



REL**TRAINING**

Project Plan

Journey into Leadership

Van Pham

EXECUTIVE SUMMARY

The purpose of the Journey into Leadership project is to create an opportunity for high achieving individuals within Real Estate Lending (REL) Risk and Training department to pursue a leadership opportunity. The program will provide an interactive leadership training experience from classroom training, shadowing current leadership, leadership mentors, and hands-on leadership rotation. This will allow for the participants of the program to become exposed to a variety of positions as well as the ability to observe real time management decisions. The participants will also be able to benefit from learning leadership best practices and management styles during classroom training to decide what their strengths are and determine their own leadership styles in hopes to create confident and successful leaders who are able to direct and make quick and sound decisions.

INTRODUCTION

Navy Federal Credit Union is the largest credit union in the United States, in both asset size and membership. The Real Estate Lending (REL) department, as a whole, is the largest department in the credit union serving all members who are interested in purchasing a home by providing competitive market products and exceptional member service. The REL Risk and Training department, which consists of five different subsections (Operational Risk, Collateral Risk, Training Facilitation, Documentation, and Design), serves as the first line of defense for the REL department, providing risk management, fraud detection, training and documentation to ensure Navy Federal employees are in compliance with all federal regulations.

Currently, Navy Federal offers an Executive Development Program which is a nomination-based program that rotates the executive leadership team of Assistant Vice Presidents and higher into a different leadership position in another department in order to learn about other departments and their processes. At the end of the program, the executives have the opportunities to accept a permanent position within the department that they led for nine months or return to their previous position.

This project seeks to create a similar program for management nominated, high achieving individuals in the REL Risk and Training department who are currently holding level two and level three roles to explore leadership opportunities. The program will help individuals who are seeking advancement become better prepared for leadership positions. This program will also assist with the potential to be implemented company-wide which will offer all departments within Navy Federal Credit Union the ability to develop employees in their department and allow for cross departmental collaboration and engagement.

Needs Assessment

Overview

Navy Federal Credit Union believes in providing professional development for their people. The advancement environment in the company is highly competitive with many great employees who have great potential for success. With that said, it has been observed that advancing within the company is difficult due to the competition. Also, although there are employees who are being promoted, the other identified issue is that the promoted individuals may not always be the right fit for the leadership position due to low to no exposure on proper leadership training to manage their team or make informed decisions.

REL Assistant Vice President of the Risk and Training department observed this need for proper leadership training and exposure to ensure the success of her department. It was observed through lunch and learns, educational engagement presentation series, and get-to-know-you breakfasts that there are expressed desires for leadership opportunities among the five groups that falls under her lead. This led to the idea for the creation of the Journey into Leadership program to address the inadequate resources for leadership training and leadership opportunities. The idea for this program is to apply the thought behind the Executive Development Program and modify it to provide a more comprehensive experience for individuals who have never been in a prior leadership position. Due to this need for a program to address leadership potential and develop good leadership skills, the ISTE Essential Conditions were addressed on how the program will impact each need.

Condition	Identified Need	Addressing Need
Shared Vision	Leadership opportunities are available however hard to obtain due to competition with other high achievers within the company. Promoted leaders are also not necessarily the best fit or do not have proper leadership training to make informed decisions and properly manage their team.	Providing leadership opportunities localized in one department with the hopes to implement a complete leadership program to the whole Credit Union.
Empowered Leaders	The main stakeholder would be REL AVP of the Risk and Training department along with all supervisors, managers and assistant managers under REL Risk and Training Management.	REL Risk and Training Management will be accountable for nomination of participants in the program as well as providing mentoring and shadowing training to the identified participants.
Implementation Planning	Leadership training subjects to be identified as well as individuals who are nominated for the program. The rotation program will need to be completed as well as shadowing and mentoring time dependent on the REL Risk and	This will be a one-year program addressing important leadership topics. Designers will work with REL Risk and Training Management to identify schedule every three months to allow for adequate notice to both

