

BITT SKILLS AND COMPETENCIES NEEDS ANALYSIS



SEPT, 30, 2012

JYOTHI SHANKAR, Learning Consultant
SANDY THOMPSON, Sr Instructional Designer

CONTENTS

- EXECUTIVE SUMMARY 2**
- BITT ORGANIZATIONAL NEEDS ANALYSIS 3**
 - Document Scope 3
 - Purpose 3
- 1.0 INTRODUCTION 4**
 - 1.1 Objective 4
 - 1.2 Stakeholders 4
- 2.0 NEEDS ANALYSIS 6**
- 3.0 NEEDS ANALYSIS SUMMARY OF FINDINGS 7**
- 4.0 APPROACH TO BUILDING CURRICULUM MAPS 9**
- 5.0 FURTHER RESEARCH 11**
 - 5.1 Findings from the research 11
- 6.0 NEXT STEPS 12**
 - 6.1 How can employees attain the required skills and reinforce it? 12
- 7.0 DISTRIBUTION LIST 13**
- 8.0 SIGN-OFFS 14**
- 9. CONTACT FOR ENQUIRIES AND PROPOSED CHANGES 15**
- 10. CHANGE HISTORY 15**
- APPENDIX A 16**
- DETAILED FINDINGS FROM NEEDS ANALYSIS 16**
- APPENDIX B 22**
- CURRICULUM MAPS 22**
- APPENDIX C 30**
- LINKS TO COURSE DESCRIPTIONS 30**

EXECUTIVE SUMMARY

This document is one out of a set of five different studies conducted by Alcatel Lucent University to understand the skills and competencies needed within all the Business Units in the company. This particular study focuses on the large BITT Organization within ALU that consist of several Business Units. A Needs Analysis study was conducted by a Learning Consultant from the Alcatel Lucent University to identify areas and solutions for employee development and create a Curriculum. A senior Instructional Designer was assigned to identify resources to fulfill the needs that resulted from this study. The needs analysis was conducted over a period of 6 weeks.

Available funding from AL-University for BITT is 50 K€. Additionally, BITT will spend its own budget for the development of important skills and competencies. The results of this study will provide both AL University and BITT the required data to determine how much funding to allocate to which priorities and to how many people.

Key Findings are

- There is a great need for some Business skill areas in the organization, especially as people rise to senior roles. In particular, Project Management, Business Transformation Program Management, Project Estimation and Business Analysis.
- Being a technology and IT department there are the usual needs for professional growth in areas like Solution Architecture and Process Modeling.
- Getting a certification is not of any particular importance.
- Change Management foundations are important but not high priority.
- Soft skills such as Conflict Management and Presentation Skills were regarded as essential in addition to the development of leadership skills.

It is recommended that information be communicated to the BITT organization so that employees avail of several of the in house ALU courses via the LMS and make a professional development plan for the upcoming year.

BITT ORGANIZATIONAL NEEDS ANALYSIS

Document Scope

Alcatel Lucent University was approached by the client to help them identify areas and solutions for employee development. This document will cover the required technical skills and competencies, as well as soft skills needs for the named business units for Jan 2013 to Dec 2013 only.

Business Units not mentioned by name specifically are not in the scope of this document. Also, this document will be revised in early 2014 for the next year.

LIST OF BUSINESS UNITS

BUSINESS UNITS AND ACRONYMS
AD - Application Development
GSM - Global Services Management
Enterprise
ASM - Architecture, Security & Methods
OE PMO - Operational Excellence PMO

Purpose

To understand

- Requirements from different Business Units to upskill their employees' technical skills and competencies
- AL-Univ appointed a Learning consultant, Jyothi Shankar to perform the Needs Analysis and Sandy Thompson to identify resources to fulfill those needs.

1.0 INTRODUCTION

Alcatel Lucent University conducted a detailed Needs Analysis study to help their client BITT identify areas and solutions for their employee development. The results of this study will help both AL University and BITT identify how to spend the Learning and Development budget for the upcoming year.

1.1 Objective

Provide options and opportunities for BITT employees to develop their skills and competencies in alignment with the identified organizational priorities, and to improve team and individual performance in several areas.

1.2 Stakeholders

Business Unit	Leadership Name	Appointed Expert 1	Expert 2	Expert 3
AD - Application Development	Emmanuel Vaubourg	Stephane Roussotte		
GSM - Global Services Management	Liz Theophille	Mark Cameron		
Enterprise	Jacques Goudet			
ASM - Architecture, Security & Methods	Stuart Curley	Sonal Patel	Susan Linnell	Theresa Brady
OE PMO - Operational Excellence PMO	Rachael Ougier	Laura Haggerty		

The following Business Transformation domains will also like to receive the results of the findings and benefit from the courses in any way they can.

