinate weekly regarding schedule items. The assigned Project Leader may suggest assignments that we can do individually and bring back to the group for finalization. We will use Wiggio as a communication forum and Google Docs for our sharing of project work pieces.

Mediation

We agree that we are adults in this process and that we will openly communicate our schedule, needs, and limitations throughout this process. In the event that someone does not have an assignment done, the Project Leader will attempt to reach the person via email, text, telephone, etc. If we are unable to reach the person or resolve a conflict within 24 hours of the team agreed upon deadline, we will contact the instructor for mediation.

RFP Analysis & Project Charter

The following provides an analysis of the project including the background and need for the project, goals, pertinent dates, and depiction of the workflow.

Project Need

Ontario Co-Operative Association is a regional affiliate of a \$30 billion industry in Canada. Over the past 6 years, a survey of current training programs has been conducted and revealed a need and demand for training programs in co-operative leadership and management along with related focus areas. On Co-op does not have the capability in-house to develop instructional modules and has already hired contractors to develop the relevant content. On Co-op is requesting eLearning modules which will be supplemented by other types of instruction. The client wants these modules to be “eligible for certificate status”. Therefore, there is the potential for our team to have the opportunity to win additional instructional development contracts, an ongoing program maintenance contract, and potentially, a contract to assist with getting the modules accredited through a partnership or accreditation process. On Co-op will be selling the instruction, thereby generating a revenue stream which can be used for additional contracts.

Project description

The ILT Gurus will work with On Co-op’s Project Manager or “PM”, to identify key objectives from content which has already been developed. We will then develop 10 modules of elearning based on the content and key objectives. The modules will be reviewed by an On Co-op consultant committee for quality and to ensure that they meet the learning objectives. The team will also produce training on CD/DVDs that could be adapted from the existing content. The ILT Gurus team will participate in the 20 hours of training on On Co-op’s LMS.

Project Dates

- February 19th, 2008 is the anticipated start date of the project.
- The project is estimated to be completed by August 9th, 2008. The end date is negotiable.

Goal

ILT Gurus will develop 10 elearning modules based on content provided by On Co-op’s consultant subject matter experts. These modules must be independent of each other and SCORM/AICC compliant. The modules will be owned by On Co-op and must be “eligible for certificate status” as defined by On Co-op. The team will work with the PM to determine a timeline with milestones and corresponding payments, and will deliver regular progress reports. At the outset, the team will work with the PM to filter existing content, identify, and prioritize objectives for the eLearning modules.

Visual Analysis of the RFP

The team created a concept map of the RFP which depicts the workflow for the project. By looking at this map, we can quickly see key points in this project including background, simplified objectives, target audience, deliverables and the flow of work required for input from On Co-op's PM, On Co-op's review committee, and our team's revisions. This map is shown below.

Assumptions, Constraints and Risk

The following information relates to the assumptions, constraints, and risks that have been identified for analysis purposes. These analyses will guide the ILT Gurus quality management plan and work breakdown plan.

Assumptions

- 1.Ten eLearning modules will deliver content at the post-secondary education level potentially to: the Board of Directors; Staff; Co-op members; and other interested individuals.
- 2.The budget of \$125,000 is adequate for a project of this size and time frame.
- 3.The CD/DVDs produced can be developed by modifying existing content.
- 4.The existing LMS facilitates making the modules AICC/SCORM compliant.
- 5.Each learning module will be 90” long.
- 6.Once released, these modules will produce a revenue stream for On Co-op.
- 7.Our team may be able to win additional contracts from On Co-op to develop their forums, conferences, traditional learning course, onsite training, maintenance and updating of eLearning modules.
- 8.Constructive feedback will be provided for changes.
- 9.Constructive feedback and requests for revisions made by the review committee will be written and provided in a timely way (within 48 hours).
- 10.On Co-op has agreed to make payments within two weeks of receiving the team’s invoice.