	Training Management schedule.	management and participants.
Consistent and Adequate Funding	Many resources will be needed in order to complete the training for this program. Positions must be available for individuals of the program.	Budget is already built into REL Risk and Training department ad hoc training requests which will be utilized to complete this training. REL AVP is working on the Annual Fiscal Planning to address additional leadership positions that will require approval from compensation on number of leadership positions allowed to determine actual number of participants in the program.
Skilled Personnel	Educators and support staff will need to be identified to offer proper training at appropriate times. Personnel will also need to be trained on the topics. REL Risk and Training Management will also need to be briefed on mentoring and shadowing.	Training Facilitation department will be responsible for providing trainers to facilitate the leadership topics identified. They will be trained on the topic in order to provide proper guidance on the topic. REL Risk and Training Management will be provided with best practices for mentoring and shadowing so that they are able to maximize their time with each participant.
Ongoing Professional Learning	The participants will need to be able to consistently apply the training that they have received.	Once the participants complete the program, they will be able to obtain a permanent leadership position where they will be able to apply information from the training they received to properly manage their team and make important informed decisions.
Assessment and Evaluation	Evaluation of the effectiveness of the training will be needed to determine if training topics will need to be adjusted as well as the success of the mentoring and shadowing program. There will also need to be an evaluation of the participants to determine readiness for leadership positions.	The participants will be provided with an evaluation at the end of the program to determine best topics that provided them with the most insight for an effective leader and how much they gained from the mentoring and shadowing program. They will have an opportunity to discuss what was best and worst about the

		mentoring and shadowing so that the program can be adjusted. REL Risk and Training Management will have the opportunity to evaluate the participants to determine their readiness for a leadership position and offer them a permanent leader position. There will be continuous evaluation from their annual performance review.
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Success of the Program

The following table highlights the criteria to determine success of the program and how it will be measured. The data obtained will be compared with known information to identify the effectiveness of the program.

	<u>Objectives</u>	<u>Measures</u>	<u>Data</u>	<u>Instrument</u>	<u>Analysis</u>	<u>Reporting</u>
<i>Macro</i>	The program would be implemented company-wide to produce leaders in other departments.	Candidates of the program receiving permanent leadership positions once they finish the program.	The number of individuals passing the program each year that it is offered.	Information from the management team of each department that utilizes this program.	Measurement of the number of candidates who are offered permanent leadership positions to determine program success.	Departments within the credit union who will benefit from utilizing this program to build their employee's performance.
<i>Micro</i>	Program candidates would be able to lead a small team (5) to complete important tasks assigned.	Candidates would be able to direct employees to complete tasks within SLA timeframes.	The number of tasks assigned and the amount of time it too to complete compared to the SLAs for the position.	Reports generated by the Projects and Process Improvements team to track individual task completion as they occur.	The data collected will be compared to the success of established teams to determine progress achievement.	Department management on the success of the program candidates.
	Program candidates would lead their direct reports to achieve their	Candidates would be able to report that each of their employees	Number of employees consulted, their desired performance goals and	The HR tracking system that allows employees to indicate their	The data collected will be analyzed to determine proper directives	Department management on the success of the program candidate's

performance goals.	have met their desired performance goals.	what their actual performance rating was.	desires performance rating compared to the performance rating they received.	provided by program candidate's leadership to meet employee performance goals.	leadership workshops.
100% of program candidates will be in a permanent leadership position.	Candidates receiving a permanent leadership position.	The number of individuals offered a permanent leadership position.	Request for information from REL Risk and Training Management.	The number of candidates offered permanent leadership positions will determine effectiveness of the program to help them obtain a higher role.	Real Estate Lending Risk and Training Management group will receive the data to indicate the success of the program in helping individuals achieve a higher goal in the department.

