



# MASTER AND APPRENTICE

A MILITARY LEARNING ECOSYSTEM

SB102 - Management Xchange Stage - Weds 3/25 11:00am

# Bill Parry

## **Leadership Instructor**

USCG Leadership & Quality  
Institute

## **Company Officer**

U. S. Naval Academy  
Preparatory School (NAPS)

## **Corporate Sales and Training**

Ingram Micro  
Monster Cable  
Lucent Technologies

(Plays Poker & Loves Scotch)



# Ed Beale

## **Chief Academic Officer**

“Dean” USCG Leadership  
Development Center

## **Multi-site Standardization**

Ship-Helicopter Training Team

## **Awards**

- ISPI Award for Excellence:  
Innovation (2013)
- Gold Award - Best Learning  
Team (Brandon Hall Group  
2014)

(Author, Musician & Juggler)



# Maori Canoe Experience





# What's The Problem?

APPRENTICES

MASTERS

# Apprentices are held back by:



**DAVID GLOW**

1d

Inability to find/access right info. Close 2nd = Mgmt commitment to bad processes (TPS forms, anyone?) #LSCON



**Betsy Sentamu**

1d

Mgmt not empowering workers to think. Aka not listening to good suggestions and giving them authority to make thing happen.



**DAVID GLOW**

1d

Culture. Many stories about management and team cultures (tenure > talent regarding assignment is a standout)

💬 **Linda Kirk** Immediate access to the technology they were just trained on in the training environment. Ugh!!!

# My good master did this:



**Alexander Salas**

1d

Ample time to practice in real world-like simulation environments and opportunity to reflect on discrepancies and mistakes.



**David Kelly**

1d

Two things: didn't TELL me what to do, SHOWED me. And created an environment where it was safe to say "I need help".



**JD Dillon**

1d

They let me break things and showed me how to fix them.



