



# Learning and Performance Solutions

Helping Clients Create the Ideal Future Workplace

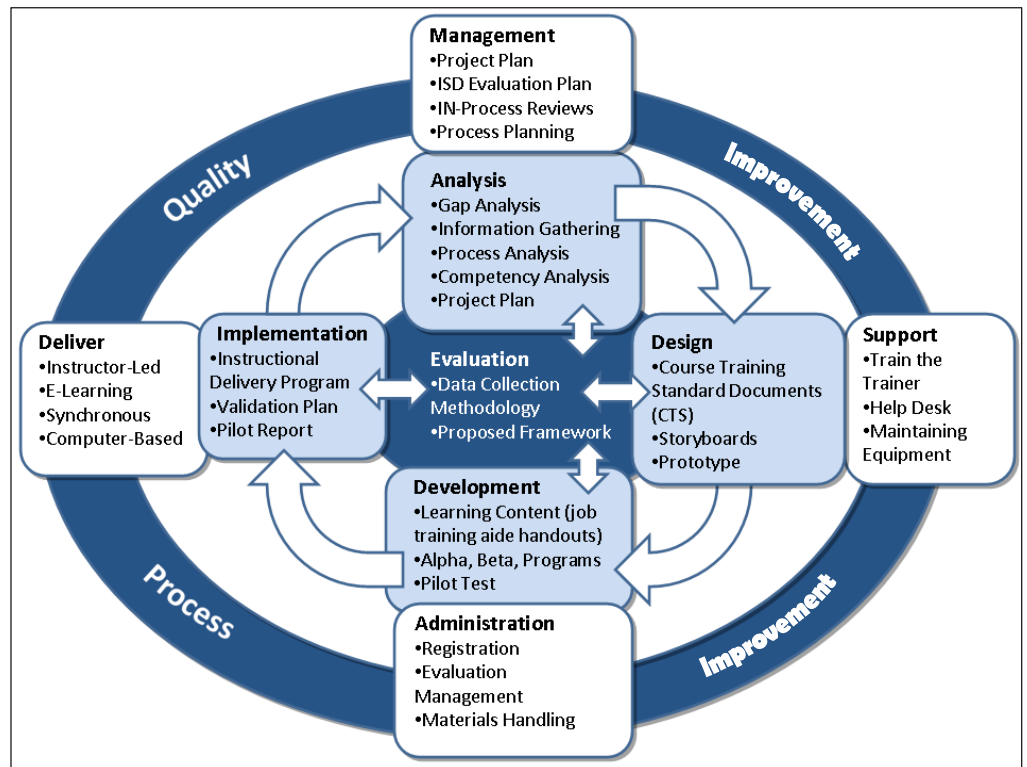
## THE CHALLENGE

Federal agencies face increased pressure to expand service requirements while tightening budgets and complying with emerging federal human capital mandates. These challenges are compounded by continuous changes in policy, technology and expectations of a multi-generational workforce within the federal agencies. Keeping these geographically dispersed employees engaged and on task in today's dynamic workplace requires agencies to transition from conventional training to strategic learning that aligns with their overall business imperatives.

## CSRA SOLUTIONS

CSRA's Learning and Performance professionals enable our clients to envision and create an ideal workplace by empowering employees with the right knowledge, skills and abilities. Employing a collaborative approach, we work with your agency to develop highly customized learning strategies and plans that align with your business strategy. We verify and validate the core technical and leadership competencies that provide the foundation for your organization today and tomorrow. We then integrate and drive training initiatives required to advance your employees to optimal proficiency levels.

We tailor our learning recommendations to your unique requirements and resources—from enterprise Learning Management System implementations to a 24/7 virtual learning infrastructure or instructor-led classroom training. We work with you every step of the way from conception to completion, including evaluating the impact of your programs.



