TRAINING COURSE FOR NEW CAMP COUNSELORS

PROJECT PLAN

PRESENTED BY: MICHELLE HUSSEIN
EDUCATION COORDINATOR
BRIGHT HORIZONS FAMILY SOLUTIONS
EXECUTIVE SUMMARY

The Children’s Campus at Georgia Tech, and Bright Horizons Family Solutions Center, offers camp experiences for school aged children during summer months of June and July. Summer camp is available to both client families (Georgia Tech) as well as families from the community. Summer camp enrollment is a large source of revenue for the center during the summer months, thus Bright Horizons aims to make every aspect of the summer camp experience successful. A large contributor to the success of summer camp is well prepared counselors to staff it. The e-Learning Course for New Camp Counselors was created to aid in the efforts of preparing summer camp staff, particularly the staff who join the team after the face-to-face summer camp training.

This project was primarily undertaken by the Education Coordinator with the assistance of the center’s veteran camp counselor, who was the acting SME on the project. The goal of the project was to provide new counselors with job specific training in order for them to successful in their work environment. A large focus of the project became field trip readiness; making sure that adequate training was created and provided to help new counselors function successfully on a field trip. Due to time constraints during the planning a designing phases of the project, only field trip preparation was created into an e-Learning course. An instructor led, general camp counselor training was created and will be delivered by the Education Coordinator when necessary.

The project has yet to be utilized as summer camp has not yet started and no new summer staff have been hired as of yet. However, the training will be utilized for incoming summer staff who miss the face-to-face training.
# TABLE OF CONTENTS

I. Scoping the Project  
   a. Scope.......................................................................................................................... 3  
   b. Needs Assessment......................................................................................................... 3  
   c. Project Overview Statement......................................................................................... 3-4  

II. Developing Project Plan  
   a. Estimating Cost............................................................................................................... 5  
   b. Cost Breakdown.............................................................................................................. 5  
   c. Work Package Assignments & Descriptions................................................................. 5  
   d. Work Breakdown Structure........................................................................................... 6  
   e. Task Descriptions........................................................................................................... 7  
   f. Project Network Diagram............................................................................................. 7  
   g. Resources....................................................................................................................... 8  
   h. Risk Management Plans & Contingency Plans........................................................... 9  

III. Launching the Project  
   a. Project Team information............................................................................................... 10  
   b. Motivating Personnel..................................................................................................... 10  
   c. Meetings....................................................................................................................... 10  
   d. Handling Project Information...................................................................................... 10  
   e. Work Distribution List................................................................................................. 10  

IV. Monitoring/Controlling the Project  
   a. Communication Plan...................................................................................................... 11  
   b. Tracking, Reporting, and Monitoring Progress........................................................... 11-12  
   c. Formative Evaluation..................................................................................................... 12  

V. Closing Out the Project  
   a. Project Deliverable......................................................................................................... 12  
   b. Delivery Process............................................................................................................. 13  
   c. Formal Evaluation.......................................................................................................... 13
SCOPING THE PROJECT

a. **Scope**: The Training Course for New Camp Counselors will entail a training experience for camp counselors who are hired after the face-to-face summer camp training, which is offered by Bright Horizons Family Solutions, has occurred. New camp counselors at The Children’s Campus @ Georgia Tech will complete a two-part training. First, they will attend a short face-to-face training led by the Education Coordinator that covers general training of on-site expectations (executing planned camp activities, how to follow the daily camp schedule, center specific expectations of staff). Second, they will take an e-Learning course designed to provide training on field trip preparation. Both parts of this training aim to better prepare new hires to be successful in their roles as summer camp counselors.

b. **Needs Assessment**: This project is needed for the main reason of providing an experience to new summer camp hires that allow them to be prepared for their role. Feedback from the veteran counselors indicate that new hires who miss the face-to-face training are lost in their role and it is often distracting to the summer camp program. This is due to the fact that veteran counselors have to train as they go during the camp program. Bright Horizons wants summer camp programs to be successful in order to be competitive in the market and continue to increase summer camp enrollment. A large contributor to the success of the camp program is well prepared staff.

c. **Project Overview Statement**:

<table>
<thead>
<tr>
<th>PROJECT OVERVIEW STATEMENT</th>
<th>Project Name: eLearning Course for New Camp Counselors</th>
<th>Project No. 1</th>
<th>Project Manager: Michelle Hussein</th>
</tr>
</thead>
</table>