Business Transformation Domains Covered				
Domain	Technical Contact	PM/Change Mgr	PM/Change	PM/Change
BSPD – Business Support Processes Domain	Guy Sieger	Florence Mazars		
CE – Customer Experience Processes Domain	Deb Covey	John Yankowski		
P&PLC – Portfolio & Product Life Cycle Processes Domain	Andrea Afkhami	Karen Bowen		
Operations Domain	Dave Wilson	Stephen Sherman	Janice Barr	Donna Jones
Human Resources	Silvio Magni	Shannon Denovan	Goele Goris	

2.0 NEEDS ANALYSIS

The Needs Analysis was conducted by

- Making contact with leaders of each group via HR BP to fix times to talk with the Business Leaders/Experts in the BU
- Conducting in-depth Interviews ranging between 1 to 2 hours with the leader of the BU or leader-assigned key contacts from each area.

The questions focused on understanding

1. Their Organizational goals
2. Their objectives and priorities
3. What skills and competencies did they desire to see in their teams in order to meet the Org goals and objectives?
4. What kind of functions are performed at this BU and what roles exist?
5. What is their view of the current state of their BU in terms of the skills and competencies required to reach the organizational goals and objectives?
6. A breakdown of how these skills and comps should look like for people with different experience levels
7. What success factors would you use to measure the skills and competencies in their roles?
8. How would you rate the need for soft skills in your department?
9. Describe what Soft Skills are most needed?
10. If you had no budget boundaries, how many people in your BU would you put through training for tech skills and training for soft skills?

3.0 NEEDS ANALYSIS SUMMARY OF FINDINGS

Identified Key Areas to develop Skills and Competencies and their Priorities are as follows. Since all the Business Units in the scope of this document are technical in nature, there was not really much variation in priorities. They see a great need for some Business skills growth in addition to tech skills.

- Project Management, Business Transformation Program Management, Project Estimation
- Business Analysis and Solution Architecture (some overlaps)
- Process Modeling
- Change Management
- Other Competencies that include Soft skills
- Technology, ALU Products and Solutions
- Curriculum of CapGemini has been useful to BITT in the past
- Understanding of I&G process is important to several areas of BITT
- Most people need a certain level of understanding of key profiles in domains like BSPD, CE, and Operations
- People in leadership roles need to have good BA, Process Modeling & Project/Program Management knowledge
- No particular need for accreditation as there is for gaining knowledge

Big Picture Results

Highest Priority = 1
 Needed but priority unknown = Y

BUSINESS UNITS	Project Mgmt, BT Program Mgmt, Project Estimation	Business Analysis	Solution & Enterprise Architecture	Process Analysis, Modeling	Change Mgmt	Other Competencies - soft skills & Leadership	Technology, ALU Products & Solutions
Operations	3	1	2	x	3	x	x
CE	2	2	x	1	3		x
BSPD	1	1	x	1	2		x
P&PLC	x	x	x	1	2	x	3
GSM (Liz)	3	x	x	x	Y	2	1
GSM (Mark)	1	x	x	x	x	2	3
ASM	x	x	Y *	1	1	1	x
AD	?	?	1	?	?	?	?
Enterprise	1	x	3	x	x	2	x

* ASM Enterprise Architects please refer to Advanced track on slides "Solution Architecture and "Architecture"

Table 1 shows the Summary Findings at a quick glance.

Please refer to Appendix A for Detailed findings.

4.0 APPROACH TO BUILDING CURRICULUM MAPS

The findings from the Detailed needs analysis interviews gave rise to the next steps where we started to build a curriculum for each of the discipline areas.

- Next, the curriculum maps were built, as per a discipline based approach. Some categories were collapsed into one (such as Project Management, Project Estimation and Program Management)
- Since experience of people in the organization varies, we created the curriculum for different levels of needs. The topics were divided into three parts:

BASIC (that covers general and fundamental subject matter)

INTERMEDIATE (that covers more ALU and BITT specific material)

ADVANCED (that covers more advanced topics specific to ALU and BITT)

An example below (the rest of these detailed findings can be found in Appendix A)

Project Management, Business Transformation Program Management, Project Estimation

Basic

Recommended for those needing fundamental PM knowledge. Requested by GSM-LT, GSM-MC, Enterprise, Domains

- Project Management fundamentals as defined by Project Management Institute (PMI)
- Budget building (Finance); Project estimation and quotation. How to build the cost / budget plan on a project specific basis, including ROI calculations
- Business Skills such as Business Acumen

