

D. Test Results: CLEC Training Verification and Validation Review (PPR4)

1.0 Description

The CLEC Training Verification and Validation Review evaluated aspects of Verizon Pennsylvania (Verizon PA) CLEC training program. The objectives of the test were to determine the existence and functionality of procedures for developing, publicizing, conducting, managing, and monitoring CLEC training. Interviews, walk-throughs, training tracking database analysis, and documentation reviews were conducted to evaluate the Verizon PA CLEC training program.

2.0 Methodology

This section summarizes the test methodology.

2.1 Business Process Description

The CLEC training program offers training courses in various products and services available to CLECs. Training opportunities, along with dates, times, and locations of courses are publicized through various media. CLECs can request on-site and customized training from Verizon PA. Verizon PA's CLEC training function is responsible for conducting classes, developing the courses and curriculum, monitoring instructors, and evaluating training effectiveness.

2.2 Scenarios

Scenarios were not applicable to this test.

2.3 Test Targets & Measures

The test target was Verizon PA's CLEC training program. Processes, sub-processes, evaluation measures, and associated test cross-reference numbers are summarized in Table 4-1 which follows. The last column, "Test Cross-Reference," indicates where the particular measures are addressed in Section 3.1 "Results & Analysis."

Table 4-1: Test Target Cross-Reference

Process	Sub-Process	Evaluation Measure	Test Cross-Reference
Training Program Development	Develop curriculum	Completeness of training curriculum and forums	PPR-4-1, PPR-4-2, PPR-4-3, PPR-4-8, PPR-4-9
Training Program Development	Develop curriculum	Adequacy of procedures to respond to information about training quality and utilization	PPR-4-1, PPR-4-6, PPR-4-8, PPR-4-9, PPR-4-12
Training Program Development	Develop curriculum	Adequacy of procedures to accept CLEC input regarding training curriculum	PPR-4-1, PPR-4-6, PPR-4-7, PPR-4-8, PPR-4-10
Training Program Development	Publicize training opportunities	Availability of information about training opportunities	PPR-4-1, PPR-4-9
Training Program Quality Assurance	Attendance/utilization tracking	Adequacy of process to track utilization and attendance of various training tools and forums	PPR-4-1, PPR-4-3, PPR-4-8, PPR-4-11
Training Program Quality Assurance	Session effectiveness tracking	Adequacy of process to survey training recipients on effectiveness of training	PPR-4-1, PPR-4-3, PPR-4-8
Training Program Quality Assurance	Instructor oversight	Adequacy of procedures to monitor instructor performance	PPR-4-1, PPR-4-3, PPR-4-5, PPR-4-6, PPR-4-9
Process Management	Performance measurement process	Controllability, efficiency, and reliability of process	PPR-4-4, PPR-4-5, PPR-4-8, PPR-4-11
Process Management	Process improvement	Completeness of process improvement practices	PPR-4-1, PPR-4-5, PPR-4-7, PPR-4-8, PPR-4-10, PPR-4-11, PPR-4-12, PPR-4-13, PPR-4-14

2.4 Data Sources

The sources of data for this test included interviews with Verizon PA's Manager for CLEC Training, the Verizon CLEC Handbook, the Verizon PA Wholesale Markets Internet site (http://www.bell-atl.com/wholesale/html/ie_course_descr.htm), and the training tracking database.

The data collection performed for this test relied on interviews, walk-throughs, and reviews of documentation supplied by Verizon PA at the Test Manager’s request.

The data collected for the test are summarized in Table 4-2 below.

Table 4-2: Data Sources for CLEC Training Verification and Validation Review

Document	File Name	Location in Workpapers	Source
1999 Bell Atlantic Course Schedule	Hard Copy	PPR-4-A-I-1	Verizon PA
1999 Bell Atlantic Course Description	Hard Copy	PPR-4-A-I-2	Verizon PA
1999 Bell Atlantic Course Description and Schedule	Hard Copy	PPR-4-A-I-3	Verizon PA
Reseller Student Registration Database	Hard Copy	PPR-4-A-I-4	Verizon PA
Company Curriculum Student Database	Hard Copy	PPR-4-A-I-5	Verizon PA
Reseller Training Screen Printouts	Hard Copy	PPR-4-A-I-6	Verizon PA
Training and Education Evaluation Form	Hard Copy	PPR-4-A-I-7	Verizon PA
Training Course Descriptions and Scheduling	Hard Copy	PPR-4-A-I-8	Verizon PA
CLEC Training Evaluation 1998 & 1999 (June 22, 1999)	Eval991_6-22.xls Eval998_6-22.xls	PPR-4-B-I-1	Verizon PA
CLEC Training Evaluation 1998 & 1999 (August 23, 1999)	Evaluations99.xls Evaluations98.xls	PPR-4-B-I-2	Verizon PA

