

Veteran Caregiver Online Training

Caregivers United

Instructional Design Product Project Plan

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Background

Caregivers United (CU) is a non-profit provider of services for wounded service members and their family caregivers. CU has been helping veterans live better lives for nearly 30 years by providing a variety of services to disabled veterans to help address life's challenges and help achieve personal goals. CU also reaches out to family caregivers to enhance the health and well being of both the veteran and primary family caregiver¹.

Caregivers United has closely worked with the Department of Veterans Affairs (VA) to develop core Caregiver Education and Training components for family caregivers. The core training focuses on caregiver self-care, home safety, practical care giving skills, providing personal care services to the veteran, managing challenging behaviors and locating additional resources. Completing the Caregiver Training successfully is a mandatory step in the application process of the new Caregiver Benefits Program as implemented by the Veterans Omnibus Health Services Act 2010².

Nature of the Problem

According to the December 2011 VA Caregiver Report, more than 2,000 caregivers nationwide have gone through Caregiver Education and Training since the program first started in May 2011.

The training options in place consist of traditional classroom training or home study with a DVD and a workbook. Each cover education and training on how to best meet the veteran's care needs, and the importance of self-care when in a care giving role. Family caregivers must complete either of these training options to become a certified caregiver and receive benefits.

The VA anticipates enrollment to increase by 45% at the end of 2013. The classroom training option is only offered in limited areas and is only available on a first-come-first-serve basis. Caregivers who choose home study with DVD training must submit a written assessment by mail and wait to be certified. The problem with the existing training solutions is that they will not be able to keep up with the high demand of caregiver training needs anticipated in 2013. An additional delivery method, such as online training, must be implemented to be able to keep up with the projected demand.

¹Easter Seals (2012). *The Story of Easter Seals*. Retrieved from http://www.easterseals.com/site/PageServer?pagenam=ntl_wwa_we_are.

²Department of Veterans Affairs (May 5, 2011). *Federal Register*. Retrieved from <https://www.federalregister.gov/a/2011-10962>.

Needs Analysis

During an interview, the Director of Veterans Affairs stated that the training and certification process for the existing training options could take up to eight to twelve weeks, according to a recent program progress report. The Director of the VA indicated that the training and certification process has caused a severe backlog of processing veteran and caregiver benefits.

An alternate form of training is necessary due to the projected increase of caregivers that will be enrolling into the program and requiring certification. Online training could lower costs for training delivery, provide nationwide on demand access to training modules, expedite the certification process, and leverage the latest technology to assess and engage learners.

Learner Analysis

The target audience of this training are newly enrolled caregivers that are eligible for the Caregivers Program. The following information was obtained from the VA's Caregivers enrollment database:

General Characteristics

- Age: Between 26-65 years old
- Gender: 96% are women and 4% are men
- Education range: High School Diploma, Bachelors, Masters, Ph.D.
- Caregivers have identified their relationship to the veteran as:
 - 69% as Spouses
 - 9% as Parents
 - 22% as "Other"
- Employment Status: Nearly 68% of the caregivers are employed

Entry characteristics

- Read and write basic English
- Basic computer proficiency, including checking e-mail and navigating through a web browser

Attitudinal and Motivation Characteristics

- Caregivers want to provide the best care to veterans in their life
- Caregivers want some training to help with general everyday tasks

Instructional Goal and Approach

The goal of the online instruction is to provide caregivers an accessible, usable, and engaging online training with a quick turnaround time for certification. Caregivers will complete the online training successfully after obtaining 80% or higher on the final assessment and will receive a certificate from Department of Veterans Affairs.

The online training approach will be geared towards individualized instruction. It will utilize instructional strategies best for teaching interpersonal skills and concepts focusing on the veteran's health and well-being throughout the training. General care giving skills will be taught through six scenario-based modules. These online training modules will include text, audio narration, and images to demonstrate concepts and illustrate care giving scenarios. This will facilitate individual learning at the student's pace and will be delivered asynchronously on the Caregivers United public website.

Task Analysis

The purpose of this training is to provide caregivers general education and training to carry out care giving duties. Once the online training is developed and implemented, caregivers who complete the training successfully will be able to:

1. Describe various aspects of caregiver self-care:
 - Describe practices of preventative healthcare.
 - Identify ways to cope with stress.
2. Perform home safety assessment.
3. Discuss practical care-giving skills to the veteran in need:
 - Recognize compensatory skills that will help the veteran find new ways to accomplish activities of daily living.
 - Identify assistive devices that maintain or improve the abilities and independence of someone with disabilities.
4. Provide personal care services to the veteran in need.
5. Recall strategies to manage challenging behaviors.
 - Identify tools including support groups and counseling.
6. Locate additional resources on the Caregivers United Website and the Department of Veterans Affairs web site.

PROJECT DEFINITION DOCUMENT

Purpose

The purpose of this project is to develop and implement a high quality online training course for the VA Caregivers certification program. The e-learning solution will provide caregivers seeking certification a highly accessible, engaging learning experience with quick turnaround for certification. The objective of the Department of Veterans Affairs is to improve the training process on three levels; geographic accessibility, training quality and cost effectiveness for high capacity. The training options the Department of Veterans Affairs Caregivers Program currently offer are not suitable for the higher expected enrollments for 2013. Their current training methods have slow turnaround times for certification.

