Implementing a Work Study Group Program

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Mission Integration Division
### Implementing a Work Study Group Program

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**16. SECURITY CLASSIFICATION OF:**

<table>
<thead>
<tr>
<th>a. REPORT</th>
<th>b. ABSTRACT</th>
<th>c. THIS PAGE</th>
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</thead>
<tbody>
<tr>
<td>unclassified</td>
<td>unclassified</td>
<td>unclassified</td>
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</table>

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Same as Report (SAR)

**18. NUMBER OF PAGES**
30

**19a. NAME OF RESPONSIBLE PERSON**

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Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
We wanted training in an area not usually offered by the company.

There was no money in the training budget for an additional course.

We wanted to be able to share ideas and discuss how to apply what we were learning to our jobs.
Overview

- What Is a Work Study Group
- Benefits of a Work Study Group Program
- How to Start a Work Study Group Program
- The Work Study Group Process
- Tools for Managing a Work Study Group Program
What Is a Work Study Group?

- Group of individuals studying a particular work-related topic
- Subject of their choosing
  - Basis of study is usually a particular book
- Informal, discussion-based study
- Typically meet once a week during lunch

| Employees donate their time (participation is voluntary) | The company purchases the book (the book belongs to the employee) |
Benefits of a Work Study Group Program

<table>
<thead>
<tr>
<th>For the Employee</th>
<th>For the Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ An opportunity to study a topic of their own choosing</td>
<td>▪ A low-cost, supplemental alternative to traditional training</td>
</tr>
<tr>
<td>▪ Gaining the knowledge contained in the study material</td>
<td>▪ Employees apply what they have learned to their work environments</td>
</tr>
<tr>
<td>▪ Insights received from their colleagues</td>
<td>▪ Process or technology improvements often result</td>
</tr>
<tr>
<td>▪ Many employees view Work Study Groups as a company benefit</td>
<td>▪ Team building</td>
</tr>
</tbody>
</table>
How to Start a Work Study Group Program
Identify the Work Study Group Champion

- Serves as the initial coordinator
- Guides the program’s growth
- Keeps the program “on the radar screen”
Start Small, Gradually Get Bigger

Multiple Sites (2000)
Organization (1000)
Department (300)
Work Group (40)
“Founders” (3)

This helps put the infrastructure in place that will allow you to increase the scope of the program over time
Use Low-cost Alternatives as Necessary

- Magazine articles
- On-line content
- Used books
- Books that employees own but haven’t thoroughly explored yet
Show the Benefits

- Hard-to-quantify benefits
  - Employee satisfaction
  - Resultant technology and process improvements
- Cost / benefit analysis
**Example ROI Calculation – Per Semester**

<table>
<thead>
<tr>
<th>Cost</th>
<th>$8,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Study material costs</strong></td>
<td></td>
</tr>
<tr>
<td>- Average cost per book</td>
<td>$75</td>
</tr>
<tr>
<td>- 100 engineers participate</td>
<td>$7,500</td>
</tr>
<tr>
<td><strong>Administrative costs</strong></td>
<td></td>
</tr>
<tr>
<td>- Leader training</td>
<td>$100</td>
</tr>
<tr>
<td>- Administrative labor</td>
<td>$400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefit</th>
<th>$120,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uncharged labor</strong></td>
<td></td>
</tr>
<tr>
<td>- Each group meets an average of 8 weeks</td>
<td></td>
</tr>
<tr>
<td>- Each session lasts an average of 1 hour</td>
<td></td>
</tr>
<tr>
<td>- Each person spends 2 hours in preparation</td>
<td></td>
</tr>
<tr>
<td>- 100 eng x 8 weeks x 3 hrs/wk = 2400 hours</td>
<td></td>
</tr>
<tr>
<td>- 2400 hours x $50/eng hour = $120,000 worth of training time</td>
<td></td>
</tr>
</tbody>
</table>

**Return on Investment:**

$120,000 (benefit) : $8,000 (cost) → 15:1
Work Study Group Process
Forming the Groups

- **Request Topics**
  - Spring and Fall semesters
  - Broadcast e-mail to the organization

- **Approve Topics**
  - Ensure that the topics are work-related

- **Enroll in Topics**
  - Broadcast e-mail
  - “Add-drop”
  - Maximum number of groups

- **Finalize Groups**
  - Split groups (optimum size = ~8)
  - Ensure each group has a Leader
  - Finalize book selection

- **Order Books**

- **Train the Leaders**
  - Pizza-provided lunch-time training

This phase is managed by the WSG Coordinator
Conducting a Work Study Group

- Create the Schedule
- Kick-off the Study
- Hold Weekly Meetings
- Create the Report

This phase is managed by each Work Study Group Leader
Create the Schedule

- Allocate the material to be covered each week
  - Typically about 8 weeks, maximum of 10
    - After too many weeks, members lose interest
  - Possibly leave out certain less-relevant chapters

- Assign Discussion Leader and Recorder
  - Rotating assignments

<table>
<thead>
<tr>
<th>Date</th>
<th>Discussion Leader</th>
<th>Recorder</th>
<th>Chapters</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 10</td>
<td>Smith</td>
<td>Williams</td>
<td>1-2</td>
<td>30</td>
</tr>
<tr>
<td>Sep 17</td>
<td>Miller</td>
<td>Parker</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>Sep 24</td>
<td>Jones</td>
<td>Thompson</td>
<td>4-6</td>
<td>38</td>
</tr>
<tr>
<td>Oct 1</td>
<td>Williams</td>
<td>Smith</td>
<td>7-9</td>
<td>35</td>
</tr>
<tr>
<td>Oct 8</td>
<td>Parker</td>
<td>Miller</td>
<td>10-11</td>
<td>28</td>
</tr>
<tr>
<td>Oct 15</td>
<td>Thompson</td>
<td>Jones</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>Oct 22</td>
<td>Smith</td>
<td>Williams</td>
<td>13-14</td>
<td>40</td>
</tr>
<tr>
<td>Oct 29</td>
<td>Miller</td>
<td>Parker</td>
<td>15</td>
<td>24</td>
</tr>
</tbody>
</table>
Kick-off Activities