Constraints

- 1.Budget - limited to \$125,000 for an ambitious project.
- 2.LMS - we will need to work within the existing LMS.
- 3.AICC/SCORM compliant.
- 4.Review committee - this committee is a “wild card”. We don’t know how thorough or knowledgeable their review will be. We also don’t know what the consequences are of not meeting any requests they may have for revision.
- 5.Existing content - this was done by contract and is divided into 5 sections. It does not appear that the team is expected to follow these 5 content divisions. However, the content could be of a lower standard than desired or otherwise inadequate.
- 6.Other - RFP response is limited to 3 pages.
- 7.LSM training - required training must be completed before we can upload to or work with the LMS
- 8.Project Manager from On Co-op: the work could be constrained by the PM’s schedule and availability
- 9.“Eligible for certificate status” is a requirement that these modules must meet. It is unknown what this entails. It might require partnership with an accredited college or institute. It might mean compliance with some existing accreditation standards. It is not clear

if the certificate will be awarded internally and if there are certain compliance requirements in that case.

10.Payment intervals - based on milestones and timeline.

Risks

- 1.Legal costs if there is an unresolved dispute.
- 2.Working internationally in Canada.
- 3.The review committee could request multiple, unanticipated revisions that could be quite costly.
- 4.Cost and time overruns due to making the modules “eligible for certificate status”
- 5.The team assumes that modules are meant to be 90” in length. If a longer time is required, cost overruns could occur.
- 6.Cost overruns could occur if the modules cannot be made AICC and SCORM compliant with the existing LMS.
- 7.The milestones are yet unknown. If milestones are dependent on approvals from the PM or the review committee, payments could be extremely delayed.
- 8.Key objectives have not yet been identified; possibly, the existing content is inadequate and/or incomplete and the team would need to subcontract with additional SMEs. Large time and cost overruns could also occur if extensive content development is required.

Resources

Creation of the On Co-op Modules will require the following personnel:

- 1.Allocation of developer(s), instructional designer(s), and a quality assurance editor.
- 2.An estimated five full-time personnel equivalents for the duration of the project.

The following materials will be needed:

- 1.Five computers with software for the requested format installed (to include Word and PowerPoint)
- 2.Electronic copies of the materials developed by the consultants for each of the identified modules
- 3.Bibliography or list of resources used by the consultant content developers
- 4.Training materials needed for working with the existing LMS
- 5.Electronic copies of logos or other branding materials for On Co-op.
- 6.Initial Estimated Budget: \$125,000.

Work Breakdown Structure

The following section describes the tasks to be performed, project timeline, staffing and resources need to meet the goals of this project.

Background

ILT Gurus have been awarded the contract based on a Request for Proposal (RFP) from Ontario Co-operative Association's (On Co-op) and will be designing 10 eLearning modules for the On Co-op training program.

Definition of a Work Breakdown Structure (WBS)

A WBS helps a project manager see all the key pieces of the project and how they fit together, including the phases, and the costs of each phase. A WBS is created by a project member that is knowledgeable about the entire project. It offers a bird's eye view of milestones; from these are derived tasks and activities; and from these are derived more detail such as a budget and/or resource plan. A project manager approves the WBS and then the team utilizes the WBS.

Visualizing the WBS Graphically

A WBS is created as a flow chart at minimum and can be more elaborate, detailing each phase of the project. There are various types of charts or graphs which can depict the milestones, timelines, and workflow. These include a critical path network diagram, Gantt chart, and milestones chart among others.