Project Charter			
Project Title	Journey into Leadership		
Project Description	A program designed to provide training, mentoring, shadowing and leadership rotation for development of high achieving and driven individuals in the REL Risk and Training department to become successful leaders.		
Project Manager	Van Pham	Project Sponsor	Elizabeth B
Project Team Members		Expected Goals	
Lead Instructional Designers	Andrew B Van P	<ol style="list-style-type: none"> The program candidates will be able to direct a small team (5) of individuals to complete assigned tasks given a list of written instructions within the service-level agreement requirements for their positions. The program candidates will develop decision making abilities using the skills they learned from the leadership shadowing program to make sound decisions within 1-2 business hours that a decision is needed on important business unit matters. The program candidates will be able to associate leadership styles that work on specific individuals given the information and tools from the monthly leadership workshops to provide proper guidance to their employees for the employee's desired Performance Annual Review rating. The program candidates will be able to acquire a permanent leadership position with the evaluation and observation provided to them by their mentor and management by end of Journey Into Leadership program. 	
Contributor Instructional Designer	Valerie T		
Trainer	Andrea P		
Project Coordinator	Erin K		
Organizational Consultant	Joy S		
Deliverables Training Development for the following topics: <ul style="list-style-type: none"> Leadership Competencies Communicating with Leaders Qualities of Leadership Change Management Delegation and Accountability Problem Solving as a Leader Leading Innovation Transitioning into Leadership Rotation Schedule for: <ul style="list-style-type: none"> Shadowing Mentoring Leadership Positions 			
Stakeholders		Project Major Milestones	
The Stakeholders for this project include REL Assistant Vice President, REL Risk and Training Management, Training team and Design team.		Project Kick Off	July 22, 2019
		Research and Design	January 31, 2020
		Business Unit Review	May 22, 2020
		Deliver Course Material	May 29, 2020
		Project Close Out	June 1, 2020

Scope and Justification

The scope of the Journey into Leadership program is to plan a cohesive leadership training for a one-year duration involving a series of twelve workshops that will cover a variety of topics as well as developing a schedule for shadowing, mentoring, and leadership rotation. The training will be implemented once the participants have been identified by the REL Risk and Training Management team. The program will help develop high achieving individuals identified by the management team to become successful leaders in their group. This will increase the employee satisfaction in the department due to the ability for learning and advancement. The training will also benefit the participants by developing them to be more informed leaders who can manage their team using leadership styles most suited to their employees and making sound decisions based on information that they have received.

Project Phases

The project will be created in four separate phases which is highlighted in the timeline below. It outlines high-level milestones associated with the creation of training and delivery. They are not intended to be a comprehensive work structure of the required project tasks.

I. Initiation

This phase identified individuals in the Project Team and obtained executive sign-off for the project start. The Project Team meets to go through the plan and discuss the initial thoughts on the project, who needs to be involved, and initial project details.

II. Plan

The Project Manager will meet with the Design Team along with the Subject Matter Experts and Trainers to discuss the training development. The Design Team will begin the research on topics needed to cover all of the desired leadership styles and solidify the project scope and schedule. The Stakeholders will approve the scope, schedule, and leadership workshops. The mentors will be identified by the REL AVP for rotation.