This project is a high priority for the VA. Veterans are returning on an ongoing basis from their posts overseas with different degrees of psychological and physical trauma. The caregiver program equips caregivers with knowledge and skills as well financial compensation to care for those returning veterans.

Goals and Objectives

The goal of this project is to create an online training on general care giving skills. This training will give caregivers the knowledge and skills to carry out their care giving duties. The online training will reduce the turnaround time for certification, thus aiding the VA with its goal to increase the number of certified veteran caregivers nationwide.

The objectives of the project are to:

- Create a self-sustaining, asynchronous, six module online certification training in veteran care giving to be delivered by August 2013.
- Assemble a team to design, develop and test the online training.
- Migrate content from the current curriculum being delivered in classroom and via DVD video into the online certification training.
- Thoroughly test and evaluate the final deliverable to ensure stakeholder approval.

Success Criteria

Success criteria of the project will be based on the following:

- The online certification training is delivered on time.
- The online certification training stays within budget.
- The online certification training is approved by the Department of Veterans Affairs.
- The caregivers are providing positive feedback on course evaluations.

Project Context

This project will add another training option to the veteran caregivers training program. Upon completion of the project, the VA's Caregivers program will then offer training in classroom, an at-home DVD with workbook, and online.

The subject matter of the training specifically relates to the primary stakeholder of the VA and the veteran. The curriculum is consistent with the defined best practices for the care of veterans, approved by the VA. By making this knowledge available online Caregivers United is facilitating services consistent to the VA's mission to care for veterans.

The VA's strategic plan includes further developing the veteran's caregivers program. The Caregiver's program is among several other initiatives of the VA to care for the Veterans.

Project Dependencies

The following factors will have an impact on the project:

- Maintaining consistent curriculum during the project.
- Having consistent funding provided by the VA.
- Receiving stakeholder sign-off or approval at multiples stages of the project within one week of receiving notification or materials.
- Quality and quantity of content provided by VA's Caregivers Program.
- Availability of Instructors and subject matter experts.
- Smooth integration of learning management system and online certification training on CU's public website.

Scope Specifications

This project will develop and implement an online training solution specifically for the VA Caregivers program. The online training solution will be SCORM compliant and Section 508 compliant to conform to federal training content formats and standards.

The online training solution will only be available for those who are enrolled in the Veteran Caregivers program and opt for the online training method. The curriculum will comprise of the same content used in the DVD presentation and the classroom instruction, with the addition of interactive multimedia applications only possible through a computer interface.

It will be delivered on the Caregivers United public website, thus making the training available worldwide. The training can only be accessed by those who are enrolled in the program, have opted to take the online training and have been provided a unique user name and password. The training will be offered on the public website only in English. Upon completion of the project, responsibilities for administration, maintenance and technical support of the online training will be transitioned to the CU Information Technology Department.

Out-of-Scope Specifications

Things that fall out of scope are:

- Written materials for caregivers (i.e. certificates)
- Offering training in different languages other than English
- Social media components
- Synchronous or blended learning
- In depth support for mobile web browsers
- Mobile specific web applications
- Training video production
- Training animations

Assumptions

The main assumptions for the basis of this project are:

- Caregivers are planning on applying the skills they learn to better care for veteran they already have a relationship with.
- The Department of VA will provide sufficient resources for the full lifecycle of the project.
- The curriculum for the e-learning solution will be provided by VA Caregivers Support Program and learning modules will be developed in conjunction with their subject matter experts.
- The e-learning solution is the best practice for providing training for caregivers in remote areas that need quick certification turnaround time to begin receiving benefits.

Constraints

- The e-learning solution must be developed, tested and implemented within a specific time frame.
- The e-learning solution must be capable of functioning on the computers of the caregivers as well as the public website of Caregivers United.
- A limited budget will be provided for this specific project.

Risks

The following risks may delay or hinder the project's success:

- Changes in curriculum during the lifecycle of the project.
- Changes in budget for the specific program during the lifecycle of the project.
- Classroom instructors and subject matter experts delivering and developing content within deadlines.
- Receiving timely stakeholder sign-off or approval at multiples stages of the project.

- Issues and delays during implementation of the learning management system and online training on CU's public website.
- Voice over talent not delivering on expected delivery date.

Stakeholders

The primary stakeholders of this project are:

- Department of Veteran Affairs as the sponsoring agency
- Caregivers United as the organization managing project
- Caregivers United Design and Development Team
 - Project Managers
 - Instructional Designers
 - Subject Matter Expert
 - Multi-media Specialist
 - Web Developer

Indirect stakeholders of this project are:

- Caregivers as the trainee
- Veterans

Recommended Project Approach

This project will use established methodologies such as the ADDIE model as well as the project management structure outlined by the Project Management Institute. Some guidance as to how to integrate these two methodologies will be taken from Michael Greer's 10 step instructional design project management (IDPM) model³. The included project management summary tasks will be initiation, planning and closure. Between planning and closure the full ADDIE series of steps such as analysis, design, development, implementation and evaluation will be included.

