

# **SAMPLE #1**

## **TWI Training Plan**

**(Company Name)**  
**(Location)**

### **1. Objectives:**

Work in an environment that will assist in my development as a professional acquisition officer. Learn, through immersion into Lockheed Martin's (LM) business culture, Lockheed Martin's processes for accomplishing program management and contract execution, specifically during Engineering and Manufacturing Development of a Major Army Category I Program. Take those best processes/practices back to the United States Army when I return to the Army acquisition community. Succeed in this by accomplishing the following objectives:

- **Software and Hardware Integration:** Understand how the Battle Management/Command, Control, Communications and Intelligence (BM/C3I) sub-system integrates all other sub-systems of the Theater High Altitude Air Defense (THAAD) system.
- **Program Management - Cost and Schedule:** Fully comprehend the Lockheed Martin Earned Value Management System (EVMS) to grasp LM's processes for linking program execution with cost and schedule metrics.
- **Program Management - Integrated Master Schedules:** Know the process by which BM/C3I uses its Integrated Master Schedule (IMS) to manage the overall segment's progress toward and success during its Critical Design Review and beyond.
- **Software Development Metrics:** Gain an understanding of the Software Metrics used by the THAAD Program to evaluate and measure the development of software in accordance with the approved Software Development Plan.
- **Contracting - Responding to Requests for Proposal:** Gain an understanding of the way Lockheed Martin responds to government Requests For Proposal (RFP).

### **2. Plan:**

Accomplish my overall objectives by executing the following planned learning opportunities.

- Overall, work directly with the LM PM, BMC3I to provide the learning opportunities necessary to fully grasp LM's program and contract management techniques and procedures.

- Gain exposure to the other segments within THAAD to understand how BM/C3I is integrated with the other segments.
- Work directly with at least 2 of BMC3I's major IPTs that are required to produce a specific product. Learn specific techniques for integration and test of software items and also for software development.
- Work with the LM PM, BM/C3I, the Business Operations section and Cost Account Managers to fully comprehend the Lockheed Martin Earned Value Management System.
- Assist in the assessment of existing Software Metrics used by the THAAD Program to evaluate and measure the development of software. Additionally, assist in the development of any new metrics.
- Work with the LM PM, BM/C3I and the Business Operations section to capture interdependencies between products in the IMS that flow across IPTs.
- Support Lockheed Martin in the formulation of a plan to convert the existing THAAD program into one that is more flexible and that can produce a proven capability soonest.

### 3. Travel and Self Study Program:

I will be required to attend formal classes to assist in my professional development as an acquisition officer, and to help me better understand Lockheed Martin's business culture and standard operating procedures. Classes include but are not limited to the following:

- Formal IPT Training, 17 Jul 01
- Cost Account Manager's Class, 10 - 14 Sep
- Peer Review/Inspection Class, date to be determined
- Lockheed Martin Leadership Training Seminars, August 15, other dates to be determined

Some travel will be required to assist in my professional development as an acquisition officer, and to help me better understand Lockheed Martin's standard operating procedures. Travel includes, but is not limited to, the following:

- Attend Design Reviews for THAAD sub-systems (will require trip(s) to Boston, MA and/or Sunnyvale, CA), dates to be determined.
- Attend system and sub-system level Program Management Reviews (will require trip(s) to Boston, MA and/or Sunnyvale, CA), dates to be determined.
- Attend User Program Management Reviews and/or Conferences (will require trip(s) to Fort Bliss, TX and/or Washington D.C.), dates to be determined.

INDUSTRY POC \_\_\_\_\_ DATE \_\_\_\_\_  
(Typed Name/Job Title)

TWI STUDENT \_\_\_\_\_ DATE \_\_\_\_\_