

PRELIMINARIES

INTRODUCTION

Before diving into a curriculum development project, some preliminary review and planning must be completed. First, establish the need for a new course or revisions to an existing course or program. Second, estimate the cost of conducting the project and implementing the new or revised course or program. Finally, develop a plan for completing the project and implementing the new or revised course or program.

For new program development, the training program manager usually completes these preliminary steps. For revision projects, the training site completes the preliminary steps.

ESTABLISH NEED

New Programs/Courses

For technical education and training in the Navy Medical Department, development of most new courses or programs takes place when new jobs or specialties are brought on line. Frequently, the "new" job is actually a regrouping of a variety of functions presently performed in similar or closely related jobs, with some new requirements added. If the functions already performed in similar jobs can be identified, at least tentatively, analyze that part of the job by collecting and analyzing data from similar courses.

Review Existing Courses

Before proceeding in the development of a new course, verify that no existing course will satisfy the training requirements.

Program/Course Revisions

CDG (TECH) - Preliminaries

Most curriculum development efforts will involve revising and improving existing courses. BUMED's functions in such projects are to establish guidelines and interpret policy. Training program managers coordinate activities among multiple training sites, review interim and final products for compliance to established standards, and issue final approval of revisions through the chain of command.

Determine the Problem

Before revising a course, evidence must be obtained that the existing course does not adequately train personnel to perform on the job. Consider the following three factors:

Does a training problem really exist? For example, some enlisted specialties include both basic and advanced NECs. A training site may receive complaints that basic technicians cannot perform some functions. Upon investigation, it turns out that the functions "belong" to the advanced technicians, not the basic technicians. This is not a training problem. It may be a communication problem (if the user community expects the same performance from a basic and an advanced technician) or possibly a billet problem (not enough advanced technicians so basic technicians are expected to carry out some of the advanced functions). Higher authority may decide to shift the functions to the basic technicians, but unless and until that happens, no training problem exists.

Was the previous analysis complete and appropriate? If there is a training problem, was the problem area included in the analysis for the current program? Review the training requirements inventory. Are the items applicable to the problem area complete? Are the items adequately represented in the course learning objectives?

Are course materials and methods adequate? If the learning objectives appear to be correct, the problem may lie in the materials used by the students or the instructional methods used to teach the material.

Approval Process

The steps in the approval process vary depending on the level of the anticipated change.

Proposals for changes that require adjustments to the resources needed to support training (e.g., increasing or decreasing student load) **or that change the scope of the training** (e.g., replacing a module on fiscal management with one on personnel management) must be submitted through the chain of command to the training program manager for approval **before** initiating a revision project.

Changes that effect the approved curriculum documents (e.g., changes to individual learning objectives), **but do not change resource requirements or the scope of the training program** as a whole may be implemented subject to approval by the training program manager.

Changes that do not effect the approved documentation (e.g., changes to lesson topic guides) do not require review and approval by the training program manager.

Multiple Training Site Considerations

Any education and training program intended for a broad spectrum of Medical Department personnel must result in essentially the same set of outcomes no matter where the training takes place. To assist in this standardization, make every effort to ensure that all sites are equally represented during each phase of the project.

For mandatory periodic reviews (such as Cyclical Curriculum Review or Navy Training Requirements Review projects), the training program manager will task the training site or sites with completion of various parts of the project. In most cases, the division of labor in such projects for multiple-site programs will be decided at a workshop or conference involving representatives from each training site.

CDG (TECH) - Preliminaries

The training program manager monitors progress of the approved revision project. For multiple-site programs, the training program manager may task one site to coordinate all or part of the project. Specific responsibilities of such project coordinators will be assigned by the training program manager on a case-by-case basis.

PLANNING

When and where planning begins depends upon the tasking and scope of the project. For new program or course development, the training program manager constructs a plan for curriculum development. He/she may delegate this responsibility to one of the training commands, particularly if the new training requirement is an outgrowth of an existing program.

For course revisions that will impact on the resources required to conduct training or the scope of the training program, the training site normally completes the planning documents and submits them to the training program manager. Depending on the scope of the project, the training program manager directs the appropriate training site to prepare a project plan or a Plan of Action and Milestones (POA&M) for projects originating at BUMED. For projects originating at a training site, the training site submits the initial proposal by letter through the chain of command, using the project proposal form or a point paper. Upon approval of the proposal, the training program manager may direct the training site to prepare a project plan or a POA&M (depending on the scope of the project).

Project Proposals

Submit project proposals using the format in Figure 1-1 or as a point paper that includes the same information. Include the following as a minimum:

1. Identification of the training program or course to be revised and its course identification number.
2. Identification of the command submitting the proposal and the name, title, and telephone numbers (DSN and commercial) of a person who can provide further information if needed (this is usually the person who originally proposed the revision).
3. Objective of the project.
4. Reasons or justification for the project.
5. Estimated time for completion of the project.
6. Additional resources required to complete the project.
7. Type(s) of additional resources required to implement revisions (both one-time and ongoing requirements).
8. Time required to complete a project plan including detailed resource requirements for implementing the revisions and a POA&M for completion of the revisions.

Detailed information on resources required to implement revisions (item 7 above) is not necessary in the proposal, but include all information readily available. Additional resources required by the proposing training site to complete the project (e.g., travel funds that are not included in the current budget) must be included in the project proposal.

CDG (TECH) - Preliminaries

Date: _____

PROJECT PROPOSAL

Training Program/Course:

Submitted by (command and address):

Point of contact (include name, title, DSN and commercial phone numbers):

Type of project:

Objective of project (continue on reverse if needed):

Reasons/justification for project (continue on reverse if needed):

Estimated time for completion of project:

Additional resources required to conduct project:

Types of additional resources required to implement revisions (e.g., manpower, facilities, equipment, training days, class capacities, cost of materials or supplies; attach detailed information if currently available):

Time required to complete project plan (if required):

Figure 1-1: Format for Project Proposal.