## KEY FEATURES

- Training is not a “one-size-fits all” proposition – CSRA has extensive consulting experience to address each organization’s specific policies, processes, and procedures.
- Advancing your organization beyond theory – We offer broad field experience, incorporated into highly engaging learning sessions.
- Engaging tools and resources – CSRA’s solutions include intelligent tutoring systems to enable your workforce to work smarter and improve confidence, capacity, and capability. We provide leadership and performance assessments such as 360-degree feedback and personality-type measurements to relay valuable performance information from multiple perspectives.

## CSRA ADVANTAGE

Our Learning and Performance professionals listen to the underlying issues affecting your organization and recommend a holistic solution tailored to your challenges. With over 20 years of experience at more than 15 federal agencies and commercial organizations, we deliver diverse capabilities in a variety of “shapes and sizes” – never off the shelf. Whether educating the novice or empowering the expert, we work with you to define possibilities and implement with impact!

## CLIENT BENEFITS

- Enables workers to quickly apply knowledge received during training to their position and to perform missions more effectively and efficiently
  - Combines formal training and targeted informal learning to build the knowledge, skills, and abilities needed by your organization
  - Minimizes financial, organizational, and technological barriers to implement training initiatives
  - Boosts employee engagement by accommodating learning preferences
- Instructor-Led Training (ILT): Participants receive practical, actionable information via case studies, practices, and field experience for highly interactive sessions
  - Computer Based Training (CBT), Web-Based Training (WBT) and Intelligent Tutoring Systems (ITS): CSRA offers reusable, flexible, technology-enabled training delivery mechanisms. By harnessing state-of-the-art technologies, we help our clients put learning at the fingertips of virtually anyone, anywhere and anytime.
  - Training Evaluation: We deliver measureable results by incorporating principles of training measurement and evaluation into our curricula, and by providing a framework for evaluating the overall effectiveness of your training program.

## LEARNING AND PERFORMANCE SERVICES

- Tailored Enterprise Training Strategies: Together we define a strategy based on overall goals for planning, execution, and implementation of enterprise training.
- Instructional Systems Design: Our unique, integrated methods include Instructional Systems Design (ISD) methodology/Systems Approach to Training (SAT) process, and Network Centric Performance Learning System. We rigorously apply ISD methods - such as the ADDIE Model - to deliver proper learning solutions for each client.
- Job and Task Analysis: We perform detailed job and task analysis to validate learning objectives and identify performance gaps.

### FOR MORE INFORMATION

To learn more about our services and capabilities, please contact [Anita.Huffman-Strawser@CSRA.com](mailto:Anita.Huffman-Strawser@CSRA.com) or [Karen.Popular-Lawhorn@CSRA.com](mailto:Karen.Popular-Lawhorn@CSRA.com).

## About CSRA

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# Learning Program Management

## Comprehensive – Flexible – Responsive

### THE CHALLENGE

Establishing and supporting learning programs is frequently a high-touch endeavor, regardless of whether you are implementing a single course or an enterprise-wide curriculum. Designing and developing world-class training is only a part of an effective learning solution. For best results, you must consistently and accurately deliver the right solutions to the right target audiences. And since training solutions come in all different sizes, so too must the program management processes and teams that run them.

Many organizations underestimate the level of Program Management effort required to sustain successful learning program execution, rapidly scale up new learning programs, or manage complex course catalog offerings. The key to learning program execution is a set of well-defined and implemented program management processes and a highly capable team to implement them.

### THE SOLUTION

CSRA offers a collaborative, flexible project management approach and Learning Program Management Office (LPMO) structure that provides a foundation for the successful management of stand-alone projects or large-scale comprehensive learning programs.