Intermediate

Recommended for PMs leading projects. Requested primarily by Domains

- Leading projects, planning, resource 10gmt., communication
- Good knowledge of I&G process and being able to effectively get the project through the process
- ALU-Specific Project Management – Focusing on getting right scope and requirements from Business
- Analysts by asking the right questions, walk thru to test/verify scope
- ALU specific methodology for Project Estimation as defined by I&G team – OE PMO
- Risk and benefit analysis (internal costs etc.), Escalation process for internal projects
- Vendor relationship Management (negotiating with HP is a big one for some PMs)
- Understand need and value of Change Management

Advanced

For those leading Business Transformation projects and Program Management

- Managing large and complex ALU projects and programs (multi-region, multi-system, vendor management)
- including transformation
- Governance and Managing stakeholders are key

Please refer to the Curriculum themselves in Appendix B.

5.0 FURTHER RESEARCH

Next, further research needed to be done on which resources are internally available in the ALU University itself and which are the one we needed to source from outside.

5.1 Findings from the research

- Use resources from University Courses from LMS
- Learning2Go website contains short video recorded presentations on a variety of ALU-specific topics
- Skillport learning portal – thousands of e-learning courses, online books, simulations, videos, etc. at no cost to employees
- Technical e-learning courses from TRA and Award Solutions at no cost to employees
- ALU Product & Solution Course Navigator website provides learning paths for current technologies and ALU products and solutions such as Applications, IP, Wireline, Wireless and Optics. These courses are taught by university's internal trainers. Many e-learning courses at no cost to employees; instructor led classroom and virtual product training which may be free of cost to you.
- ALUniversity can help select courses from 3rd party vendors; Master Training Agreements exist with many global training vendors
- An excellent resource is this Engage site: <https://engage.alcatel-lucent.com/projects/1-learning-recommendation-for-general-population>

6.0 NEXT STEPS

After approval of courses by Business Unit stakeholders, the courses will be made available through Alcatel Lucent University via the LMS. Employees will be notified of the different courses and their delivery mode, online, virtual or in classroom. Employees will be expected to take them in a timely manner by seeking the right approvals in their organization or as recommended by their Managers.

6.1 How can employees attain the required skills and reinforce it?

- Take relevant courses for acquiring skills using curriculum map being provided by ALU University – as needed or for accreditation. **This will not be a prescriptive track by AL-University** that answers questions like “what do I require for my role?” Courses recommended are discipline based with the needs stemming from interviews with leaders and SMEs. The tailoring and customization on what courses to take are to be determined by a self-assessment by the Employee and discussion with Manager. **It is based on the philosophy of learner taking responsibility and control of own learning.**
- Better/increased communications to build common knowledge – Communities of Practice, Engage.
- Arrange courses by ALU internal experts – example a PM for Project Management has been teaching such as course for years including some Finance specifics.
- Provide resources such as what ASM is doing now with recordings from their own experts and using University for publishing on LMS.
- Manager commitment to development planning support, observation, coaching, feedback.

7.0 DISTRIBUTION LIST

Name	Role	Date	Contact
Emmanuel Vaubourg	Manager Application Development	Oct, 1, 2012	
Liz Theophille	VP Global Services Management	Oct, 1, 2012	
Jacques Goudet	Director Enterprise	Oct, 1, 2012	
Stuart Curley	VP ASM – Architecture, Security & Methods	Oct, 1, 2012	
Rachael Ougier	Manager OE PMO – Operational Excellence PMO	Oct, 1, 2012	
Guy Sieger	TM Business Support Processes Domain	Oct, 1, 2012	
Deb Covey	TM Customer Experience Processes Domain	Oct, 1, 2012	
Andrea Afkhami	TM Portfolio & Product Life Cycle Processes Domain	Oct, 1, 2012	
Dave Wilson	TM Operations Domain	Oct, 1, 2012	
Silvio Magni	TM Human Resources	Oct, 1, 2012	
Diana Zarazua	Alcatel Lucent University	Oct 1, 2012	

8.0 SIGN-OFFS

Name	Role	Date	Contact
Emmanuel Vaubourg	Manager Application Development		
Liz Theophille	VP Global Services Management		
Jacques Goudet	Director Enterprise		
Stuart Curley	VP ASM – Architecture, Security & Methods		
Rachael Ougier	Manager OE PMO – Operational Excellence PMO		
Guy Sieger	TM Business Support Processes Domain		
Diana Zarazua	Director, Alcatel Lucent University		

9. CONTACT FOR ENQUIRIES AND PROPOSED CHANGES

For questions regarding this learning document please contact the responsible person below:

Name	Jyothi Shankar
Designation	Senior Learning Consultant and Program Manager
Phone	
E-mail	jshankar@alcatel-lucent.com

10. CHANGE HISTORY

Ver	Date	Approval Authority	Author	Details of Change
1.0	30/09/12	Diana Zarazua	Jyothi Shankar	Original document

APPENDIX A

DETAILED FINDINGS FROM NEEDS ANALYSIS

Architecture

Basic

Recommended for new Solution Architects and people in domains

- Introduction to Solution Architecture
- Understanding the business content required by the process domains
- Provide knowledge to the BA s who may not be as familiar with the ALU Enterprise Architecture framework
- Knowledgeable about the Investment and Gating process to understand their required deliverables

Intermediate

Recommended for Solution Architects and some Enterprise Architects

- Understanding of the ALU Enterprise Architecture framework
- Understanding of how to develop Solution Architecture (take Cap Gemini IAF Model - 3 to 4 day course directly from vendor)
- Architecture courses being recorded and published by ASM

Advanced

Recommended for advanced Solution Architects and Enterprise Architects

The advanced level is for those who have developed atleast one architecture

Business Analysis

Basic

Recommended for people new into the BA area. The BA s may come with certain basic qualifying skills already but may need more formal training in areas. BA s in domains may find this beneficial

- BA book of knowledge would be a good resource to reinforce some basic skills
- Translating business needs into requirements as a formal discipline

Intermediate

Recommended for those doing Business Analysis already such as people in domains

- How do we do requirements in sync with the gating process; How their I&G Contextual, Requirements, Business process deliverables link to the Solution Architecture
- B&ITT Course on why we need high level requirements, functional and non-functional requirements, moving on to technical requirements and follow up with quality of requirements
- ALU Specific Business Analysis - Understanding Requirements process as done by the Solution Architects in AD/ASM
- Understand the technical language and terminology used by Solution Architects who are versed with the IAF model

Advanced

- Need to be familiar with Business Process Modeling styles used in B&ITT
- Still under discussion with SME to check if there are additional requirements for advanced BAs

Project Management Business Transformation Program Management, Project Estimation

Basic

Recommended for those needing fundamental PM knowledge. Requested by GSM-LT, GSM-MC, Enterprise, Domains

- Project Management fundamentals as defined by Project Management Institute (PMI)
- Budget building (Finance); Project estimation and quotation. How to build the cost / budget plan on a project specific basis, including ROI calculations
- Business Skills such as Business Acumen

Intermediate

Recommended for PMs leading projects. Requested primarily by Domains

- Leading projects, planning, resource mgmt, communication
- Good knowledge of I&G process and being able to effectively get the project through the process
- ALU-Specific Project Management - Focusing on getting right scope and requirements from Business Analysts by asking the right questions, walk thru to test/verify scope
- ALU specific methodology for Project Estimation as defined by I&G team – OE PMO
- Risk and benefit analysis (internal costs etc.), Escalation process for internal projects
- Vendor relationship Management (negotiating with HP is a big one for some PMs)
- Understand need and value of Change Management

Advanced

For those leading Business Transformation projects and Program Management

- Managing large and complex ALU projects and programs (multi-region, multi-system, vendor management) including transformation
- Governance and Managing stakeholders are key

Process Analysis & Modeling

Basic

Recommended for domains and ASM

- Basic process modeling skills
- Process and continuous improvement skills
- IDEF0 – a way to model processes (The ASM-PDA team can provide training)
- Knowledge of I&G process

Intermediate

Recommended for domains and ASM

- Intermediate process modeling skills
- Expertise in E2E business processes - – an understanding of our business and how to apply modeling standards to our business in particular (The ASM-PDA team can provide training)
- BPMN – Process Modeling language

Advanced

Recommended for ASM. Domains can take this level if interested but it is not required for their job function

- BPM Certification – Fundamental, intermediate or advanced – business or technical
- Lean Six Sigma (not so much process modeling as it is process improvement)

Change Management

Basic

Recommended for general B&ITT audience, Business end users and Project Managers

- General Basics of Change Management – The need for change (people have to acknowledge there is something changing, what is changing, who is it changing for) how to handle change, recognize the need and value of Change Management process, motivate people to move to new situations, tools, process, roles etc., communication (what needs to be told, by whom, how soon and how). Project Managers need to understand CM basics.