Project management documents such as a work breakdown structure, schedule featuring Gantt charts, and network diagrams with the critical path marked will be used to organize detailed instructional design project task data. In addition project management tools such MS project and MS Visio will facilitate the creation of the previously mentioned documents.

By using the principles of project management along with the ADDIE model, the designation of roles, the Work Breakdown Structure (WBS) and the schedule will reflect an instructional design project management strategy.

³ Greer, M. (1992). ID project management: tools and techniques for instructional designers and developers. Englewood Cliffs, NJ: Educational Technology.

As part of the initial research stage of the project, a SCORM compliant Learning Management System (LMS) will be identified to house the multiple training modules. The training modules will eventually be, accessible on the Caregivers United's public website. They will include scenario-based assessments to test the caregivers' knowledge. The online tutorial will be created in Adobe Captivate. The modules will include text, audio narration, and images to illustrate care giving scenario examples and key concepts. Adobe captivate was selected instead of its competitor TechSmith Camtasia because it provides better support for interactive trainings.

Work Breakdown Structure (WBS)

Due to the detailed nature of this project, tasks have not been decomposed to the work package level. Inclusion of the activity level would mean project management would be micro managing. Several activity level task durations are bellow eight hours, in accordance with the 8/80 suggested rule, the activity level has been omitted. The senior instructional designer is the team lead for many of the work packages and has worked on several instructional design projects prior. Our team has used analogous estimating and expert judgement to estimate the duration of work packages based on data from previous projects.