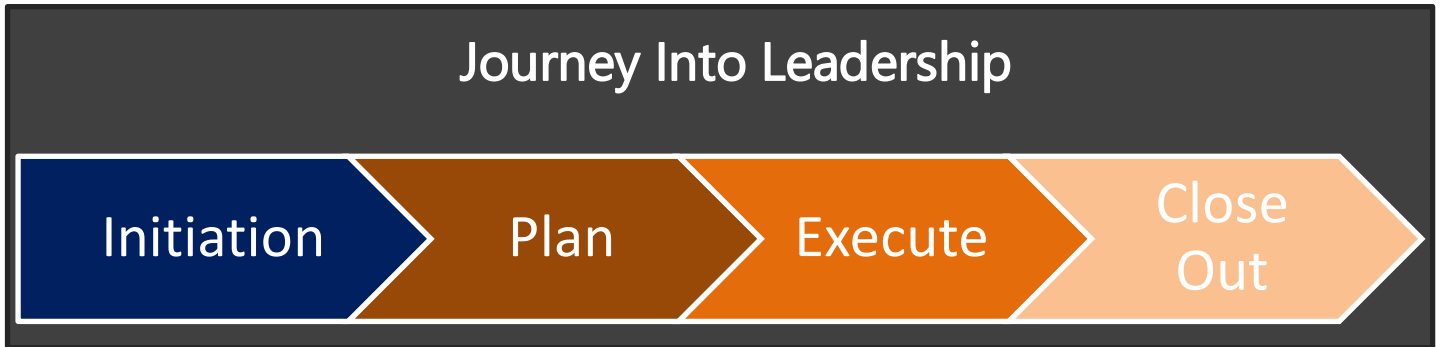
III. Execute

In this phase, the course material along with the evaluations will be developed by the Design Team. The REL Risk and Training Management team will meet with the Project Manager and Project Coordinator to determine how many rotations will be needed, how many participants will be identified and who those participants will be. Once course materials have been developed, it will be sent for Business Unit Review for feedback. The feedback will be addressed and implemented until Final Business Unit Approval has been received.

IV. Close Out

The final phase will be to deliver the course material to the Business Unit, conduct train the trainer meetings to ensure the course content is understood by all trainers who will be facilitating the training, and the last is to close out the project.

Project Life Cycle Graph



High-Level Timeline/Schedule

Initiation	Plan	Execute	Close Out
Timeline	Timeline	Timeline	Timeline
July 22, 2019 – August 7, 2019	August 8, 2019 – February 28, 2020	October 21, 2019 – April 20, 2020	May 25, 2020 – June 1, 2020

RISKS AND CONSTRAINTS

The following table highlights the risks that have been identified for this project along with the consequences and the necessary actions needed to potentially mitigate the risk. The risk probability and severity are also highlighted in a separate table below.

	Risk Event	Consequences	Potential Reponses	Likelihood	Impact
1	Program candidates leaving the program prior to completion	Time and cost waste for a candidate who will be leaving the department to pursue another job role. Program candidates may also leave the company altogether. Inadequate data to determine	Provide program contracts to individuals who are offered a position within the program that will not be allowed to leave for another department within the credit	LOW	LOW

		success of the program.	union while they are a part of the program.		
2	REL Management halting project due to increased Business Unit required projects.	Missed deadlines and delayed project implementation. The project may not be picked up again due to low priority.	Project timeline will have to be adjusted to accommodate priority. Project will be re-evaluated based on need.	MEDIUM	HIGH
3	Annual Fiscal Planning determines that the program will not have funding for additional leadership positions.	No monetary budget provided for leadership positions to be offered permanently to program candidates which leads to time wasted in the program.	Provide adequate justification for additional leadership positions and REL Risk and Training Management to shift Requested Personnel Action for positions that are not needed.	LOW	HIGH
4	No buy-in for project from Leadership above REL Risk and Training AVP causing project to be scrapped.	Executive leaders determine program is no longer needed by the company.	Work to provide data supporting benefit of program to executives for re-evaluation.	LOW	MEDIUM

Risk Severity Matrix				
Likelihood	HIGH			
	MEDIUM			2
	LOW	1	4	3
		LOW	MEDIUM	HIGH
		Impact		

RESOURCE MANAGEMENT

Resource management is an important aspect of every project. It identifies the timeline, people and responsibilities of each group to ensure the development of the project is on track.

Project Timeline

The project timeline all the milestones required to develop the program as well as the responsibility of the individual or group that will be ensuring the development meets the expected due date. The Gantt Chart below outlines the development into 2nd Quarter of 2020.