Project Plan

The project plan is the planning document used for new course development (e.g., establishing a new NEC and its “C” school) and large-scale revision projects requiring significant additional resources. Very few revision projects require a project plan. The project proposal suffices for most. **Do not prepare a project plan until directed to do so.** Figure 1-2 illustrates the format for the project plan.

Elements of the Project Plan

In addition to the cover page, the project plan consists of four sections: course identification, project description and justification, POA&M, and projected resource requirements.

The **cover page** includes:

1. Course title and identification number.
2. Command preparing the project plan.
3. Date of the project plan.

Section I, course identification, includes:

1. Course/program title
2. Course identification number (CIN).
3. Command(s) where course is presented.

Section II, project description and justification, includes:

1. Objective(s) of the project.
2. Anticipated additions and/or deletions. This section applies when evaluation data indicate changes needed to a course or program. If possible, include estimated contact hours. If evaluation data indicate the need for a major review of the course or program, but do not indicate particular additions or deletions, enter: "To be determined during the analysis phase."

CDG (TECH) - Preliminaries

3. Justification for any additions and deletions, including any analysis or evaluation data supporting the justification; otherwise enter: "Not applicable."

4. Statement of the impact if the revision is not undertaken.

5. Resources required to complete the project.

Section III, POA&M, includes:

1. Events or steps to complete the project. As a minimum, the POA&M includes the required events or steps in the analysis phase, concluding with development of a new POA&M covering the balance of the project.

2. Activity/command responsible for each step.

3. Expected start and completion date for each step.

4. Specification of constraining factors that could delay project completion.

Section IV, projected resource requirements, includes a detailed list of estimated resource changes. This includes changes in the number of training days required, facilities, start-up costs, and annual costs. If no changes are anticipated under one of the headings in this section, retain the heading and enter "No change."

PROJECT PLAN

for

<< COURSE/PROGRAM TITLE >>

<< Course Identification Number >>

Prepared by:

<<Command preparing Project Plan >>

<< Command location >>

<< Date of Submission >>

Figure 1-2: Format for Project Plan (Page 1 of 6).

CDG (TECH) - Preliminaries

I. Course Identification

Course/Program Title:

Course identification number (CIN):

Command(s) where Course is/will be Presented:

II. Project Description and Justification

Objective(s) of Project:

<<Give a brief description of what the project is will accomplish.>>

Anticipated Additions:

<<List any material that will be added to the course or program; or enter "To be determined during analysis phase.">>

Anticipated Deletions:

<<List any material that will be deleted from the course or program; or enter "To be determined during analysis phase.">>

Justification for Revisions: <<Explain how the revisions will accomplish the objective for the project. Provide any analysis or evaluation data available that support the revisions.>>

Figure 1-2: Format for Project Plan (Page 2 of 6).

II. Project Description and Justification (cont)

Impact if Revision is Not Undertaken: <<Explain the impact on mission accomplishment at medical treatment facilities and operational forces if the course/program is not revised.>>

Additional Resources Required to Complete Project: <<List any manpower requirements, travel funds, supply costs that cannot be provided by the command.>>

Figure 1-2: Format for Project Plan (Page 3 of 6).

CDG (TECH) - Preliminaries

III. Plan of Action and Milestones

Events/Steps	Command/ Code Responsible	Proposed Start Date	Estimated Completion Date

Constraining Factors for Completion: <<List any factors that could significantly delay project completion.>>

Figure 1-2: Format for Project Plan (Page 4 of 6).

IV. Projected Changes in Resource Requirements:

<<Note: In some cases this section would deal with decreases in resources.>>

Course Length:

Facility Requirements

1. Classroom space(s):
2. Laboratory space(s):
3. Office space(s):

Estimated Onetime Start-up Costs (attach details)

- | | |
|---|--------------------------------------|
| 1. Facility modifications | <<subtotal cost>> |
| 2. Classroom, laboratory,
office furniture | <<subtotal cost>> |
| 3. Equipment: | |
| a. Classroom <<cost>> | |
| b. Laboratory <<cost>> | |
| c. Office <<cost>> | <<subtotal cost>> |
| 4. Teaching materials | <<subtotal cost>> |
| 5. Staff training | <u><<subtotal cost>></u> |

Total Estimated Start-up Costs: << total cost >>

Figure 1-2: Format for Project Plan (Page 5 of 6).

CDG (TECH) - Preliminaries

IV. Projected Changes in Resource Requirements (continued):

Estimated Annual Resources (Note increases with a plus sign [+]; decreases with a minus sign [-])

Manpower

Instructors

Military	NEC/NOBC*	Rank/Rate	Number
Enlisted			
Officer			

Civilian	GS Series	Grade Number	
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Support staff

Military	NEC/NOBC*	Rank/Rate	Number
Enlisted			
Officer			

Civilian	GS Series	Grade Number	
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* Include subspecialty code where applicable

O&MN Costs

- | | |
|---|--------------------------------------|
| 1. Printing and duplication | <<subtotal cost>> |
| 2. Commercially published workbooks | <<subtotal cost>> |
| 3. Expendable supplies | <<subtotal cost>> |
| 4. Reference materials
(e.g., journals) | <<subtotal cost>> |
| 5. Leased equipment | <<subtotal cost>> |
| 6. Equipment maintenance | <<subtotal cost>> |
| 7. Contracted services
(e.g., guest lecturers) | <<subtotal cost>> |
| 8. Travel | <u><<subtotal cost>></u> |

Total Estimated Annual Costs:	<<total cost>>
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Figure 1-2: Format for Project Plan (Page 6 of 6).