See Appendix A for WBS

Project Schedule

See Appendix B

Network Diagram

See Appendix C

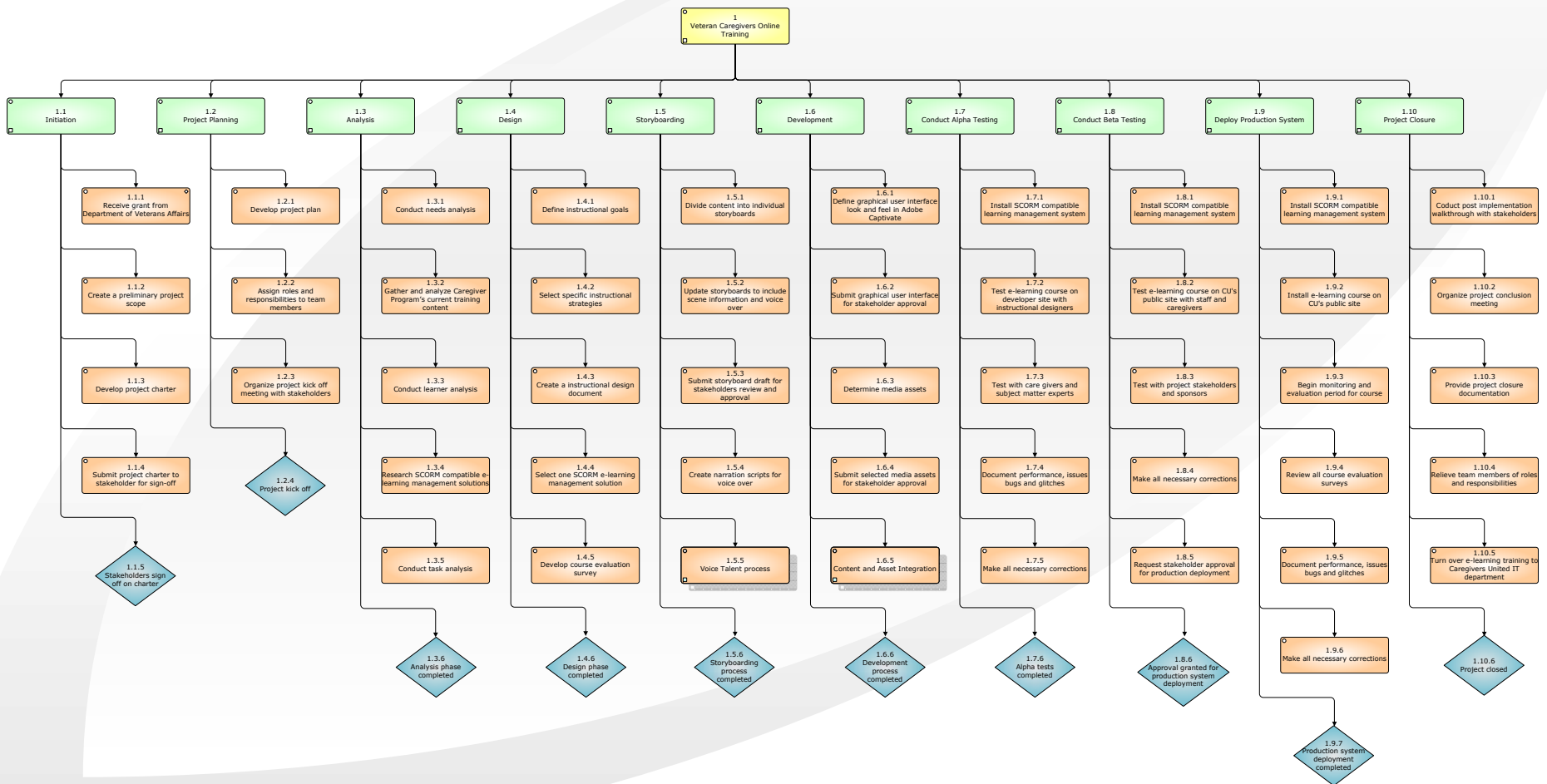
Resource Requirements

STAFF					
Role	Team Member	Experience/Training Needs	Projected Start Date	Projected Finish Date	Allocation
Project Manager 1	A. Jan	PMP Certified; Microsoft Office; Adobe Captivate	30-Jul-12	3-Jul-13	80%
Lead Senior Instructional Designer	F. Baliwag	Masters Degree; eLearning Certificate; LMS management	30-Jul-12	3-Jul-13	75%
Junior Instructional Designer	LL. Cool	Masters Degree; eLearning Certificate; LMS management	30-Jul-12	3-Jul-13	75%
Junior Instructional Designer	T. Hancher	Masters Degree; eLearning Certificate; LMS management	30-Jul-12	3-Jul-13	75%
SME: Veteran Caregiver	T. Glenn	Expert Knowledge in Caregiving (5+ years)	30-Jul-12	3-Jul-13	75%
Multi-media Specialist	R. Scott	Adobe Photoshop; Adobe Captivate; Adobe Flash	14-Dec-12	3-Jul-13	75%
Learners for Test Group	C. Whipkey	Some computer proficiency (ability to navigate though web browsers)	15-Feb-13	3-Jul-13	Varies
Web Developer	O. Cooper	HTML/CSS; Universal Design; JavaScript; PHP, ASP, Java, Perl, or C++; MySQL Database; Flash	15-Mar-13	3-Jul-13	70%
FACILITIES					
Facility	Use	Days Needed			
Conference Room	Team meetings	5			
Computer Test Lab	Caregiver Prototype Test Group	20			
TOOLS & SOFTWARE					
Tools and Software	Use				
Adobe Creative Suite	To develop eLearning course				
Computers with Internet Access	To implement online courses				

Risk Management Strategies

Risk	Priority	Management Strategy
Receiving timely stakeholder sign-off or approval at multiples stages.	High	Outline in project charter the specific review stages and have stakeholders sign off on allotted time for review.
Changes in budget for the specific program during the lifecycle of the project.	High	Exclude media assets and at voice over content from project. Provide a text based training.
Changes in curriculum during the lifecycle of the project.	High	If it occurs before design phase accept changes and begin crashing. If it occurs after design phase carry on with modules that don't need revision and allocate resources to design and develop a module that reflects changes.
Issues and delays during implementation of the learning management system and online training on CU's public website.	Medium	If beta and alpha testing systems are functioning carry on test with learner group on beta site until the production system is up and running.
Classroom instructors and subject matter experts delivering and developing within deadlines.	Medium	If the classroom instructors and SMEs have not delivered within the allotted time the current VA Caregivers training content. Assign additional Instructional designer to them to work with both SME and Instructors simultaneously.
Voice over talent not delivering on expected delivery date.	Low	Locate a new voice over talent with correct speech, tone and pace and pay for a rush order.