Task Analysis

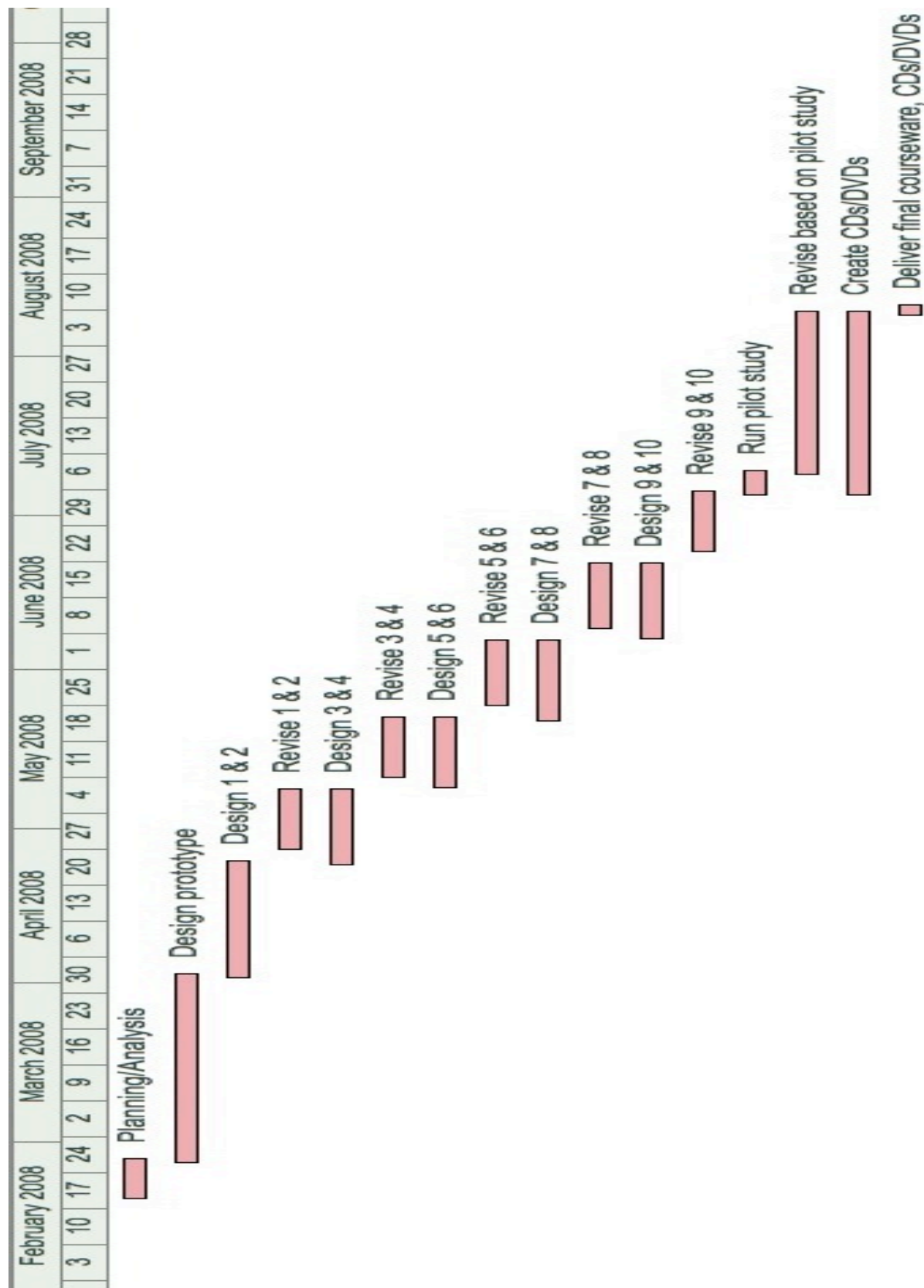
It is preferable that the 20-hour training on On Co-op's LMS be completed prior to beginning the work on the eLearning modules. We will use the LMS itself to conduct a formative evaluation and pilot version of the modules to determine if the modules meet the goals of the project. A [Gantt chart of the work timeline is at this link](#).

Phase	Task/Subtask Name	Goal Date
Analysis		
	Meet with PM to determine timelines, learning objectives and learning plan for modules.	February 19-21
	Obtain copies of existing content, logo and branding information.	February 21
	Create formative evaluation for use with On Co-op review committee.	February 19-21
	Complete On Co-op's training on the LMS	February 19 - 26
Design		
	Research and identification of instructional designer(s), editor(s), and interns.	February 19-26