TASK TITLE	Assigned To	START DATE	DUE DATE	3rd Quarter 2019			4th Quarter 2019			1st Quarter 2020			2nd Quarter 2020		
				July	August	September	October	November	December	January	February	March	April	May	June
Project Conception and Initiation															
Assemble Team	PM	7/22/19	7/22/19	█											
Kick Off Meeting	PM, ID, TI, REL AVP	7/23/19	8/7/19	█	█	█									
Design Meeting	PM, ID, SME, TI, MMD	8/8/19	8/22/19		█	█									
Research	ID, SME, TI	8/23/19	9/20/19		█	█	█	█							
Approve Project Scope and Schedule	REL AVP, REL R&TM	9/23/19	10/4/19			█	█	█							
Approve List of Workshops	REL AVP, REL R&TM	10/7/19	10/18/19				█	█							
Design Course Material	ID, MMD	10/21/19	4/17/20				█	█	█	█	█	█	█	█	
Approve Rotation Schedule	REL AVP, REL R&TM	1/6/20	1/31/20							█	█	█	█		
Identify Mentors	REL AVP	2/3/20	2/28/20							█	█	█	█		
Identify Participants	RELM	1/6/20	1/31/20							█	█	█	█		
Business Unit Review	PM, ID, TI, MMD, REL AVP, REL R&TM	4/20/20	5/1/20									█	█	█	
Course Material Update	ID, MMD	5/4/20	5/15/20										█	█	
Business Unit Final Approval	PM, ID, TI, MMD, REL AVP, REL R&TM	5/18/20	5/22/20										█	█	
Deliver Course Material	ID, MMD, TI	5/25/20	5/29/20											█	
Project Close Out	PM	6/1/20	6/1/20											█	

PM = Project Manager **MMD** = Multimedia Designer **REL R&TM** = REL Risk and Training Management **TI** = Training Instructor
ID = Instructional Designer **REL AVP** = REL Assistant Vice President **SME** = Subject Matter Experts

RACI Matrix

The RACI Matrix indicates the responsibility of each stakeholder during the process of the project.

TASK NAME	INTERNAL PROJECT TEAM MEMBERS						OTHER STAKEHOLDERS	
	PM	ID	SMEs	MMD	REL AVP	REL R&TM	TI	Learners
Assemble Team	R							
Kick Off Meeting	R	R		R	C		C	
Design Meeting	R	R	S	R			C	
Research		R	A	S			A	
Approve Project Scope and Schedule	G				R	R		
Approve List of Workshops	G				R	R		
Design Course Material		R	S	R			A	
Approve Rotation Schedule	G	S			R	C		
Identify Mentors						R		
Identify Participants						R		
Business Unit Review	G	R			R	R	S	
Course Material Update		R	S	R			A	S
Business Unit Final Approval	G	R			R	R		
Deliver Course Material		R		R				
Project Close Out	R							

Key:	R = Responsible	S= Support Required
	C = Must be Consulted	N= Must Be Notified
	A= Approval Required	G = Gate Reviewer

Stakeholder Descriptions

Project Manager

The individual responsible for managing the project from start to finish.

Instructional Designer

Individual/Team that will be researching and designing the training material.

Subject Matter Expert

Individual(s) consulted on their expertise.

Multimedia Designer

Individual/Team that will be completing the graphic and interactivity of the training based on Instructional Designer recommendations.

Real Estate Lending Risk and Training Assistant Vice President

The primary client/stakeholder to approve the project.

Real Estate Lending Risk and Training Management

The management team that will be assisting with approving course material and identifying candidates for the program. They are also responsible for approving scheduling and rotation and providing shadowing and mentorship.

Training Instructor

Individual(s) that will be facilitating the training.

Learner

Individual(s) that will benefit from this program.

Communication

To achieve the plan laid out in the Gantt Chart, successful utilization of communication between groups is paramount. There will be three communication systems utilized during the development of this program and those are Asana, IBM Notes, and SharePoint.

Asana

This is an online Project Management tool currently utilized by all of Navy Federal Credit Union to maintain projects in their groups. This communication tool will ensure the project stays on track with the ability to assign specific tasks to individuals/groups, provide status updates to groups on the project progress, and highlights any potential obstacles that may arise. Asana also has the ability for users to include developmental notes to ensure the groups are all in-line during development. This communication system provides a holistic view of the project and its status and can help the Project Manager and leads identify if additional resources are needed.