Document	File Name	Location in Workpapers	Source
Bell Atlantic Class Registration (February 2000 – April 2000)	Hard Copy	PPR-4-B-I-3	Verizon PA
Company Curriculum Student Database (August – December)	Hard Copy	PPR-4-B-I-4	Verizon PA
Peer Review Sign-Off Letter	Hard Copy	PPR-4-B-II-5	KPMG Consulting
Test Description & Objectives	PPR4_Tst-Descr.doc	PPR-4-B-II-6	KPMG Consulting
Entrance Requirements	PPR4_Entrance.doc	PPR-4-B-II-7	KPMG Consulting
CLEC Training Verification and Validation Interview Guide	PPR4_Interview guide-obv.doc	PPR-4-B-II-8	KPMG Consulting
CLEC Training Verification and Validation Interview Guide	PPR4_Interview guide.doc	PPR-4-B-II-9	KPMG Consulting
Verification of CLEC Training Interview Information Validation Review	PPR4_Verification.doc	PPR-4-B-II-10	KPMG Consulting
CLEC Training Process Interview Report, CLEC Training Manager (May 1999)	PPR4_interview report.doc	PPR-4-B-II-11	KPMG Consulting
CLEC Training Interview and Walkthrough Summary (May 1999)	PPR4_interview 2 report.doc	PPR-4-B-II-12	KPMG Consulting
Interview Summary CLEC Training Manager (May 10, 1999)	PPR4_interview sum.doc	PPR-4-B-II-13	KPMG Consulting

Document	File Name	Location in Workpapers	Source
Interview Summary CLEC Training Manager (May 10, 1999, BA Response)	Hard Copy	PPR-4-B-II-14	KPMG Consulting
Initial Data Request (April 30, 1999)	PPR_Initial Data Request.doc	PPR-4-B-II-15	KPMG Consulting
Data Request (May 10, 1999)	PPR4_sup data request.doc	PPR-4-B-II-16	KPMG Consulting
Follow Up Data Request [Title: Data Request Status] (August 6, 1999)	PPR4_Sup_Data Request.doc	PPR-4-B-II-17	KPMG Consulting
PPR4 Detailed Evaluation Criteria	PPR4_Eval_com.doc	PPR-4-B-II-18	KPMG Consulting
Test Coverage: CLEC Training Process	PPR4_TestCvg.doc	PPR-4-B-II-19	KPMG Consulting
Training Course List (February 1999 through May 1999)	PPR4_database review.xls	PPR-4-B-II-20	KPMG Consulting
CLEC Training Schedule (February 1999 through May 1999)	Course Listing.doc	PPR-4-B-II-21	KPMG Consulting
Verizon Pennsylvania OSS Trial - Observation Report #3 (Issued July 1, 1999) Inconsistency with Implementation of CLEC Training Database Management Tools	Hard Copy	PPR-4-B-II-22	KPMG Consulting

Document	File Name	Location in Workpapers	Source
CLEC Training Process Verification and Validation Letter – CLEC Training Manager (January 14, 1999)	Hard Copy	PPR-4-B-II-23	KPMG Consulting
Interview Report – CLEC Training Manager (January 14, 1999)	Hard Copy	PPR-4-B-II-24	KPMG Consulting
Verizon Response to KPMG’s Follow Up Data Request (August 20, 1999)	Hard Copy	PPR-4-B-III-25	KPMG Consulting
Email Regarding Data Request Problems (August 19, 1999)	Hard Copy	PPR-4-B-III-26	KPMG Consulting
Email regarding Scheduling of CLEC Training Interviews (August 18, 1999)	Hard Copy	PPR-4-B-III-27	KPMG Consulting
Email Note and Follow Up CLEC Training Data Request File (August 11, 1999)	Hard Copy	PPR-4-B-III-28	KPMG Consulting
Email Data Request Status (June 24, 1999)	PPR4_Sup_Data Request_2.doc	PPR-4-B-III-29	KPMG Consulting
Verizon’s response to Electronic Mail - Subject: Bell Atlantic Documentation	Hard Copy	PPR-4-B-III-30	KPMG Consulting
CLEC Training Verification and Validation Interview Guide (Second Version)	PPR4_int_guide_PA.doc	PPR-4-B-II-31	KPMG Consulting
Interview Report – CLEC Training Manager (August 25, 2000)	PPR4_int_rep_PA.doc	PPR-4-B-II-31	KPMG Consulting

Document	File Name	Location in Workpapers	Source
Interview Summary – CLEC Training Manager (August 25, 2000)	PPR4_int_summ_PA.doc	PPR-4-B-II-32	KPMG Consulting
Verizon Response to Interview Summary- CLEC Training Manager (August 25, 2000)	KPMG Interview Aug 2000.doc	PPR-4-B-I-33	Verizon PA

2.4.1 Data Generation/Volumes

This test did not rely on data generation or volume testing.

2.5 Evaluation Methods

The CLEC Training Verification and Validation Review specific evaluation methods consisted of interviews with the Manager of CLEC Training, direct observation of CLEC training courses, review of training process data, and review of documentation.