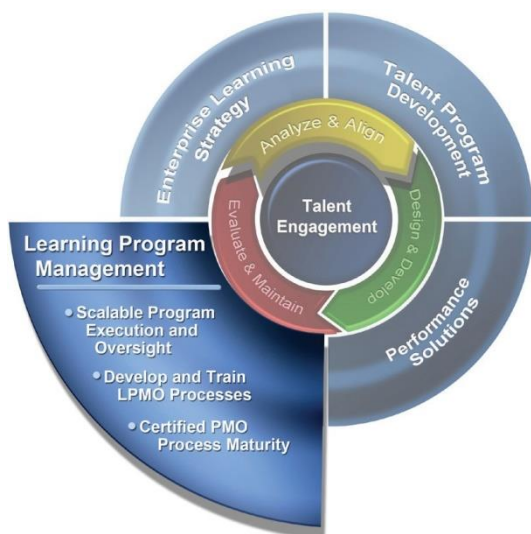
### CSRA APPROACH

To ensure successful project execution and delivery of the right solutions for our customers, the CSRA LPMO model incorporates both strategic oversight as well as day-to-day work stream leadership. Our organizational structure supports and facilitates iterative work at the individual training project level while integrating diverse work streams (instructional design, learning technology, communications, evaluations, logistics, etc.) at the broader program level. This combination facilitates nimble development while aligning CSRA Team functions with our client and partner teams to boost the impact and value of learning across the program. Our clients get the benefit of a unified set of specialties that are stronger in combination than when individually applied.

Our three-tiered LPMO approach addresses people, process, and technology to manage the demands of “right now” while planning for “what’s next.”

- **Establish LPMO:** tailor the Project Management Handbook and develop SOPs for tracking program operational activities and financial elements; identify and acquire staff; train staff on SOPs
- **Support Course Offerings:** stand up Help Desk; provide learning management system administration and registration support; establish and implement reporting requirements and processes; provide communications and evaluation support at the program and course levels
- **System Support:** establish Web and application hosting; system development, implementation, and integration

Whether we are helping to make an existing LPMO more effective or are establishing a new LPMO, processes are the starting point for all activity. We review existing processes where needed, and upgrade or create new processes to meet the program’s needs.



During the “establish LPMO” phase, we identify the number and types of resources required and work with you to staff the LPMO with your personnel, our consultants, or a mixture that makes the most sense for the program. Training the LPMO staff on processes and procedures, an often overlooked step, is at the heart of our approach.

Behind the scenes, the LPMO supports back office activities to sustain contractual requirements, subcontractor management, and financial reporting. The LPMO structure is flexible – able to support multiple teaming partners and subcontractors; and responsive – able to coordinate activities and adapt to evolving environments and requirements. This collaborative, agile structure provides a foundation to successfully manage stand-alone training projects while concurrently developing comprehensive learning solutions.

We establish a help desk and an operations support team to provide a scalable level of support for both students and instructors, complemented by clearly documented operating procedures and a well-defined understanding of requirements. We also focus on continuously refining the LPMO structure, procedures, and processes over time to ensure our program management support remains tailored to the organization’s changing needs.

In addition to back office and learner/instructor support, our approach includes critical elements for success that are often discounted or overlooked, but that boost the impact of your learning program:

- Strategic communications to advertise course and program offerings
- Performance support tools to extend the learning beyond the classroom and integrate the learning into the work place
- Training evaluation strategy to quantify the learning program’s impact on the organization

## LPMO ASSETS AND ACTIVITIES

- *Program Performance Dashboards and Quarterly Reviews*
- *Project and Subtask Status Reports*
- *Financial Status Reports*
- *Processes & Procedures Training and Support Tools*
- *Risk Mitigation Plans*
- *LMS Administration and Data Entry*
- *Training Delivery & Completions Reports*
- *Training Evaluation Reports*
- *Course Performance Improvement Plans*

Should your learning program require website or application support, CSRA’s considerable IT resources are available to provide offsite, secure hosting facilities, as well as onsite support and specialized services such as Section 508 compliance reviews.

Our approach is comprehensive enough to take on the full suite of LPMO design, launch, and execution activities, and is flexible enough to assist with supporting implementation of an LPMO that is already designed.

## CSRA ADVANTAGE

CSRA utilizes our cadre of PMP-certified project managers with deep expertise in the analysis, design, development, and delivery of training programs. This unique capability leverages both project management discipline and in-depth knowledge of the distinctive challenges of learning solutions delivery. The CSRA differentiator is our ability to leverage various resources and skill sets and utilize our expertise in learning program management to create a cohesive team that fully supports your program across the lifecycle.