Veteran Caregiver's Online Training Work Breakdown Structure Appendix A



Group 7 Veteran Caregivers Online Training
Project Schedule
Appendix B

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	J
1	1 Veteran Caregivers Online Training	243 days	Mon 7/30/12	Wed 7/3/13			
2	1.1 Initiation	20 days	Mon 7/30/12	Fri 8/24/12			
3	1.1.1 Receive grant from Department of Veterans Affairs	0 days	Mon 7/30/12	Mon 7/30/12			
4	1.1.2 Create a preliminary project scope	5 days	Mon 7/30/12	Fri 8/3/12	3	Project Manager	
5	1.1.3 Develop project charter	5 days	Mon 8/6/12	Fri 8/10/12	4	Project Manager	
6	1.1.4 Submit project charter to stakeholder for sign-off	10 days	Mon 8/13/12	Fri 8/24/12	5		
7	1.1.5 Stakeholders sign off on charter	0 days	Fri 8/24/12	Fri 8/24/12	6		
8	1.2 Project Planning	20 days	Mon 8/27/12	Fri 9/21/12	7		
9	1.2.1 Develop project plan	10 days	Mon 8/27/12	Fri 9/7/12	7	Project Manager	
10	1.2.2 Assign roles and responsibilities to team members	5 days	Mon 9/10/12	Fri 9/14/12	9	Project Manager	
11	1.2.3 Organize project kick off meeting with stakeholders	5 days	Mon 9/17/12	Fri 9/21/12	10	Project Manager	
12	1.2.4 Project kick off	0 days	Fri 9/21/12	Fri 9/21/12	11		
13	1.3 Analysis	10 days	Mon 9/24/12	Fri 10/5/12	12		
14	1.3.1 Conduct needs analysis	5 days	Mon 9/24/12	Fri 9/28/12	12	Instructional Designer	
15	1.3.2 Gather and analyze Caregiver Program's current training content	5 days	Mon 9/24/12	Fri 9/28/12	12	Instructional Designer	
16	1.3.3 Conduct learner analysis	10 days	Mon 9/24/12	Fri 10/5/12	12	Instructional Designer	
17	1.3.4 Research SCORM compatible e-learning management solutions	5 days	Mon 10/1/12	Fri 10/5/12	14,15	Instructional Designer	
18	1.3.5 Conduct task analysis	5 days	Mon 10/1/12	Fri 10/5/12	14,15	Instructional Designer	
19	1.3.6 Analysis phase completed	0 days	Fri 10/5/12	Fri 10/5/12	18,17,16		
20	1.4 Design	20 days	Mon 10/8/12	Fri 11/2/12	19		
21	1.4.1 Define instructional goals	5 days	Mon 10/8/12	Fri 10/12/12	19	Instructional Designer	
22	1.4.2 Select specific instructional strategies	5 days	Mon 10/15/12	Fri 10/19/12	21	Instructional Designer	
23	1.4.3 Create a instructional design document	10 days	Mon 10/22/12	Fri 11/2/12	22	Instructional Designer	
24	1.4.4 Select one SCORM e-learning management solution	5 days	Mon 10/8/12	Fri 10/12/12	19	Instructional Designer	
25	1.4.5 Develop course evaluation survey	5 days	Mon 10/8/12	Fri 10/12/12	19	Instructional Designer	
26	1.4.6 Design phase completed	0 days	Fri 11/2/12	Fri 11/2/12	23,24,25		
27	1.5 Storyboarding	29 days	Mon 11/5/12	Thu 12/13/12	26		
28	1.5.1 Divide content into individual storyboards	2 days	Mon 11/5/12	Tue 11/6/12	26	Instructional Designer	
29	1.5.2 Update storyboards to include scene information and voice over	3 days	Wed 11/7/12	Fri 11/9/12	28	Instructional Designer	
30	1.5.3 Submit storyboard draft for stakeholders review and approval	5 days	Mon 11/12/12	Fri 11/16/12	29		
31	1.5.4 Create narration scripts for voice over	10 days	Mon 11/19/12	Fri 11/30/12	30	Instructional Designer	
32	1.5.5 Voice Talent process	9 days	Mon 12/3/12	Thu 12/13/12	31		
33	1.5.5.1 Select voice over talent and attributes; pace, tone and inflection	2 days	Mon 12/3/12	Tue 12/4/12	31	Instructional Designer	
34	1.5.5.2 Submit voice talent samples to stakeholders for approval	5 days	Wed 12/5/12	Tue 12/11/12	33		
35	1.5.5.3 Agree on rate and date of delivery of voice over service	2 days	Wed 12/12/12	Thu 12/13/12	34		
36	1.5.6 Storyboarding process completed	0 days	Thu 12/13/12	Thu 12/13/12	35		
37	1.6 Development	40 days	Fri 12/14/12	Thu 2/7/13	36		
38	1.6.1 Define graphical user interface look and feel in Adobe Captivate	10 days	Fri 12/14/12	Thu 12/27/12	36	Multimedia Specialist	