Intermediate

Recommended for new and slightly experienced Change Managers and also Project Managers

- How to manage change within an ALU specific project - audience analyses, communication methodology, needs assessments for training; exploration of various communication approaches
- How to determine impact on affected teams/employees, tools available for use at ALU and externally to help drive the transformation
- Understanding the overall I&G process (PMs need to complete a template related to change as part of the I&G process too)
- Certification in Change Management – ProSci

Advanced

Recommended for experienced Change Management team members

- Implementing Change management for B&ITT
- “Advanced Change Management Program”-ProSci

Soft skills, Leadership, People Management and other

Requesting organization in parenthesis

- Client Relationship Management for Clients Services Organization (GSM - LT)
- Presentations, Running meetings effectively, Planning work, Time Management, Resolving conflict, leadership skills (ASM)
- Leadership skills, Manager competencies, Performance management and appraisals. Participation in High Potential program is still being determined. Develop leaders through coaching and mentoring (GSM – MC, Enterprise)
- Commercial skills, Software licensing, leadership skills (such as EMEA leadership course) (GSM - MC)

Technology

Requesting organization in parenthesis

- Network security: Understand underlying concepts and terminology. Be able to answer questions from R&D about network security (e.g. virus protection).. In the R&D world, lots of devices not managed by IT, and therefore not protected. P&PLC gets asked by R&D for security training. (P&PLC)
- Need working knowledge of HLN (product portfolio) but don't need formal training. Need to know where IT spend is. (P&PLC)
- IT lingo, IT processes, in order to better communicate (CMO, FMO, network security) IT Primer needed, generic and specific to ALU (P&PLC)
- ITIL V3 Foundation (Green Badge). ITIL Practitioner (Blue Badge). ITIL Service Support & Service Delivery (Red Badge) (GSM - LT)
- ALU Products and Solutions courses are desired from some but they have yet to identify which ones from the course navigator we have sent to them (ASM- MC)

APPENDIX B

CURRICULUM MAPS

Solution Architecture

Basic / Fundamentals	Intermediate for Architects	Advanced for Enterprise Architects
ALUniversity \$0	ALU-Specific Web-Based Training	ALU-Specific
e-learning courses (if applicable) • Solution Architect Role & Responsibilities • How to Facilitate a Strategy Workshop	• TMG42101W: Architecture - Key Concepts • TMG42102W: Architecture - Introduction & Contextual • TMG42103W: Architecture - Requirements & Iterating with Scrum • TMG42104W: Architecture - Excel Basics • TMG42105W: Architecture - Conceptual • TMG42106W: Architecture - Enterprise Architecture Asset Library • TMG42107W: Architecture - Information Model • TMG42108W: Architecture - I&G EA Quality Criteria • TMG42109W: Architecture - Logical & Physical	• ASM course to be developed
3rd Party Vendor Courses • Mastering the Requirements Process; Atlantic Systems Guild; 12 hrs; onsite or virtual; est. \$750	3rd Party Vendor Training • Capgemini IAF Model; 3.5 days; 1125€	Capgemini • Coaching & mentoring from Capgemini for employees who completed IAF Model course 3rd Party Vendor – Professional Programme in Business & Enterprise Architecture Euro CIO www.eurocio.org • Strategy & Enterprise Architecture; Three 4-day modules; 9000€ • Enterprise Architecture Solutions; Three 4-day modules; 9000€ • Implementing Enterprise Architecture; Three 4 -day modules; 9000€
ALU-Specific WebBased Training • TMG42100W: Architecture – Overview • TMG42110W: Architecture - IT Principles • Courses in Investment and Gating Process		

Business Analysis

Basic / Fundamentals	Intermediate	Advanced
Business Analysis ALUniversity SkillPort \$0	ALU Specific Web -Based Training	Still under discussion with SME
9 e-learning courses BABOK® Guide Version 2.0 (21.5 hrs) • Intro BA & Essential Competencies • Intro to BA Planning • Planning BA Communications & Monitoring • BA Requirements Elicitation • BA Requirements Management & Communication	Understanding Requirements process of Architects in ASM • TMG42101W: Architecture - Key Concepts • TMG42102W: Architecture - Introduction & Contextual • TMG42103W: Architecture - Requirements & Iterating with Scrum • TMG42099W B&ITT Requirements Process • TMG42095W B&ITT Process Overview • Courses in Investment and Gating Process	
100's of online books • BA Best Practices for Success • BA Techniques: 72 Essential Tools for Success • Guide to the BA Body of Knowledge (BABOK Guide) • The Business Analyst's Handbook	3rd Party Vendor Training www.iil.com / Onsite or Live Virtual	
ALU-Specific WebBased Training • TMG42100W: Architecture - Overview	BA Courses; aligned with BABOK® Guide • BA Fundamentals; 12 hrs; \$600 • Facilitation Skills for BA; 18hrs; \$900 • Writing & Managing Requirements Documents; 12hrs; \$600 • Business Process Modeling; 18hrs; \$900 Other Courses • Developing the Business Case; 12 hrs; \$600	