## FOR MORE INFORMATION

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# Multimedia Solutions

Creating Cutting-edge Media to engage and Motivate Your audience



## THE CHALLENGE

Staying relevant in the rapidly changing digital world is more challenging than ever. Demand for cutting-edge promotional and learning content keeps growing, yet many organizations often lack the creative staff and specialized resources required to deliver an engaging, multi-platform solution. While some rely on template-driven applications to create multimedia products, others recognize the limitations of this approach – particularly when the goal is to offer a unique and memorable experience.

## THE SOLUTION

CSRA's multimedia group develops diverse and collaborative solutions that educate an organization's workforce and promote their product or service. Our creative team specializes in dynamic solutions that leverage a wide variety of media resulting in innovative products that are cost-effective and adaptable across various platforms for greater accessibility. From emerging training products to promotional videos, our multimedia group delivers the right solution.

## CSRA ADVANTAGE

CSRA's multimedia group works closely with our customers to identify their learning or marketing objectives, and then generates mission-oriented results by blending the right combination of cost-effective technologies and customizable solutions. With a broad range of industry experience, Learning and Talent Development delivers tailored technology-driven learning solutions and marketing products that are both effective and engaging.

## CAPABILITIES

CSRA's multimedia group continuously expands its knowledge-base with an eye on future development. Our proven approach keeps our customers' requirements in sync with current and future technologies and standards. Our team of graphic designers, videographers, 3D animators, motion designers, and programmers specialize in:

### Interactive Design and Development

CSRA's multimedia group creates engaging user experiences through our mix of design and technology. We consistently deliver quality, relevant products based on a thorough understanding of the needs of our clients while maintaining focus on the user.

- Training and Web Design and Development
- Application and GUI design



## VIRTUAL ENVIRONMENTS & GAMING

CSRA's multimedia group employs technology that connects geographically dispersed participants in a single environment through simulations, scenarios, or game play. Our virtual solutions track data and are easily integrated with learning management systems.

- Simple Gaming
- Simulations
- 3D Game Development
- Virtual World Development



## GRAPHIC DESIGN AND LAYOUT

CSRA's multimedia group delivers a wide range of print design services and graphic support from documents and brochures to signage and informational graphics.

- Web-based Graphics
- Print Design
- Presentation and Desktop Graphics



## AUDIO & VIDEO PRODUCTION

CSRA's multimedia group creates exceptional video production work that blends high quality videography with custom motion graphics and effects.

- Preproduction
  - Script Writing
  - Storyboarding
- Production
  - Taping/Recording
  - Voice Over/Narration
- Post Production
  - Editing
  - Compositing
  - Visual Effects
  - Audio Mixing and Editing

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# Human Capital Research and Evaluation

## Maximizing the Value of Human Capital Investments

### THE CHALLENGE

Organizations are facing the reality of declining budgets, diminishing staff allocations, and program consolidation mandates, creating new demands and the need to streamline operations. Performing under these conditions requires organizations to address broad human capital challenges to continue to deliver mission outcomes:

- Designing, facilitating, and managing efficient, results-oriented, and mission-aligned programs
- Attracting, motivating, and retaining a well-qualified, engaged, and productive workforce
- Demonstrating value of human capital investments to the organization, the workforce, and the public

### THE SOLUTION

Grounding human capital systems in robust research and evaluation methodologies ensures that human capital investments are demonstrably efficient, effective, and valuable.

We partner with our clients to determine the most appropriate human capital research and evaluation strategy to provide and ensure relevant, reliable, and timely data for informed decision-making.



### CSRA APPROACH

Our approach to human capital consulting is characterized by disciplined flexibility and practical innovation.

Disciplined flexibility – describes our belief that, while every project can benefit from the discipline of a robust methodology, the methodology must not be so rigid as to ignore the unique characteristics, needs, culture, and capabilities of the client organization.