Project: Veteran C
Training
Date: Wed 6/20/12

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

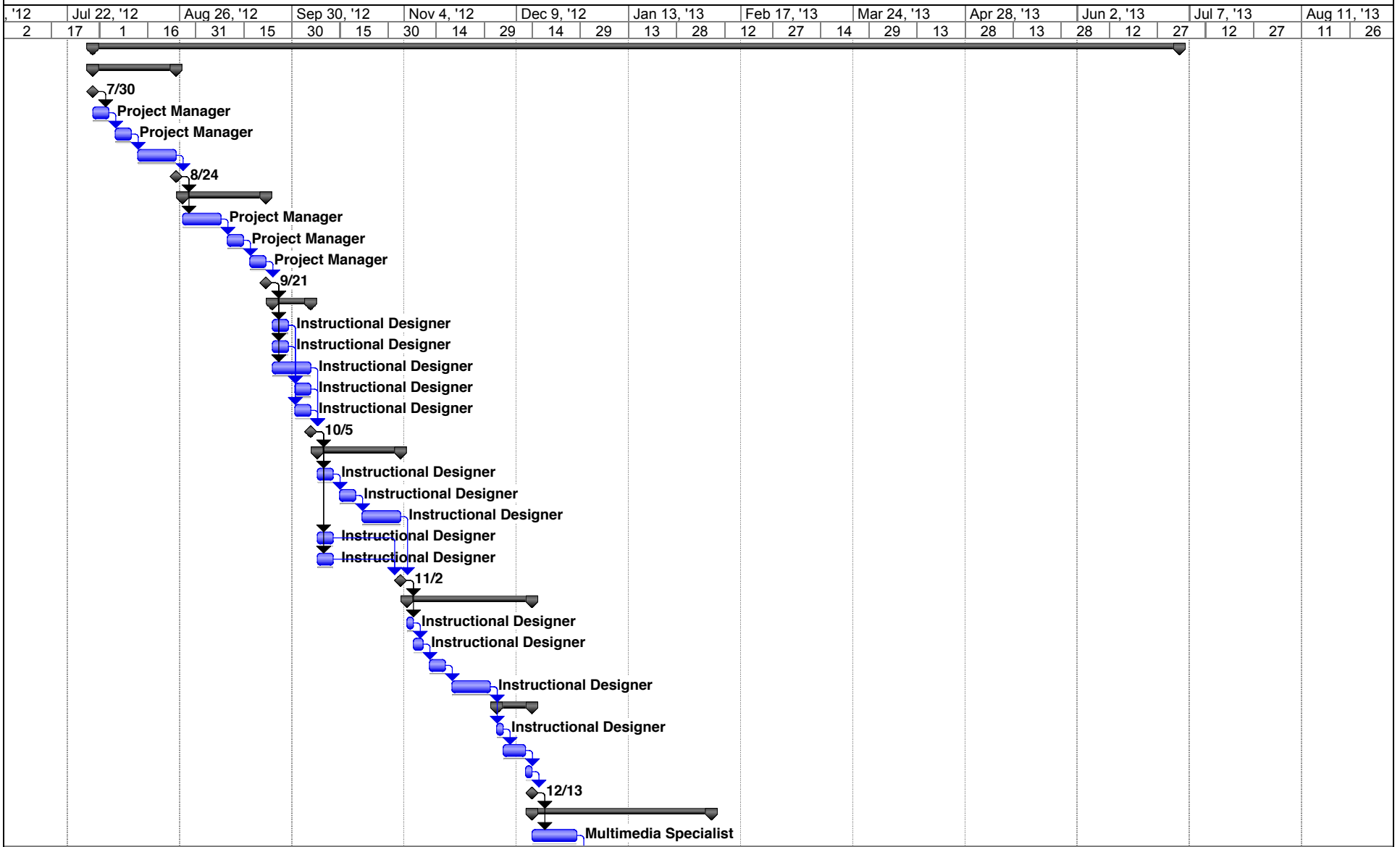
Group 7 Veteran Caregivers Online Training
Project Schedule
Appendix B

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	J
39	1.6.2 Submit graphical user interface for stakeholder approval	5 days	Fri 12/28/12	Thu 1/3/13	38		
40	1.6.3 Determine media assets	5 days	Fri 1/4/13	Thu 1/10/13	39	Multimedia Specialist	
41	1.6.4 Submit selected media assets for stakeholder approval	5 days	Fri 1/11/13	Thu 1/17/13	40		
42	1.6.5 Content and Asset Integration	15 days	Fri 1/18/13	Thu 2/7/13	41		
43	1.6.5.1 Integrate the storyboard content into Adobe Captivate slides	10 days	Fri 1/18/13	Thu 1/31/13	41	Instructional Designer	
44	1.6.5.2 Integrate media assets to corresponding slides	5 days	Fri 1/18/13	Thu 1/24/13	41	Multimedia Specialist	
45	1.6.5.3 Integrate voice over audio to corresponding slides	10 days	Fri 1/25/13	Thu 2/7/13	44	Multimedia Specialist	
46	1.6.5.4 Insert completed course survey module	2 days	Fri 1/18/13	Mon 1/21/13	41	Instructional Designer	
47	1.6.6 Development process completed	0 days	Thu 2/7/13	Thu 2/7/13	46,45,43		
48	1.7 Conduct Alpha Testing	25 days	Fri 2/8/13	Thu 3/14/13	47		
49	1.7.1 Install SCORM compatible learning management system	5 days	Fri 2/8/13	Thu 2/14/13	47	Web Developer	
50	1.7.2 Test e-learning course on developer site with instructional designers	10 days	Fri 2/15/13	Thu 2/28/13	49	Instructional Designer	
51	1.7.3 Test with care givers and subject matter experts	10 days	Fri 2/15/13	Thu 2/28/13	49	Learner Test Group	
52	1.7.4 Document performance, issues bugs and glitches	5 days	Fri 3/1/13	Thu 3/7/13	50,51	Instructional Designer	
53	1.7.5 Make all necessary corrections	5 days	Fri 3/8/13	Thu 3/14/13	52	Instructional Designer	
54	1.7.6 Alpha tests completed	0 days	Thu 3/14/13	Thu 3/14/13	53		
55	1.8 Conduct Beta Testing	30 days	Fri 3/15/13	Thu 4/25/13	54		
56	1.8.1 Install SCORM compatible learning management system	5 days	Fri 3/15/13	Thu 3/21/13	54	Web Developer	
57	1.8.2 Test e-learning course on CU's public site with staff and caregivers	10 days	Fri 3/22/13	Thu 4/4/13	56	Instructional Designer	
58	1.8.3 Test with project stakeholders and sponsors	5 days	Fri 3/22/13	Thu 3/28/13	56		
59	1.8.4 Make all necessary corrections	5 days	Fri 4/5/13	Thu 4/11/13	57,58	Instructional Designer	
60	1.8.5 Request stakeholder approval for production deployment	10 days	Fri 4/12/13	Thu 4/25/13	59		
61	1.8.6 Approval granted for production system deployment	0 days	Thu 4/25/13	Thu 4/25/13	60		
62	1.9 Deploy Production System	30 days	Fri 4/26/13	Thu 6/6/13	61		
63	1.9.1 Install SCORM compatible learning management system	5 days	Fri 4/26/13	Thu 5/2/13	61	Web Developer	
64	1.9.2 Install e-learning course on CU's public site	5 days	Fri 5/3/13	Thu 5/9/13	63	Web Developer	
65	1.9.3 Begin monitoring and evaluation period for course	10 days	Fri 5/10/13	Thu 5/23/13	64		
66	1.9.4 Review all course evaluation surveys	5 days	Fri 5/24/13	Thu 5/30/13	65	Instructional Designer	
67	1.9.5 Document performance, issues bugs and glitches	5 days	Fri 5/24/13	Thu 5/30/13	65	Instructional Designer	
68	1.9.6 Make all necessary corrections	5 days	Fri 5/31/13	Thu 6/6/13	66,67	Instructional Designer	
69	1.9.7 Production system deployment completed	0 days	Thu 6/6/13	Thu 6/6/13	68		
70	1.10 Project Closure	19 days	Fri 6/7/13	Wed 7/3/13	69		
71	1.10.1 Conduct post implementation walkthrough with stakeholders	5 days	Fri 6/7/13	Thu 6/13/13	69	Project Manager	
72	1.10.2 Organize project conclusion meeting	5 days	Fri 6/14/13	Thu 6/20/13	71	Project Manager	
73	1.10.3 Provide project closure documentation	2 days	Fri 6/21/13	Mon 6/24/13	72		
74	1.10.4 Relieve team members of roles and responsibilities	2 days	Tue 6/25/13	Wed 6/26/13	73	Project Manager	
75	1.10.5 Turn over e-learning training to Caregivers United IT department	5 days	Thu 6/27/13	Wed 7/3/13	74	Project Manager	
76	1.10.6 Project closed	0 days	Wed 7/3/13	Wed 7/3/13	75		