	Instructional design prototype (PPT design, instructor and student note design, etc.) for committee review. Two paid interns join the team.	April 2
Development		
	Complete development of modules 1 & 2; adjust prototype if necessary.	April 24
	Complete development of modules 3 & 4; revisions as needed to modules 1 & 2.	May 8
	Complete development of modules 5 & 6; revisions as needed to modules 3 & 4.	May 22
	Complete development of modules 7 & 8; revisions as needed to module 5 & 6.	June 6
	Complete development of modules 9 & 10; revisions as needed to modules 7 & 8.	June 21
	Complete revisions of modules 9 & 10	July 5
Concurrent formative evaluations via On Co-op		
	On Co-op committee approval of Instructional Design prototype	April 4
	On Co-op committee approval of modules 1 & 2	April 26
	On Co-op committee review of modules 3 & 4	May 10
	On Co-op committee review of modules 5 & 6	May 24
	On Co-op committee review of modules 7 & 8	June 8
	On Co-op committee review of modules 9 & 10	June 23
Implementation		
	Upload to LMS & Run pilot version of the modules	July 5 - 9
Evaluation		
	Receive feedback on pilot & Adjust program as needed; create CD/DVDs	July 9 - August 9
	Release final version of training programs and deliver CD/DVDs	August 9

Gantt chart

The team has depicted the process timing using a Gantt chart. We chose this tool because, once it's updated with progress bars, it allows any team member to see if the work is going according to schedule or if adjustments need to be made. The PM can then re-assign resources if needed, or emphasize priorities. It also shows milestones, and those in turn correlate with invoicing.



Staffing

We used an employer burden of 13% and a profit of 12% for a payroll cost of 1.25 the hourly rate. We assigned two Instructional Designers to this project because of the project size and scope. In addition, sound design decisions are made in a collaborative and supportive environment at ILT Gurus Headquarters. In order to deliver an interactive learning approach, we incorporated a lead Instructional Designer (who is also Project Manager for this project), an additional Instructional Designer on staff, a Media Designer and 2 full-time, paid interns. The three staff employees will be involved with the project from the initial planning stages. The interns will join the project in the development stage.

Milestones and Invoicing

Below is our estimated costs per phase of the project. It also represents the incremental invoices.

Deliverable	Payment	Projected Date
Project Planning, Kickoff Meeting, and Content Analysis - 10% initial payment	\$12,500	February 19
Deliver Prototype design template	\$12,500	April 2
Deliver Module 1 & 2 for evaluation	\$12,500	April 24
Modules 1 & 2 revisions completed as needed and Module 3 & 4 delivered	\$12,500	May 8
Modules 3 & 4 revisions completed as needed and modules 5 & 6 delivered	\$12,500	May 22
Modules 5 & 6 revisions completed as needed and modules 7 & 8 delivered	\$12,500	June 6
Modules 7 & 8 revisions completed as needed and modules 9 & 10 delivered	\$12,500	June 21
Modules 9 & 10 revisions completed as needed and module 6 delivered	\$12,500	July 5
Upload to LMS and run 4-day pilot study	\$12,500	July 9
Final revisions completed based on pilot study; final course ware delivered, CD/DVDs delivered		August 7
Final approval completed per contract	\$12,500	August 9
Total Project Cost:	\$125,000.00	

Kickoff Meeting Agenda
 ILT Gurus and On Co-op
 eLearning Project Kickoff Meeting

Agenda Part I (ILT Gurus and On Co-op)

<u>Agenda Item</u>	<u>Presented By</u>
Welcome and Introductions	ILT Gurus PM/On Co-op
Recount history of Co-ops in Canada	ILT Gurus PM/On Co-op
Distribute copies of Project Charter	ILT Gurus Project Manager
Review Project Purpose & Background	On Co-op
Review Project Scope	On Co-op
Review Deliverables & Milestones	ILT Gurus Project Manager
Review Timeframe	ILT Gurus Project Manager/On Co-op
Q & A	ILT Gurus Project Manager/On Co-op

Break

Agenda Part II (ILT Gurus Internal Meeting)

Thank you for joining our Kickoff meeting. The second portion of the meeting includes the ILT Gurus team responsible for performing the tasks related to the On Co-op eLearning Project. The ILT Gurus team includes: Project Manager, Instructional Designer, Instructional Designer #2, Media Designer, and two interns.