IBM Notes

IBM Notes is an email system that will be utilized for communication within and between groups. The email system also includes an instant messaging system for quick communication as well as calendar capabilities that will be able to send meeting invitations for the kick off meeting, touch points, brainstorm sessions and developmental meetings. This system will help streamline direct communication with all individuals/groups involved in the development of the training program. IBM Notes will also be able to provide weekly updates to those not directly on the project team that utilizes Asana for project statuses. The system will also be able to provide immediate responses to questions from individuals/groups not directly on the project team. A disadvantage to using an email system will be that text can often get confusing if the intent of the message is not clear or if the emails are text heavy. Emails can also get lost among all the other emails and responsibilities of the groups therefore the use of IBM Notes emails will be limited to the minimum of weekly updates. The instant messaging system and calendar will be used more heavily to keep on track of progress.

SharePoint

Microsoft SharePoint is a collaborative platform that allows for documentation management. Each group within the Credit Union uses SharePoint differently. For the purpose of this project, SharePoint will be used to house all work-in-progress material that are currently being developed for the program. This provides a central location for the documents to be accessed by the project team. SharePoint can also provide space for communication of information and all updates to organizational structures in the event that individuals in the project team are changed. This is a useful tool to keep individuals/groups from saving a copy of the documentation on their own work computer. The working items can be worked directly from SharePoint and saved. Different individuals can also work on it at the same time from different locations which is useful for collaboration purposes.

EVALUATION

Formative

As the training is being developed for the program, trainers, SMEs, and potential learners will be consulted to review the leadership topics that will be designed and developed. This will give us an understanding of the satisfaction of the topics and whether or not it would be accepted by the program participants. We will also be using an Agile development approach to include iterative review of the training material with REL Risk and Training AVP and REL Risk and Training Management to ensure the topics that are discussed in the training are well accepted and suitable to develop the leadership skills that they believe are the most valuable for the department and the company.

Summative

There will be multiple phases of evaluations built into the program. The first set of evaluations will be administered to the participants after every workshop to assess their satisfaction of each leadership topic. This will help the developers determine if the topics of the training workshops need to be changed to create a more focused training program.

The second will be evaluations from the REL Risk and Training Management mentors for each participant. This will help on a multitude of levels. The evaluations from the mentors will indicate the success of the training topics that were identified for the workshops. The mentors will be able to identify whether or not the participants were able to utilize the information they learned from the workshops in everyday situations. The survey will be built and administered using Qualtrics, a survey system utilized by groups in Navy Federal Credit Union.

The third evaluation will be determined by whether or not the participants are offered permanent leadership positions within the department. This will indicate the success of the program because an end goal is for the participants of the program to be accepted into a leadership role.

The fourth evaluation will be sent to the participants at the end of the program, also using Qualtrics, to assess their satisfaction of the full program and the combination of the training workshops offered. This will determine future leadership topics for the next set of participants and whether improvements are needed to make the program more successful. The evaluation will also assess the usefulness of the shadowing, mentorship and leadership rotation portion of the program to determine if it was beneficial and whether or not this portion of the program will need to be rearranged.

The last is continuous evaluation during a span of two years for participants of the program who were able to obtain a permanent leadership position. The REL Risk and Training AVP has requested that the participants are monitored during a two-year time frame on their success as a leader within the department and if they are advanced to a leadership position outside of REL Risk and Training department. This can be a qualitative measure on the success of the program and advancement opportunities within the credit union. This will also provide support for the need of the Journey into Leadership program to be implemented company wide.

CONCLUSION

The Journey into Leadership program is a necessary direction for the Real Estate Lending Risk and Training department with the goal of developing talented individuals within the company to become better leaders. The program will provide them with the resources necessary to master their own leadership styles and know the best practices to drive and inspire their direct reports. If we achieve the ideal state of successfully executing this program to all of the Credit Union, it will build a more solid foundation for Navy Federal's future.