Our methodologies build on industry standards and best practices, yet are sufficiently flexible – we tailor them to the specific needs and circumstances of each client. Quite simply, we meet our clients where they are and build solutions consistent with their culture, existing programs, and capacity to handle significant change. Our methodologies include:

- **Competency modeling** – to identify the capabilities required to perform the organization’s work
- **Survey research** – to measure employee and customer attitudes and options, including trends over time, and inform decision-making
- **Data analysis and visualization** – to answer important, sensitive, and complex organizational questions affecting attracting, retaining, engaging, and transitioning employees
- **Program evaluation** – to drive the direction of human capital programs and demonstrate their value to overall organizational performance

Practical innovation – represents balancing the tension often present between an agency’s desire for breakthrough performance or transformative change and the reality of constrained resources, lack of buy-in, and misalignment of existing processes and technology. We provide innovative and practical solutions, built on the most current thinking and leading edge methods and tools, validated in real-world settings, and tempered to fit the constraints, realities, and limitations facing our clients.

## SERVICE OFFERINGS OVERVIEW

### Workforce Planning

CSRA's workforce planning framework promotes alignment and integration of human capital with overall strategy to maximize organizational effectiveness and achieve objectives.

### Certification & Assessment

CSRA's certification and assessment solutions help organizations attract and develop employees who perform in high-risk occupations to ensure both individual and organizational success.

### Talent Engagement

CSRA offers a comprehensive, scalable talent engagement framework that includes talent development programs, performance solutions, learning program management, and enterprise learning strategy.

### Career Development

CSRA develops enterprise-wide career development program helps organizations attract, motivate, and retain high-performing employees by helping employees explore how they fit in to the overall organization

### Performance Management

CSRA's performance management systems align individual and supervisor job outcomes with organizational goals to create a line of sight from the employee to the mission.

### Succession Planning

CSRA helps organizations plan for and mitigate expected and unexpected departures of key personnel through the design and implementation of our comprehensive succession planning framework.

## SAMPLE PROJECTS

- **Alternative Personnel Systems** – For over 20 years, CSRA has designed, developed, and evaluated alternative personnel systems to support pay-for-performance and market-based pay for Federal workers. We use sophisticated modeling techniques to examine the effects of policy decisions in these systems.
- **Certification** – For a DoD schoolhouse, we have conducted practice analyses and developed end-of-course assessments to certify Federal employees.
- **Workforce Modeling** – We build a tool to model workforce planning decisions, including tradeoff scenarios, so that a federal organization could sculpt their workforce to address changing mission needs.

## CSRA ADVANTAGE

Strong methodologies without talented practitioners to execute them are like racecars without engines: they look sleek and impressive but go nowhere. Our people—their knowledge and expertise, command of our methodologies and tools, and skill at partnering with our customers—are what drives our success and are critical to establishing the true depth, breadth, and credibility of the CSRA Team.

CSRA's research and evaluation experts are highly skilled and experienced in working with every level within an organization to implement research and evaluation-based human capital systems that drive mission success. With extensive domain knowledge and hands-on experience, our team includes PhDs in industrial/organizational psychology, operations research, economics, and public policy. Our consultants have served in both the public and private sectors and possess deep knowledge of the full human capital lifecycle.

## FOR MORE INFORMATION

To learn more about our services and capabilities, please contact us at [spg\\_info@CSRA.com](mailto:spg_info@CSRA.com)

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# Competency Modeling

## The Backbone of Human Capital Systems

### THE CHALLENGE

Federal agencies face increased pressure to comply with emerging mandates to improve both the efficiency of the hiring process and the value of new hires. Yet transitioning from a burdensome system to an effective, streamlined process is no easy task. Onboarding the best talent is just the start. Agencies must then make every effort to help workers progress up the proficiency scale to ensure a high performing government and an engaged workforce.

### CSRA SOLUTIONS

CSRA's competency modeling experts are committed to helping our clients envision and create an ideal future workplace with the right people in the right jobs at the right time. We can partner with your agency on the design and implementation of a well-reasoned human capital system customized to support your organizational goals and requirements.