<u>Agenda Item</u>	<u>Presented By</u>
Distribute Project Plan	ILT Gurus Project Manager (PM)
Review Project Scope, Sequence, Goals	ILT Gurus PM
Review Detailed Project Plan	ILT Gurus PM
Review Tasks Assignments and Team Roles	ILT Gurus P PM/Project Team
Establish Team Norms/Ground Rules	ILT Gurus PM/Project Team
Establish Time Reporting & Status Updates	ILT Gurus PM
Negotiate Team Performance Objectives	ILT Gurus PM/Project Team
Review Team Roster (contact info, etc.)	ILT Gurus PM/Project Team
Schedule Team Meetings	ILT Gurus PM
Discuss Next Steps	ILT Gurus PM

Kick Off Meeting Slide Deck

On Co-op eLearning Developer Project



&



Introductions

ILT Gurus and On Co-op Team Introductions





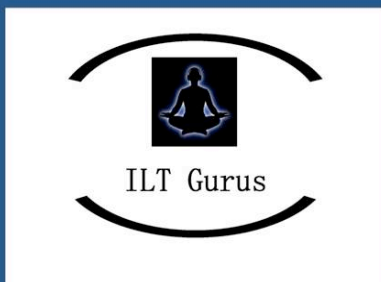
Project Milestones

Task Name	Duration	Start	Finish
Prototype/LMS	10 days	Mon 3/3/08	Fri 3/14/08
Module 1 - Nuts & Bolts	10 days	Fri 3/21/08	Thu 4/3/08
Module 2 - Renewable Energy	10 days	Thu 4/3/08	Wed 4/16/08
Module 3 - Special Populations	10 days	Wed 4/16/08	Tue 4/29/08
Module 4 - Health and Home Care	10 days	Tue 4/29/08	Mon 5/12/08
Module 5 - Child Care	10 days	Mon 5/12/08	Fri 5/23/08
Module 6 - Worker	10 days	Fri 5/23/08	Thu 6/5/08
Module 7 - Agricultural	10 days	Thu 6/5/08	Wed 6/18/08
Module 8 - Organics	10 days	Wed 6/18/08	Tue 7/1/08
Module 9 - New Sector Development and Capitalization	10 days	Tue 7/1/08	Mon 7/14/08
Module 10 - Development of niche Co-Ops	10 days	Mon 7/14/08	Fri 7/25/08
Deliver Courseware	2 days	Fri 7/25/08	Mon 7/28/08
Evaluation	2 days	Wed 7/30/08	Thu 7/31/08
Revisions	2 days	Thu 7/31/08	Fri 8/1/08
Evaluation	2 days	Mon 8/4/08	Tue 8/5/08
Final Revisions	2 days	Wed 8/6/08	Thu 8/7/08
Final Evaluation	2 days	Fri 8/8/08	Mon 8/11/08

Key Dates

- Start Date: February 19, 2008
- Finish Date: August 9, 2008 (est.)

Questions



Risk Management Plan

Our risk management plan is designed to meet the requirements of the RFP as described in the contract and charter documents. The table below outlines potential risks and possible solutions.

Risk Management Table

#	<i>Potential Risk</i>	<i>Probability & Impact on the project</i>	<i>Possible Solutions</i>
1.	Project delays could result from trying to work with their PM to “filter content for key learning outcomes”.	This risk is medium to high with the impacts affecting the timelines & payments.	The ITL Gururs will mitigate this risk by addressing it up front - in order to meet the requirements of the RFP. The ILT Gurus would like to have dedicated time from the PM within the first week and place this in the contract. If this step is delayed due to the PM’s not being available, our contract will allow for a change order and payment increase.
2.	“Scope creep” could result from the process of “filtering content” with their PM.	This risk is considered to be low to medium and could have a severe impact on the project.	The ILT Gurus will mitigate this risk by addressing it in the contract and allowing the option for change order and corresponding payment increase.
3.	The “expert review” committee could cause delays.	This risk is medium to high and could have a medium impact on the overall project.	The ITL Gurus will mitigate the risk by addressing it in the contract and stating that delays will cost us money and result in a change order with payment increase. In order to stay on track, the ILT Gururs need a 48 hour turn around.
4.	The “expert review” committee could request “scope creep”.	This risk is medium, but could have a severe impact on the overall project.	The ILT Gurus will mitigate the risk by addressing it in the contract and allowing for change orders with increased payment.
5.	LMS training might not be provided in a timely fashion.	This risk is medium and has a medium impact on the overall project.	The ILT Gururs will mitigate the risk by addressing it in the contract and allowing for change orders with increased payment.
6.	Existing content could be of low quality, and/or disorganized, and/or incomplete.	This risk is medium to high risk and has a severe impact on the overall project.	The ILT Gurus will mitigate the risk by addressing it in the contract and allowing for change orders based on prior approval. This would require a meeting with the client and new invoicing.