Problem/Opportunity
Summer camp counselors are an integral part to the summer camp program within the Bright Horizons Family Solutions (BHFS) Corporation. Successful camp programs that produce high enrollment yield a large source of revenue for individual BHFS centers. Well-trained camp counselors often dictate successful camp programs. Due to the turnover rate of summer camp counselors during the summer months at BHFS centers there are often those who enter the field with a basic teaching essentials training but not a targeted camp counselor training. (This training is offered in the Spring as a daylong face-to-face training; it is not feasible to offer this to every new counselor throughout the course of the summer). In order to ensure the continued quality of summer camp programs at BHFS centers as well as properly support and equip counselors for their job, it is essential to provide adequate and appropriate training.

This training will address the expectations of a summer camp counselor that differ from the expectations of an early education teacher (provided in the teaching essentials training). Specifically the training will address the state licensing requirements in supervising school-
aged children, expectations in carrying out the summer camp program (lessons, activities, etc.), and procedures and protocols for field trips.

Goal

Design and launch a summer camp counselor training program for new counselors in which the training will address the state licensing requirements in supervising school-aged children, expectations in carrying out the summer camp program (lessons, activities, etc.), and procedures and protocols for field trips. This training will be available to all BHFS employees who will, or could possibly, work as a camp counselor.

Objectives

1. Design and launch a training program for new summer camp counselors that provides targeted training for their role

2. Training receives positive evaluation from learners as being effective, relevant and helpful.

3. 90% of Center Directors commit to including the summer camp training in new hire training

Success Criteria

1. IDT meets learning objectives and produces positive outcomes validated by assessment.

2. Program is utilized by 90% of new camp counselors

3. Program receives positive evaluation from learners

4. Project is completed on time and within budget

Assumptions, Risks, Obstacles

Approval for Education Coordinator to build program will not come through

Center Directors are not able to approve additional training hours for new hires (counselors)

Program will not be completed on time (prior to summer 2017 for new counselors)

Lack of learner interest

<table>
<thead>
<tr>
<th>Prepared by</th>
<th>Date</th>
<th>Approved by</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michelle Hussein</td>
<td>January 25, 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DEVELOPING THE PROJECT PLAN

a. **Estimating Cost:** This project will not cost much. It will be created by the center’s Education Coordinator and will utilize the center’s primary summer camp counselor as the subject matter expert. Cost will reflect the salary of each of the above-mentioned team members.

b. **Cost Breakdown:**

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Hourly Rate</th>
<th># of Project Hours</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Coordinator</td>
<td>$25.00</td>
<td>96</td>
<td>$2400.00</td>
</tr>
<tr>
<td>Summer Camp Counselor</td>
<td>$13.00</td>
<td>24</td>
<td>$156.00</td>
</tr>
</tbody>
</table>

c. **Work Package Assignments & Descriptions:**

<table>
<thead>
<tr>
<th>Package</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-Face Training</td>
<td>Utilize Microsoft PowerPoint to create an instructor led training that covers summer camp licensing basics, lesson plan execution, and general role expectations</td>
</tr>
<tr>
<td>e-Learning Training</td>
<td>Utilize Storyline 2 to create an online training course that covers field trip preparation for new summer camp counselors</td>
</tr>
<tr>
<td>Formative Evaluation</td>
<td>Complete a formative evaluation of both trainings and gather evaluation feedback</td>
</tr>
<tr>
<td>Revisions</td>
<td>Make any necessary revisions to the trainings based on evaluation feedback</td>
</tr>
</tbody>
</table>
d. Work Breakdown Structure:

1. Initiate Project
   1.1. Develop Project Charter
   1.2. Define high-level requirements and roles
   1.3. Get initial approval

2. Project Planning
   2.1. Define project objectives
   2.2. Project Scope
   2.3. Determine communication plan
   2.4. Determine project resources
   2.5. Determine project schedule
   2.6. Determine project budget
   2.7. Finalize project plan and obtain approval