2.6 Analysis Methods

The CLEC Training Verification and Validation Review included a checklist of evaluation criteria developed by the Test Manager during the initial phase of the Verizon Pennsylvania OSS Evaluation. These evaluation criteria provided the framework of norms, standards, and guidelines for the CLEC Training Verification and Validation Review.

The data collected were analyzed employing the evaluation criteria referenced above.

3.0 Results Summary

This section identifies the evaluation criteria and test results.

3.1 Results & Analysis

The results of this test are presented in Table 4-3 below.

Table 4-3: PPR4 Evaluation Criteria and Results

Test Cross-Reference	Evaluation Criteria	Result	Comments
PPR-4-1	Training process responsibilities and activities are defined.	Satisfied	Policies and procedures exist that define responsibilities and activities for the training process. Verizon course developers and course instructors have defined roles in the training process.
PPR-4-2	Scope and objectives of training process are defined and documented.	Satisfied	Scope and objectives of the CLEC training process are fully defined and are documented in the CLEC Handbook (March 2000, Volume I, Section 8.2) and the Resale Handbook (September 1999, Volume I, Section 7.1). Course schedules and descriptions are available on the Verizon Wholesale Markets website.
PPR-4-3	Essential elements of the training process are in place and adequately documented.	Satisfied	The training process includes elements such as course materials, instructor and course evaluations, and notification of training opportunities. These elements are documented in the Verizon Training and Education website page available to wholesale customers at: (http://www.bellatlantic.com/wholesale/html/ie_course_descr.htm). This information was confirmed in a review of Verizon documents such as the Training and Education Evaluation Form.
PPR-4-4	The training process includes procedures for addressing errors and exceptions.	Satisfied	Verizon instructors have informal procedures for updating and correcting errors in training course curriculum. Comments for addressing errors may also be made by the trainee on the training evaluation survey form at the end of each training session.

Test Cross-Reference	Evaluation Criteria	Result	Comments
PPR-4-5	Process includes adequate procedures for responding to feedback about training quality and utilization.	Satisfied	CLECs may address comments about errors and exceptions in an informal manner to the Verizon CLEC Training Manager. These comments are captured and maintained in the training database. The Verizon CLEC Training Manager attends training sessions and reviews feedback from trainees to monitor the effectiveness of the training program.
PPR-4-6	Scope of training services covers customer requirements.	Satisfied	Verizon CLEC Training courses are available for wholesale products and services that Verizon offers to CLECs. Verizon courses can be tailored to meet the specific needs of CLECs upon request.
PPR-4-7	Process includes adequate procedures for accepting CLEC input regarding training curriculum.	Satisfied	CLECs may address curriculum input through Account Managers, directly to the Training Manager, or through the end of course surveys.
PPR-4-8	Training offerings are scalable in response to additional demand (e.g., increased class size, number of instructors).	Satisfied	Additional courses are added as needed during the year. Courses can be tailored to the needs of the CLECs and taught at CLEC facilities if required. Each training course has a limitation on class size. All of the Verizon instructors are crosstrained to teach multiple courses so that they may accommodate any high demands in course selections.
PPR-4-9	Process includes procedures for publishing information about training opportunities.	Satisfied	Training opportunities are listed on the Verizon wholesale markets website for “Industry Conferences and Education” (http://www.bellatlantic.com/wholesale/html/handbooks/clec/volume_1/c1s8_2.htm) as well as the CLEC Handbook (March 2000, Volume I, Section 8.2) and the Reseller Handbook (September 2000, Volume I, Section 7.1). Training opportunities may also be provided by the Verizon Account Manager.
PPR-4-10	Process includes procedures and tools to track training attendance.	Satisfied	The Training Manager maintains a database which includes the course name, number of attending students, number of attending CLECs, student name, and company name. Verizon has tools to track training attendance.

Test Cross-Reference	Evaluation Criteria	Result	Comments
PPR-4-11	Training process performance measures are defined and measured.	Satisfied	Training process performance is measured against course curriculum, course materials, instructor presentation, and instructor knowledge. The students completing the course survey is another means of measuring the training process.
PPR-4-12	Responsibilities for tracking performance are assigned.	Satisfied	The Training Manager carries out performance reviews.
PPR-4-13	Process includes procedures to survey training recipients on effectiveness of training.	Satisfied	A survey is issued at the completion of each course where trainees provide feedback on topics such as instructor, training curriculum, course content, and classroom materials.
PPR-4-14	Process includes procedures to monitor instructor performance.	Satisfied	The Verizon CLEC Training Manager reviews instructor performance with the Verizon instructor. Surveys that are completed by trainees at the end of a training session are reviewed by the Verizon CLEC Training Manager and are entered into a database. If there are suggestions for improvement from the surveys, the Verizon CLEC Training Manager will discuss the feedback with the instructor.