AT THE SPEED OF IDEAS™

19

COPYRIGHT © 2011 ALCATEL-LUCENT. ALL RIGHTS RESERVED.
ALCATEL-LUCENT — INTERNAL PROPRIETARY — USE PURSUANT TO COMPANY INSTRUCTION

Alcatel-Lucent 

Project Management, Business Transformation Program Management, Project Estimation

Basic / Fundamentals	Intermediate	Advanced (Business Transformation & Program Mgmt)
ALUniversity SkillPort; \$0 SkillSoft e-learning courses aligned with PMI's PMBOK® Guide - Project Management Fundamentals ; 9 hrs - Project Management (entire series of courses); 35 hrs Online books - Leading IT Transformation: The Roadmap for Success - Organizational PM: Linking Strategy & Projects (successful business transformation) - Managing Business Transformation: A Practical Guide - Enterprise Programme Management: Delivering Value (managing change programs effectively)	3rd Party Vendor www.iil.com Onsite or Live Virtual - Vendor Relationship Management: Collaborating for Success; ; 12 hrs; \$600 - Risk Management for IT Professionals; 12 hrs; \$600 - Managing & Leading Projects Across Organizational Boundaries; 18 hrs; \$900 PMI's® Project Management Professional (PMP)® Certification - PMP® Exam Prep Class; 3 days; \$1300 (duration & cost vary by vendor) OR Self Study (Books plus practice exam software); \$400 PLUS - PMP® exam fee; \$544	3rd Party Vendor www.iil.com Onsite or Live Virtual - Program Management: Successfully Managing a Group of Related Projects (includes content on governance) ; 12 hrs; \$600 - Managing Multiple IT Projects; 12 hrs; \$600 - Global Project Management; 12 hrs; \$600 - Organization & People Change Management ; 12 hrs; \$600
3rd Party Vendor Onsite or Live Virtual - Finance for Business; \$600 - Project Estimating & Scheduling; 12 hrs; \$600	ALU-Specific WebBased Training Courses in Investment & Gating Process	An excellent resource for business acumen skills: https://engage.alcatel-lucent.com/projects/develop-business-acumen-skills

AT THE SPEED OF IDEAS™

18

COPYRIGHT © 2011 ALCATEL-LUCENT. ALL RIGHTS RESERVED.
ALCATEL-LUCENT — INTERNAL PROPRIETARY — USE PURSUANT TO COMPANY INSTRUCTION

..... Alcatel-Lucent  PMP is a registered mark of the Project Management Institute.

Process Analysis & Modeling

Basic / Fundamentals	Intermediate	Advanced
Process Modeling ALUniversity SkillPort \$0;	3rd Party Vendor Training www.iil.com / Onsite or Live Virtual	BPM Certification
SkillPort e-learning courses - Analyzing Requirements Using Models - Intro to BA Planning - Modeling & Analyzing Processes in Six Sigma	Business Process Modeling; 18hrs; \$900 Effecting Business Process Improvement; 12 hrs; \$600	Six Sigma ALUniversity SkillPort \$0;
Online books - A Pragmatic Guide to Business Process Modeling - Handbook of Research on Business Process Modeling - Business Process Management Journal: Goal-Oriented Business Process Modelling - The Engineering Design of Systems: Models & Methods	3rd Party Vendor Training Bruce Silver; www.brsilver.com	SkillSoft elearning courses - Lean and Six Sigma Green Belt & Black Belt Certification courses - Six Sigma Leadership & Change Mgmt
Process Modeling Methodologies and IDEF0; ALU SMEs; \$0	Business Process Modeling Notation (BPMN) Method & Style for ALU; 3 delivery options: 2 day course - \$14,000 for 15 students + instructor travel expenses. 16+ cost \$750 per student.	100's of online books - The Six Sigma Black Belt Handbook - Lean Six Sigma Demystified
- Overview of Process Modeling in Alcatel - Lucent; taught by SMEs from ASM-PDA - Introduction to IDEF0; taught by SMEs from ASM-PDA - Courses in Investment and Gating Process	ALU-Specific Training End to End Business Processes taught by SMEs from ASM-PDA	3rd Party Vendor – Six Sigma www.iil.com / Onsite or Live Virtual - Lean Six Sigma Green Belt; 8 days classroom or Sixteen 3 -hour virtual sessions; est. \$2400 - Lean Six Sigma Black Belt Certification; 8 days classroom or Sixteen 3 -hour virtual sessions; est. \$2400