3. Build Course
   3.1. SME Input
   3.2. Design
      3.2.1. Avenue
      3.2.2. Content
      3.2.3. Graphics/Media

4. Course Executions
   4.1. Formative Evaluations
   4.2. Revisions
   4.3. Field Test-Summer 2017

5. Project Closeout
   5.1. Receive/evaluate feedback
   5.2. Official Launch-Summer 2017
e. Task Descriptions:

<table>
<thead>
<tr>
<th>Task #</th>
<th>Activity</th>
<th>Description</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify Course Objects</td>
<td></td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>2</td>
<td>SME Interview</td>
<td>Gather information from camp counselor to determine important learning topics for new summer staff hires</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>3</td>
<td>Center Director Interview</td>
<td>Pinpoint center specific expectations of summer camp counselors to include in training material</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>4</td>
<td>Review Camp Counselor Job Description</td>
<td>Discover exact job requirements of a summer camp counselor as detailed by Bright Horizons Family Solutions</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>5</td>
<td>Build Training</td>
<td></td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>6</td>
<td>Face-to-Face</td>
<td>Develop instructor-led portion of the training</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>7</td>
<td>e-Learning Course</td>
<td>Develop e-Learning portion of the training (pertaining to field trip preparation)</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>8</td>
<td>Formative Evaluations</td>
<td></td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>9</td>
<td>Analyze Evaluations</td>
<td>Review information from evaluations and gather participant feedback</td>
<td>Ed. Coordinator</td>
</tr>
<tr>
<td>10</td>
<td>Revisions</td>
<td>Utilize participant feedback to make necessary revisions to the training course</td>
<td>Ed. Coordinator</td>
</tr>
</tbody>
</table>

f. Project Network Diagram:

```
1 -------> 2 -------> 3 -------> 4
          ^      ^      ^
          6      7
             ^
             8
```

4/27/2017 Training Course for New Camp Counselors 7
### Resources:

#### Human Resources

<table>
<thead>
<tr>
<th>Position</th>
<th>Resource Name</th>
<th>Skill Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Coordinator</td>
<td>Michelle Hussein</td>
<td>Medium</td>
</tr>
<tr>
<td>Summer Camp Counselor</td>
<td>AJ Sullivan</td>
<td>High</td>
</tr>
<tr>
<td>Center Director</td>
<td>Shalitha Lawrence</td>
<td>Varied</td>
</tr>
</tbody>
</table>

#### Equipment Resources

<table>
<thead>
<tr>
<th>Item</th>
<th>Method of Allocation</th>
</tr>
</thead>
</table>
| Time                                                   | - Education will utilize designated time blocks (8 total hours per week) to develop training  
- SME will utilize 1-2 hours per week of allotted summer camp planning time to meet with Ed. Coordinator and review necessary items for the course |
| Computers (One with Storyline & Microsoft PPT)         | - Ed. Coordinator will utilize personal computer to build the training course        
- Formative Evaluation Participants will utilize teacher resource room computers to participate in e-Learning portion of the training |
| Printer (To print e-Learning Training Resources)       | - Participants will utilize printer connected to resource room computers               |
| Projector & Screen                                     | - Ed. Coordinator will reserve the center’s projector and screen to deliver face-to-face training |
| Instructors                                            | - Ed. Coordinator will be instructor during face-to-face trainings                     |
**h. Risk Management & Contingency Plans:**

<table>
<thead>
<tr>
<th>Risk #</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Training course will not be completed in time for Summer 2017 new hires.</td>
</tr>
<tr>
<td>2.</td>
<td>Education Coordinator will not have approved time to complete the course.</td>
</tr>
<tr>
<td>3.</td>
<td>Center budget will not allow for extra training hours for new hires to the summer camp program.</td>
</tr>
</tbody>
</table>

**Risk 1, 2:**

**Preemptive Action:**
- Education Coordinator will create a time management plan for course creation that will allow for a deadline prior to the beginning of Summer Camp 2017
- Education Coordinator will consult with Center Director regarding time management plan and will have Center Director sign off on an approved plan to give permission for time to be allotted to course development

**Reactive Action:**
- Education Coordinator will focus on building and completing e-Learning course on field trip preparation to allow new hires to participate in it first (field trip preparation takes higher priority)
- Education Coordinator will utilize time that participants are taking e-Learning course to work on finishing the face-to-face portion of the training

**Risk 3:**

**Preemptive Action:**
- Education Coordinator will consult with Center Director before, during, and after building training to ascertain a time length for the training. The two will determine how to fit the training hours into the budget (can the money be coded differently to unused funds if necessary?)