Project: Veteran C
Training
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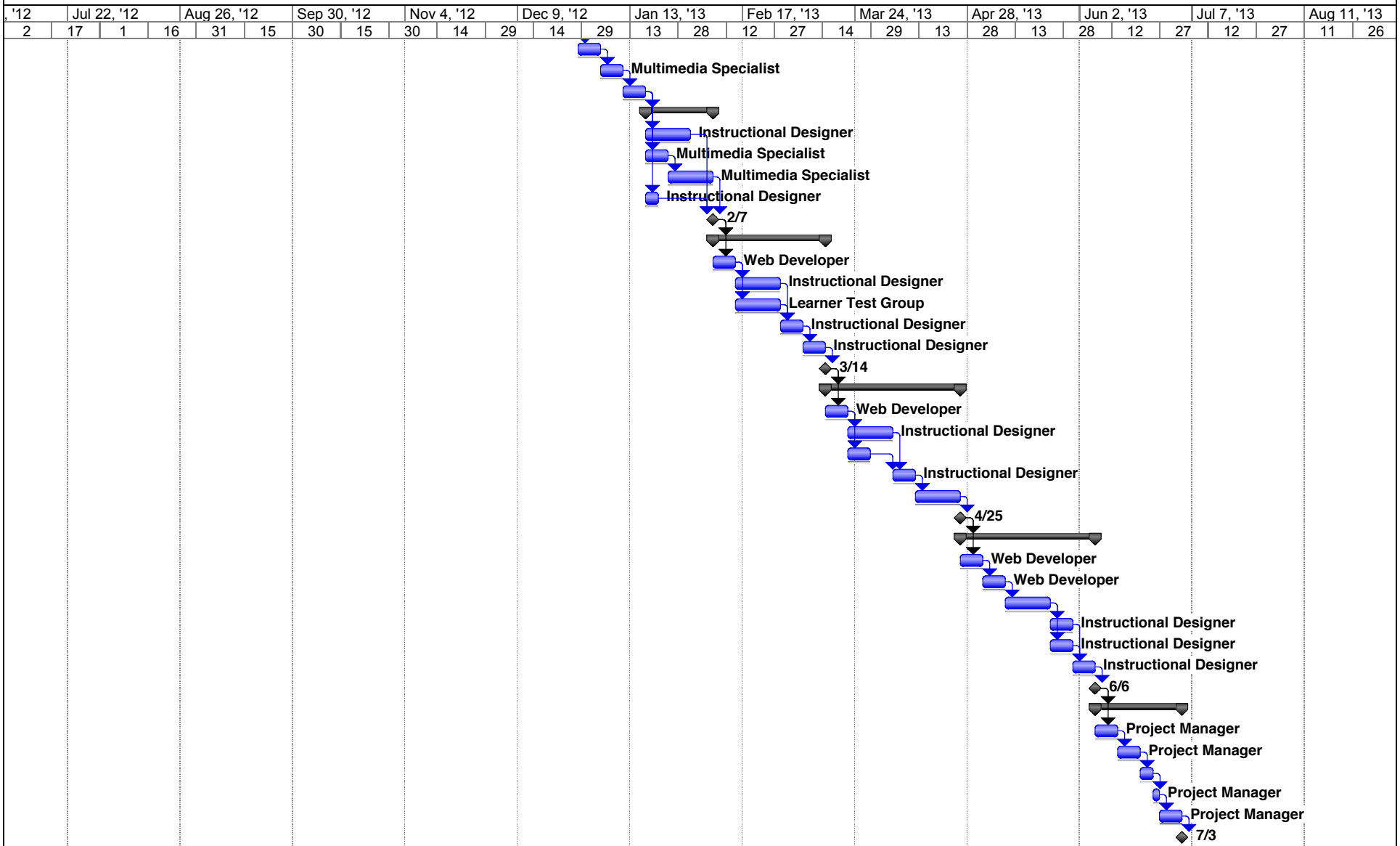
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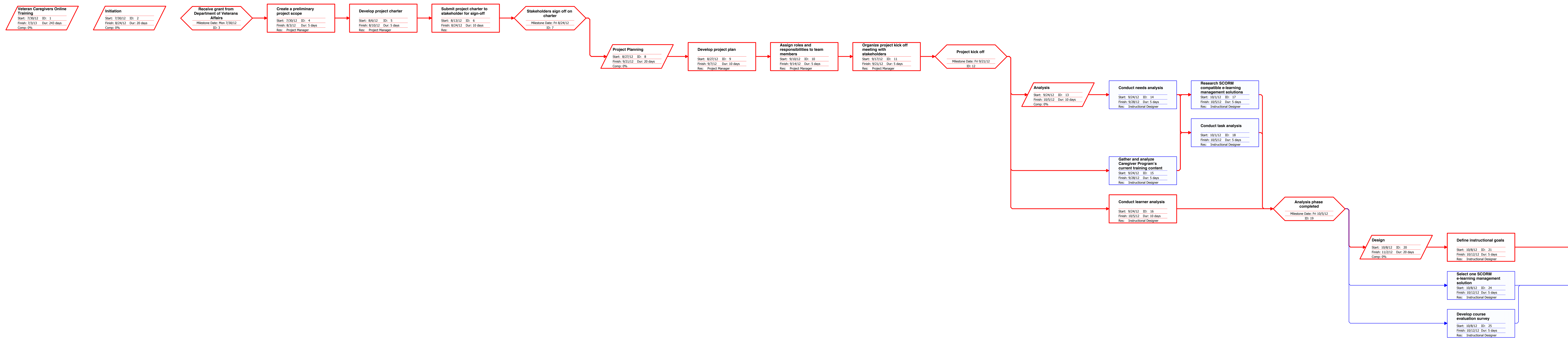
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Project Schedule
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	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