AT THE SPEED OF IDEAS™

21

COPYRIGHT © 2011 ALCATEL-LUCENT. ALL RIGHTS RESERVED.
ALCATEL-LUCENT — INTERNAL PROPRIETARY — USE PURSUANT TO COMPANY INSTRUCTION

Alcatel-Lucent 

Change Management

Basic / Fundamentals	Intermediate	Advanced
ALUniversity SkillPort; \$0	ALU-Specific	ALU-Specific (To be discussed)
SkillSoft e-learning course Managing Change: Understanding Change	- Primary Engage Group: Ensure Transformation Success: change management methods&tools, tricks&tips - Alcatel-Lucent Change Management Resources (to be discussed)	Implementing Change management for B&ITT
Online books Leading Change – by John Kotter	ALUniversity SkillPort; \$0	Third Party Vendor; Prosci
ALU Specific Courses	- Managing Change: Understanding Change - Managing Change: Building Positive Support for Change - Managing Change: Sustaining Organizational Change - Managing Change: Handling Resistance to Change	Advanced Change Management Certification Program; \$2400
Alcatel-Lucent Change Management Resources (to be discussed)	Online Books Making Sense of Change Management: A Complete Guide to the Models, Tools & Techniques of Organizational Change	
	Third Party Vendor; Prosci Change Management Certification; \$2100	

AT THE SPEED OF IDEAS™

22

COPYRIGHT © 2011 ALCATEL-LUCENT. ALL RIGHTS RESERVED.
ALCATEL-LUCENT — INTERNAL PROPRIETARY — USE PURSUANT TO COMPANY INSTRUCTION

Alcatel-Lucent 

Technology – ITIL®

Foundation	Intermediate	Expert
SkillPort e-learning courses (ITIL® V3 courses discontinued)	ITIL® Service Lifecycle 3rd Party Vendor	ITIL® Expert 3rd Party Vendor
Overview - ITIL® 2011 Edition Overview: Introduction to the ITIL® Framework - ITIL® 2011 Edition Overview: Certification and Benefits - ITIL® 2011 Edition Overview: Creating a Service Culture Foundation - ITIL® 2011 Edition Foundation: ITIL® and the Service Lifecycle - ITIL® 2011 Edition Foundation: Service Operation Processes - ITIL® 2011 Edition Foundation: Continual Service Improvement - ITIL® 2011 Edition Foundation: Service Transition Processes and Policies	ITIL® 2011 Intermediate Level - Service Lifecycle; 5 modules and 5 exams (Each module is 3 days of training and provides 3 credits. Exam is taken at end of each module. Total of 15 days classroom or 105 hours virtual class.) est. \$6375 for modules & exams	ITIL® 2011 - Expert Certification; 1 exam (Prerequisites: ITIL Foundation Certificate and 22 credits from the Intermediate Level courses; must take the Managing Across the Lifecycle course. If two courses have a high degree of overlap only one of the courses will count towards the 22 credits. Fast track of 12 classroom days and 50 hours of e-learning is available in place of taking the Intermediate level courses) est. \$10,925 for class and exam fees
ITIL Foundation Certification Exam fee \$159	ITIL® Service Capability 3rd Party Vendor	
ITIL® 3rd Party Vendor	ITIL® 2011 Intermediate Level - Service Capability; 4 modules & 4 exams. Each module 5 days of training /4 credits. Exam taken at end of each module. Total 20 days classroom or 120 hours virtual class.); est. \$6900 for modules & exams	
ITIL 2011 Foundation Certificate in IT Service Management Course; 1 module and 1 exam; Virtual class; Six 3 -hour sessions plus exam; \$1022 class & exam	ITIL® Managing Across the Lifecycle 3rd Party Vendor	
	ITIL® 2011 Managing Across the Lifecycle; 1 module and 1 exam. Module 5 days classroom or 30 hours virtual class. (Prerequisites: ITIL Foundation Certificate and 15 credits from Service Lifecycle and/or Service Capability); est. \$1727 for module & exam	

..... Alcatel-Lucent 

Technology

B&ITT Specific	ALU Products & Solutions	Security
IT Primer containing generic and ALU-specific content to improve internal communication. - IT terminology & IT processes - Network security ALUniversity charges 525€ per day spent on content development. Estimated cost: \$2600	Product & Solution Course Navigator Catalog lists self-paced and instructor-led courses that range from general knowledge to expert level training. Self-paced are \$0. Employee rates available for Instructor-led courses. Categories: - Solutions4ALL – HLN, LTE, IMS, etc. - Applications - IP - Optics - Wireline - Wireless	Certified Information Systems Security Professional (CISSP) certification - CISSP Prep Course; 5 days - CISSP Exam Certified Information Security Manager (CISM) Certification - CISM Prep Course; 3 days - CISM Exam