**Reactive Action:**
- Education Coordinator will utilize contingency planning time for training purposes
LAUNCHING THE PROJECT

a. **Project Team Information:**
   - Project Manager-Michelle Hussein
   - Instructional Designer- Michelle Hussein
   - SME- AJ Sullivan

b. **Motivating Personnel:**
   Because this project was initiated by the Education Coordinator who is invested in creating and maintaining a high-quality program, there is an inherent motivation to follow through with this project and create the training for new hires. There is also motivation for the SME to participate in this so that colleagues are more competent in the field.

c. **Meetings:**
   Meetings with the SME will occur during allotted summer camp planning time, which is typically on Fridays from 9:30-11:30 AM. Meetings with the Center Director will occur on an as needed basis-typically once bi-weekly.

d. **Handling Project Information:**
   All project information will be maintained by the Education Coordinator, who is the Project Manager as well as the instructional designer.

e. **Work Distribution List:**

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Coordinator</td>
<td>Define Project Objectives</td>
</tr>
<tr>
<td></td>
<td>SME Interviews</td>
</tr>
<tr>
<td></td>
<td>Design instructor led training</td>
</tr>
<tr>
<td></td>
<td>Design e-Learning Course</td>
</tr>
<tr>
<td></td>
<td>Formative Evaluation</td>
</tr>
<tr>
<td></td>
<td>Revisions</td>
</tr>
</tbody>
</table>
### MONITORING/CONTROLLING THE PROJECT

#### a. Communication Plan:

<table>
<thead>
<tr>
<th>Who</th>
<th>When</th>
<th>Method</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Manager</td>
<td>Beginning, Middle, &amp; End of the Project</td>
<td>Email</td>
<td>The RM is generally extremely busy but likes to be aware of the projects and initiatives happening at the center level. Communication to her will contain a summary of the project, a progress check in, and the final project for review.</td>
</tr>
<tr>
<td>Center Director</td>
<td>Bi-Weekly</td>
<td>In Person Meetings Email</td>
<td>The Center Director will be notified of the general progress of the project. She will also be notified of staffing needs (allowing camp counselors, who are currently after-school teachers, coverage/time to contribute to the project as SME’s).</td>
</tr>
<tr>
<td>SME’s (Summer Camp Director, Camp Counselors)</td>
<td>Weekly/As-Needed Basis</td>
<td>In Person Interviews Email</td>
<td>SME’s will provide insight to the project from first-hand experience as camp counselors who have been successful with field trip. They will also test the project in the pilot stage and provide feedback for review and revisions.</td>
</tr>
</tbody>
</table>

#### b. Tracking, Reporting, and Monitoring Progress:

**Change Request #1**

**Project Name:**
e-Learning Training Course for New Summer Camp Counselors

**Change Requested By:**
Project Manager

**Date Change Requested:** March 13, 2017

**Description of Change:**
Original course was supposed to be all online as e-Learning course, however due to time constraints the only portion of the training that will be an e-Learning course will be the field trip preparation portion.

**Business Justification:**
If the course is not completed in time for the new summer camp hires they will be unprepared to adequately perform their job.

**Action:**
The general summer camp new hire training will occur as a face-to-face training created by the Education Coordinator using Microsoft PPT. The field trip preparation portion of the course will be created with Storyline 2 as an e-Learning module.

c. **Formative Evaluation:**
The formative evaluation occurred after the first draft of the e-Learning course was completed. Participants took the e-Learning course and provided feedback to the Education Coordinator based on their experience. The Education Coordinator used the feedback to revise the course in order to edit content and design for better utilization.

**CLOSING OUT THE PROJECT**

a. **Project Deliverable:**
The deliverables for this project are the instructor-led training and the e-Learning Course for new hires in the summer camp program. *(See Screenshot of e-Learning Course Below)*
b. **Delivery Process:**

   i. **Location:** Both the face-to-face training and the e-Learning course will occur during the new hire’s onboarding experience. The face-to-face training will occur in the conference room at The Children’s Campus @ Georgia Tech. The training material will be projected onto a screen and led by the Education Coordinator. The e-Learning course will occur on the computers in the teacher resource room at The Children’s Campus @ Georgia Tech.

   ii. **Process Implementation:** Participants will be led through the face-to-face training by the Education Coordinator. Participants will receive general instructions on how to operate the e-Learning course, however the course itself is self-paced/self-led.

   iii. **Delivery Timing:** The summer camp new hire training will be delivered to new hires who join the team after the Bright Horizons face-to-face summer camp training is delivered.

c. **Evaluation:**

   A formal evaluation of the training will occur after it has been delivered to the new hires *(Summer 2017)* and after the new hires have been in their role for 30 days. The evaluation will gather feedback from new hires as to whether the course provided adequate training for their role.