#	Potential Risk	Probability & Impact on the project	Possible Solutions
7.	Our product is not SCORM/AICC compliant.	This risk is low yet could have a severe impact on the overall project.	The ILT Gurus eliminate this risk by using authorware which delivers SCORM packages that are later uploadable into the LMS.
9.	There could be internal delays due to absenteeism/illness.	This risk is low yet has a medium to severe impact on the overall project.	The ILT Gurus will mitigate this risk by identifying back up personnel.
10.	There could be delays due to weather and other circumstances beyond our control.	This risk is low to medium risk yet has a medium to severe impact on the overall project.	The ILT Gurus will mitigate this risk by identifying it in the contract and allowing for change order (extension of time only).
11.	There could be delays due to software or hardware malfunction.	This risk is low to medium yet could have a medium to severe impact on the overall project.	The ILT Gurus will mitigate this risk by identifying it in the contract and allowing for change order (extension of time only).

Change Management Plan

To effectively manage change, the ILT Gurus will anticipate resistance from stakeholders such as the On Co-op team, the ILT Gurus team, and especially the end user. As one of the On Co-op goals is to inform the public about the advantages of cooperative management, it is advisable to have end users evaluate the material for effectiveness. Furthermore, the ILT Gurus have a built in formative evaluation of the modules created that will enable changes to design to meet the needs of the end user. The ILT Gurus will participate in the On Co-op training and adapt to the LMS of On Co-op. This measure will ensure answering of questions and clarifying any process oriented difficulties to prevent internal complications.

Change Management Table

#	Possible client change (individual event, overall scope, etc.)	Impact on the project	Possible Solutions
1	The On Co-op advisory committee may offer resistance to the design decisions of the ILT group during the final processes or will ask for changes not anticipated in these final reviews.	Any major changes proposed by the advisory committee in the later stages of development could compromise the timeline, thereby increasing the budget.	As part of the design process, ILT Guru's will involve the advisory committee in formative reviews of the instructional design projects. This formative evaluation will be most time-intensive with the first module. Per our contract with On Co-op, subsequent modules will be designed similarly to the first module. Approval of the first module will pave the way for approval of the other 9 modules.
2	On Co-op's leadership team may resist design decisions that differ from the original SME's curriculum. This can occur in the beginning or at unexpected times during the process.	Anything short of complete buy-in to the relationship between On Co-op and ILT Guru's can damage the working relationship, slow production, and cost money.	To create a cooperative team, the ILT Guru's will host a kickoff meeting with the On Co-op stakeholders to show preliminary design ideas and build rapport between the two teams. Emphasis will be on relationship building and buy in of ILT Guru design options. ILT Gurus will monitor this relationship and employ relationship building activities as needed.
3	Informal systems of employees with resentment over contract negotiations or disagreement with contract award decisions.	Dissemination of any kind that undermines either company's work will delay the project and therefore, cause budgetary constraints.	ILT Guru's are committed to a smooth transformation of the material from the SME's to the design team. As a part of the kickoff meeting, the design team will identify informal leaders within On Co-op that can assist in building pro-ILT Gurus ownership and information dissemination. Positive reinforcement will be a part of this process.