Soft Skills

ALUniversity SkillPort \$0;	3 rd Party Vendor
1000's of eLearning courses and online books for professional development skills Presentation Skills • Presenting Successfully Effective Meetings • Planning an Effective Business Meeting Time Management & Planning Work • Developing Excellent Time Management Habits Resolving conflict • Leadership Advantage: Managing Conflict (collection of learning resources) Leadership skills • Leadership Essentials – series of 16 courses • SkillSoft “Leadership Advantage” – <i>extensive</i> collection of learning; \$0 Professional Foundations KnowledgeCenter in SkillPort lists many soft skills learning resources	Presentation Skills • World Class Presentations; 2 days; est. \$800 • Communicating the Message with Confidence & Impact; 2 days; est. \$800 • Communicating the Message – The Art of Being Camera Ready in Web 2.0 & Beyond; 1 day; est. \$600 Resolving Conflict • Project Communication, Negotiation & Conflict Management; 12 hrs. virtual class; \$600 Leadership Skills • Leadership in High Performance Global Teams; 12 Hrs. virtual class; est. \$900 Taught by Wilson Learning Customer Relationship Management Skills • Leveraging the Customer Relationship; Stanford University/IPS; 3 days est. \$1500 (can be customized for 2 day course and lower cost)

APPENDIX C

LINKS TO COURSE DESCRIPTIONS

Project Management, Business Transformation Program Management, Project Estimation

- [Requirements Management for IT Professionals; 12 hrs; \\$600](#)
- [Managing Project Scope; 6 hrs; \\$300](#)
- [Project Communication, Negotiation & Conflict Management; 12 hrs; \\$600](#)
- [Managing & Leading Across Organizational Boundaries; 18 hrs; \\$900](#)
- [Program Management; 12 hrs; \\$600](#)
- [Managing Multiple IT Projects; 12 hrs; \\$600](#)
- [Project Estimating & Scheduling; 12 hrs; \\$600](#)
- [Global Project Management; 12 hrs; \\$600](#)
- [Organization & People Change Management; 12 hrs; \\$600](#)
- [How to Successfully Manage SW Integration Projects; 3 days; \\$1,500 \(EHS Consulting\)](#)

Business Analysis

- [BA Fundamentals; 12 hrs; \\$600](#)
- [Facilitation Skills for BA; 18hrs; \\$900](#)
- [Writing & Managing Requirements Documents; 12hrs; \\$600](#)
- [Business Process Modeling; 18hrs; \\$900](#)
- [Effecting Business Process Improvement; 12 hrs; \\$600](#)
- [Developing the Business Case; 12 hrs; \\$600](#)
- [Assuring Quality Through Acceptance Testing; 12 hrs; \\$600](#)
- [Building High Performance Teams; 12 hrs; \\$600](#)
- [Professional Programme in Business & Enterprise Architecture Euro CIO](#)

Solution Architecture

- Solution Business Impact Selling; Pentium Partners; 18 hrs; onsite or virtual; est. \$1500
- Mastering the Requirements Process; Atlantic Systems Guild; 12 hrs; onsite or virtual; est. \$750
- Building High Performance Teams; 12 hrs; \$600

Process Analysis & Modeling

- Business Process Modeling; 18hrs; \$900
- Effecting Business Process Improvement; 12 hrs; \$600
- Business Process Modeling Notation (BPMN) course - Bruce Silver
- Lean Six Sigma Green Belt; 48 hrs; est. \$2800 & Lean Six Sigma Black Belt Certification; 48 hrs; est. \$3600

Technology

- ITIL® Foundation; 3 days
- ITIL® Intermediate Level – Service Capability; series of Four 5-hour courses
- ITIL® Intermediate Level – Service Lifecycle; series of Five 3-day courses
- ITIL® Capstone Course: Managing Across the Lifecycle; 5 days

Soft Skills

- World Class Presentations; 2 days; est. \$800
- Communicating the Message with Confidence & Impact; 2 days; est. \$800
- Communicating the Message – The Art of Being Camera Ready in Web 2.0 and Beyond; 1 day; est. \$600
- Project Communication, Negotiation & Conflict Management; 12 hrs. virtual class; \$600
- Leadership in High Performance Global Teams; 12 Hrs. virtual class; est. \$900 Taught by Wilson Learning
- Vendor Relationship Management: Collaborating for Success; 12 hrs. virtual class; \$600