To ensure your workers possess the optimal knowledge, skills, and abilities, our professionals will collaborate with your managers to establish agency-wide core, technical and leadership competencies that provide the foundation for the human capital functions in your organization.

Relying on research-based practices, we can design and validate tests to identify applicants most suitable for a given position by assessing individuals' proficiencies with key job requirements. Our solutions also enable your agency to continuously measure and improve employee performance by providing managers, HR and employees with a resource for ongoing assessment, development and career planning.



### FEATURES & SERVICES

- **Competency Modeling/Job Analysis** – Identifying the tasks that constitute jobs in addition to the knowledge, skills, abilities, and other qualities that are necessary to perform these tasks.
- **Gap Analysis** – Identifying gaps between employees' current proficiency on job tasks and/or skills (current state) and the standards determined for the tasks and/or skills (desired state) as well as strategies for closing the gaps.
- **Hiring Reform**– Designing and validating tests to assess individuals' proficiencies with key job requirements.
- **Competency-based Career Models/Maps** – Helping employees identify promotional paths, engage in career development and determine training needs and opportunities.
- **Survey Research, Data Collection and Statistical Analysis** – Collecting and analyzing information via surveys, interviews, focus groups, and/or workshops with subject matter experts. Producing informative, actionable results.

## CSRA ADVANTAGE

With more than 20-years delivering performance-based workforce innovations, CSRA is passionate about helping our clients architect their ideal future workplace. CSRA's Human Capital Learning and Performance professionals include a team of industrial and organizational psychologists and research scientists who are committed to delivering results that have a meaningful impact on organizational performance. Our empirically-supported approaches balance scientific integrity with flexibility and scale. In addition, we can readily call upon CSRA's cadre of subject matter experts as well as our comprehensive, end-to-end human capital solutions to meet your unique needs.

## SAMPLE PROJECTS

- Credentialing Plan Development - Developed standardized competency models and credentialing plans for 230 positions that describe job-specific knowledge, skills, and abilities as well as required training and professional experience required to perform in each position.
- Job Task Analysis - Identified critical tasks performed by federal officers across all facility types and created a legally defensible and non-discriminatory set of validated minimum performance standards. Updated training curriculum and certification process to reflect critical tasks
- Gap Analysis - Supported the creation and implementation of competency models for a federal client's Human Resources professional workforce to establish a competency-based curriculum initiative. Assessed the gaps between the current and desired proficiency standards and researched existing and potential curriculum for employee development.
- Career Mapping- Developed and implemented an enterprise-wide career mapping/career development program, which includes competency profiles and development plans for over 600 unique roles.
- Gap Analysis - Supported the creation and implementation of competency models for a federal client's Human Resources professional workforce to establish a competency-based curriculum initiative. Assessed the gaps between the current and desired proficiency standards and researched existing and potential curriculum for employee development.
- Classification and Compensation Analysis - Conducted a comprehensive analysis of the work performed in cross-agency roles and made competency-based recommendations regarding classification and pay disparities.
- Survey Design and Implementation - Developed and administered online surveys to assess and evaluate the agency's adoption of a new program. Analyzed survey data and generated customized reports for leadership.
- Workforce Planning — Developed a future-oriented competency model, conducted a workforce-wide competency gap analysis, and identified and prioritized gap closure strategies.

## CLIENT BENEFITS

- Improves your agency's ability to comply with hiring reform mandates and quality talent acquisition
- Ensures consistent standardization of positions, duties and individual performance plans across your organization
- Enhances workforce and leadership development for employees at all skill levels
- Increases retention of valued talent with greater workforce engagement

## FOR MORE INFORMATION

To learn more about our services and capabilities, please contact **Karen Popular-Lawhorn** ([karen.popular-lawhorn@csra.com](mailto:karen.popular-lawhorn@csra.com)) or **Tim McGonigle** ([tim.mcgonigle@csra.com](mailto:tim.mcgonigle@csra.com))

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