- Pass out the books
- Provide the schedule to everyone
- Decide upon a day and time to meet
- Reserve the meeting place
- Relay participation expectations
  - Everyone has read the material
  - Everyone contributes to the discussion

Options:

Kick-off Meeting
- The first meeting of the group

Virtual Meeting
- E-mail communication
- Members pick up their book at Leader’s desk
Discussion Options

- Page-by-page discussion
  - Group members highlight important points

- Presentation
  - Discussion Leader presents a summary
  - More appropriate for larger or complex material

Subject Matter Experts

- Occasionally, you might invite one to provide insight and answer questions
- Some groups have corresponded with the Author and even had him/her in a teleconference at the final session
Compiled by the Recorder

<table>
<thead>
<tr>
<th>Content</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendees</td>
<td>For providing training credit</td>
</tr>
<tr>
<td>Application ideas</td>
<td>Will go in the Improvement Suggestion tracking system and the WSG Report</td>
</tr>
<tr>
<td>Lessons learned regarding the WSG process</td>
<td>Will go in the WSG Report</td>
</tr>
</tbody>
</table>

Very informal

- Sent via e-mail or placed in a shared drive
- Usually added to a file that contains minutes from all meetings
Final Session

Select the potential applications that will be submitted as Improvement Suggestions

Discuss the usefulness of the source material

Summarize any Lessons Learned on how to improve the Work Study Group process

Can be in conjunction with the last regular meeting or held as a separate meeting
### Content

<table>
<thead>
<tr>
<th>Number of meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating of Resource Material</td>
</tr>
<tr>
<td>5 – You probably won’t find better material</td>
</tr>
<tr>
<td>4 – Very good coverage of the subject</td>
</tr>
<tr>
<td>3 – Fairly useful</td>
</tr>
<tr>
<td>2 – Okay, if you can’t find anything better</td>
</tr>
<tr>
<td>1 – Avoid at all cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Improvement Suggestion ID numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestions for improving the Work Study Group process</td>
</tr>
</tbody>
</table>

| General comments |

*These are available for general review*
Tools for Managing a Work Study Group Program
### High-level Procedure
- Defines the policies of Work Study Groups
  - Book purchases
  - Group expectations
- Describes the general flow of the Work Study Group process

### Work Instruction
- Serves as a checklist to the Work Study Group Coordinator for each semester
Communication & Registration – Ver 1

Users

WSG Coordinator

E-mail

WSG Report

Spreadsheets

Form
Communication & Registration – Ver 2

Users → Registration → WSG Website

WSG Coordinator

WSG Website → E-mail

WSG Website → Spreadsheets

WSG Reports
### WSG Management Spreadsheets

#### Proposed Books
- **Submitter**
- **Site**
- **Topic Name**
- **Description**
- **Comment**
- **Book Title**

#### General Management
- **Topic Name**
- **Site**
- **Leader**
- **List of Group Members**
- **Book Title**
- **Author**
- **ISBN**
- **Cost per Book**
- **Reference Book Information**
- **Total Cost**
- **Group Status (need leader, etc.)**

#### Book Ordering
- **Leader**
- **Site**
- **Book Title**
- **Author**
- **ISBN**
- **Number of Copies**
- **Notes**

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- Sent to the Topic Approvers
- Used by WSGC to manage the process
- For coordination with the Book Orderer

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For coordination with the Book Orderer

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Used by WSGC to manage the process

---

Sent to the Topic Approvers
Welcome to the
Work Study Group Registration System

Login ID:

Password:

Login

Users
- Submit topics
- Enroll
- View reports

Work Study Group Coordinator
- Set roles
- Allow topic submissions and enrollment
- Manage groups

Leader Support
- Document attendance
- Submit reports
- Request reference book

Other Administrative
- Topic approval
- Book ordering
Work Study Group Metrics

- Cost
- Participation rates
- Resultant improvement suggestions
- Benefits resulting from the studies
Frequently Asked Questions

- Who pays for the book that we study in the Work Study Group?
- Can I be a part of more than one Work Study Group at a time?
- What is the order of events in the Work Study Group process?
- My project team would like to study a particular book. May we have our own Work Study Group without going through the normal sign-up process?
- What is the minimum number of people required to form a Work Study Group?
- Do I get training credit for participating in a Work Study Group?
Work Study Groups can provide an effective supplement to your training program.
- They offer low-cost opportunities for employees to explore high-interest subjects.
- They can be a source of process and technology improvements.

When beginning a Work Study Group Program, start small.
- Build your infrastructure and your case.

Following a structured process facilitates a smooth implementation.
<table>
<thead>
<tr>
<th><strong>Acronym</strong></th>
<th><strong>Meaning</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>ID</td>
<td>Identification</td>
</tr>
<tr>
<td>ISBN</td>
<td>International Standard Book Number</td>
</tr>
<tr>
<td>ROI</td>
<td>Return on Investment</td>
</tr>
<tr>
<td>WSG</td>
<td>Work Study Group</td>
</tr>
<tr>
<td>WSGC</td>
<td>Work Study Group Coordinator</td>
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