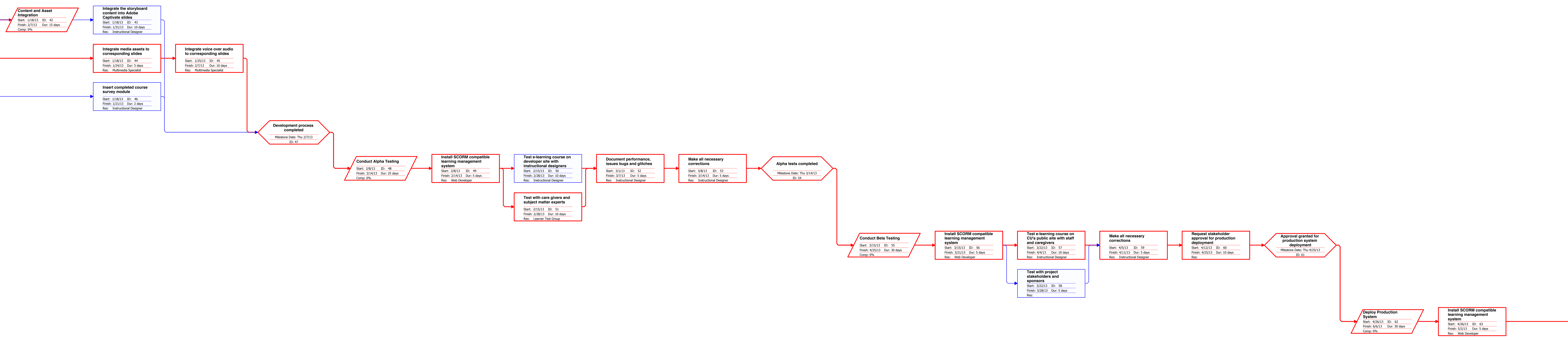
Veteran Caregiver's Online Training Network Diagram Appendix C



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