#	Possible client change (individual event, overall scope, etc.)	Impact on the project	Possible Solutions
4	Confusion over processes in either company related to the project.	If confusion over processes occur there can be a delay of project milestone completion.	ILT Guru's will provide a roadmap for all processes in the project and allow for questions to be asked and clarification given in the initial stages of the project.
5	Organizational cultures may clash due to country of origin, work place rules and/or interactive processes.	Clash of culture can cause difficulties between the teams working relationships which can delay the work product and cost the project money.	The ILT Guru's will perform an organizational culture analysis for the ILT Gurus and On Co-op. This information will be utilized in developing the kickoff presentation. Emphasis on our mutual desire for a successful project will form the basis of the relationship between the two groups.
6	On Co-op could determine they need to move up the timeline on the project.	If time lines are moved up, quality could be compromised or deadlines may not be met.	To prevent On Co-op from altering time lines, ILT Gurus will review the timelines with On Co-op's team at the onset of the project to clarify any misunderstandings in details of the time lines. Timelines, deliverables, and a process for change orders and with additional invoicing will be part of the contract.
7	On Co-op could add to the scope of work.	If work is added, the time frames and budget could also be compromised.	Similar to time lines, the scope of the project will be presented to On Co-op with specific deliverables including specifications of how changes in the scope of work will be negotiated, as part of the contract.

Effective Communication

Effective communication is often an issue in business. While humanity has the "gift of gab", we still lack effective communication skills. So, how can we as managers guide others to communicate with one another and with us? We are lucky now to have so many tools to work with.

We now have SharePoint where we can manage tasks and projects, rather than just using email. Participants have to update their status and an email is sent to their team to update the members on the status of the project.

Another benefit to SharePoint is that it integrates with MS Project nicely. Tasks and projects are automatically updated and dates are shifted accordingly whenever MS Project is updated. Team members who may not have MS Project, can look at the project plan in SharePoint in addition to their specific tasks and projects.

Additionally, the ILT Gurus will post the potential risks and changes to the project in SharePoint. One site will be dedicated to potential risks allowing team members to view and plan for those risks. Changes to the project will have their separate site as well. The “project changes” site operates similarly to the “risks planning” site.

Team communication through SharePoint can be challenging due to the number of options in the tool. The ILT Gurus will have a community board for regular project announcements. Each team member can then get notified by email each time there is an update and each time they login to SharePoint. This is a great spot for good or bad news. For all of these reasons, the ILT Gurus will utilize SharePoint to manage communication throughout the project and all of its tasks.

Quality Management Plan

Quality Measure	ILT Gurus Deliverable	ILT Gurus Process
Thorough Design Process	<p>1. Clear written learning objectives. Written learning plan to meet the objectives, including appropriate interactive activities and assessments.</p> <p>2. A process checklist completed after each module will insure that learning objectives have been met, the modules have been reviewed and revisions have been completed.</p> <p>4. ILT Gurus to attend 20 hour LMS training presented by On Co-op.</p>	<p>1. PM's will meet to establish learning objectives and learning plan within the first week of the project.</p> <p>2. Use a formative evaluation review process to verify that CARP principals are used effectively, all links are functional, the modules are SCORM compliant, and all elements of the learning design have been incorporated.</p> <p>3. ILT Gurus' PM will review the credentials of the eLearning designers to verify that they meet the project needs.</p> <p>4. A written evaluation will verify AICC compliance.</p>

10 High Quality Modules	Provide 10 modules meeting the On Co-op prescribed criteria of: <ul style="list-style-type: none"> ●compatible with current LMS ●use existing content ●addresses learning objectives ●approval from On Co-op curriculum committee 	Final checklist completed to include: <ul style="list-style-type: none"> ●assessment of functionality and design ●copy proofed and edited ●assessment aligned with learning objectives / certification process ●SCORM/AICC compliance
Timeliness	<p>1. The first module to be completed and reviewed by the end of the 2nd week of the project to ensure the process is working.</p> <p>2. Continuous production of modules, with review and revision as necessary.</p>	<p>1. A Gantt chart will be used to assess and monitor the project's timeliness.</p> <p>2. Institute a streamlined process to get material back and forth in a timely manner. PM will monitor through our process management tool, SharePoint.</p>

Conclusion

The ILT Gurus feel that this project will provide a steppingstone to additional projects that could also be more lucrative. On Co-op is a nationwide organization which is just beginning to convert it's training to online formats. Although this particular project has a tight budget, we are eager to begin our first contract in Canada and grateful to have the opportunity to work with a large and respected organization. We will use this project as leverage when bidding on other similar projects both in Canada and the U.S.A.