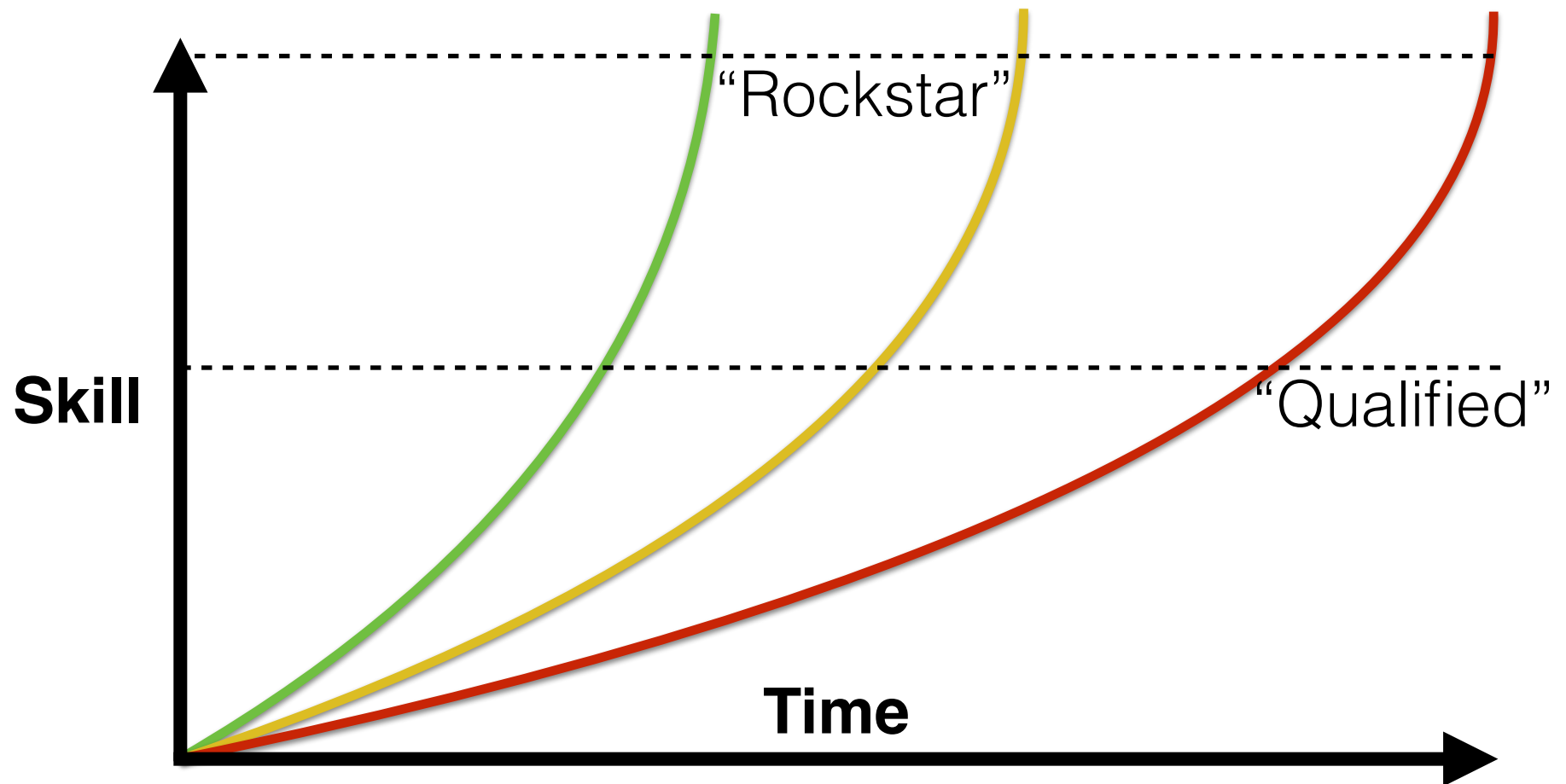
**Kristen King** @kristenking

1d

@edbeale Walked me through processes that were unconscious to others, tipped me off to personalities, offered to answer questions, listened.

# What's The Problem?

# Job Performance



Structured:

A **ROADMAP**



Shadowing only: *Just do it like them...*



OJT only:

*Jump in and learn...*



Our first “canoe”!



The USCGC MUNRO!

# Do you think...?

On our first day,  
the Captain said:



Hey guys!  
Here are the keys,  
take her out.





# Welcome to the Canoe!



## Now Start Paddling...

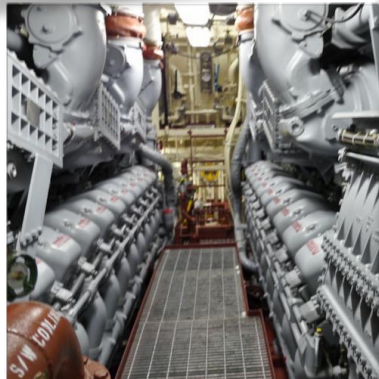




***Personnel Qualification Standard***  
***Officer of the Deck (OOD)***

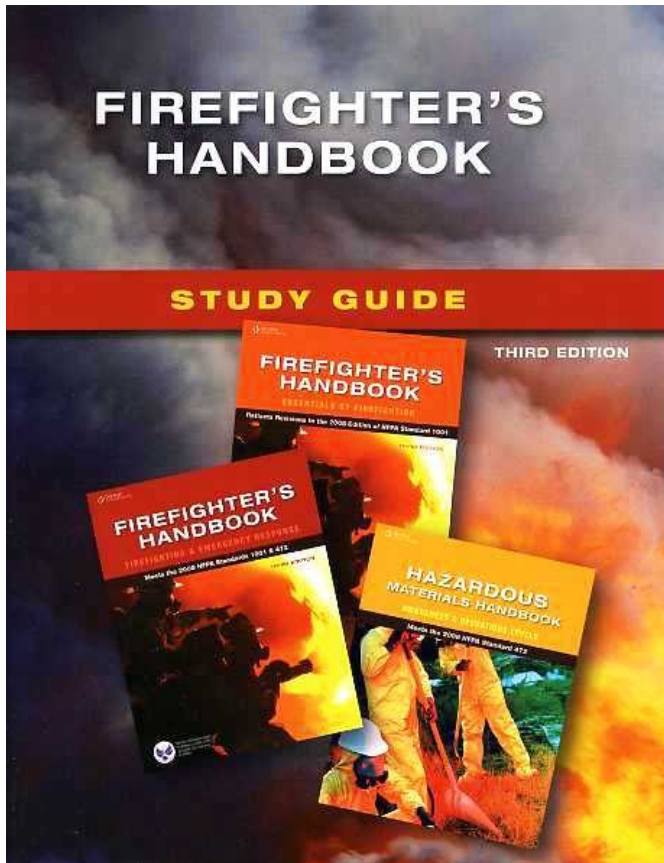
We started our “Qualification” program.



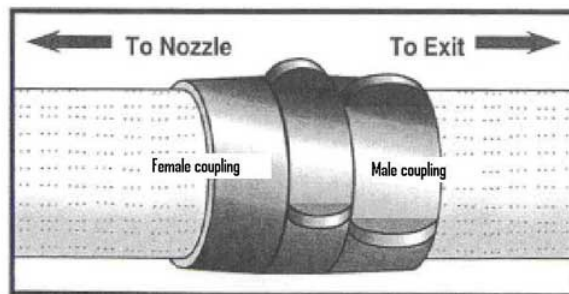




# Fight a Fire

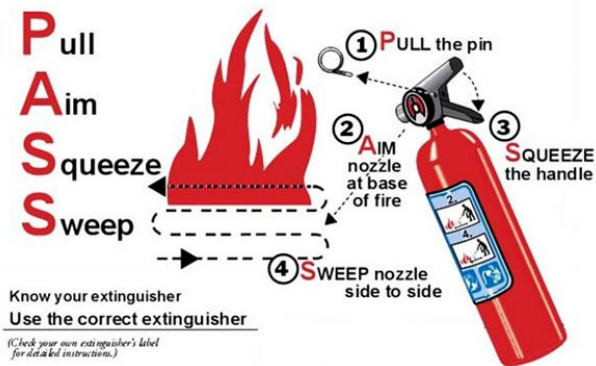


# Fundamentals “Basics”



# Systems “Processes”

To operate an extinguisher:



# Activities “Results”





# Remember This?



# Road Map

Knowledge

+

Skills

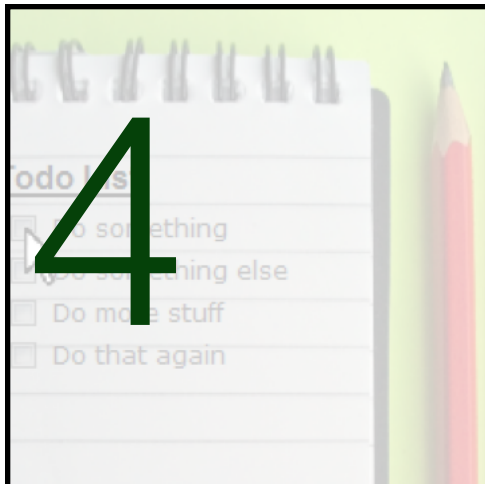
+

Quality

=



# How do we get it done?



# Start with the *Role*



**Desk Clerk**

**Waiter**

**Sales Associate**

**Claims Adjuster**

**Lead bottle washer**



**MUST be productive in  
30-60 days (or less)**





Who's your  
"Rock Star?"

# The role's impact on others



**vs.**



# Performance Ecosystem



Isolated  
Development

**vs.**



Integrated  
Development

What do they  
need to **DO**?



**What do they need to know?**



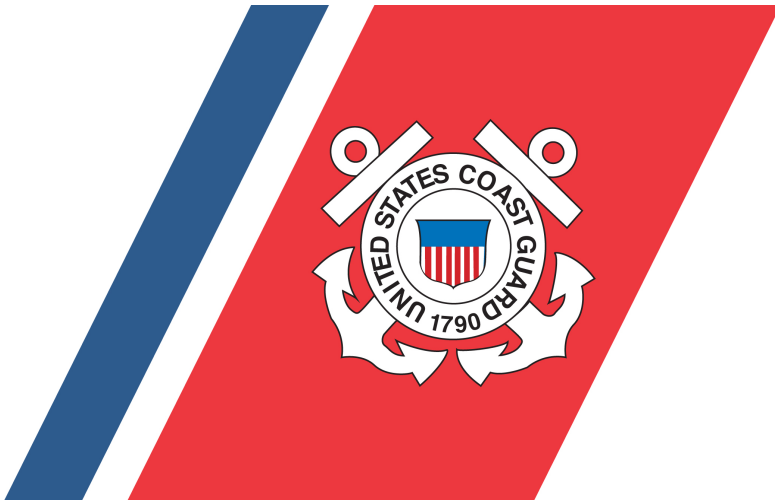


# Confirmation of Learning

How Do You Know?



# Examples



A subsidiary of Ingram Micro





# USCG Deck Watch Officer

171 pages

Extremely  
detailed

6 Months to  
complete

## 101 SAFETY FUNDAMENTALS

101

### References:

- [a] Safety and Environmental Health Manual, COMDTINST M5100.47 (series)
- [b] OPNAVINST 3500.39, Operational Risk Management
- [c] Cutter's Organization Manual/Cutter Instructions
- [d] Shipboard Regulations Manual, COMDTINST M5000.7 (series)
- [e] Asbestos Exposure Control Manual, COMDTINST M6260.16 (series)

- 101.1 Discuss your unit's Safety Program. [ref. a]
- .2 Discuss the concept of ORM. [ref. b]
- .3 Explain the following as they apply to ORM: [ref. b]
  - a. Defining mission/task
  - b. Identifying hazards
  - c. Assessing risks
  - d. Identifying options
  - e. Evaluating risk versus gain
  - f. Executing a decision
  - g. Monitoring a situation
- .4 Discuss the risk assessment methods employed by your cutter. [refs. b, c]
- .5 Discuss the responsibilities of the following personnel with respect to shipboard safety: [ref. a]
  - a. Commanding Officer
  - b. Executive Officer
  - c. Department Head
  - d. Safety Officer
  - e. Supervisors
  - f. OOD
- .6 Discuss the responsibilities of all hands with respect to shipboard safety. [ref. c]
- .7 Define the different classifications of mishaps: [ref. a]
  - a. Class A
  - b. Class B
  - c. Class C
  - d. Class D
  - e. Class D-HIPO
- .8 Discuss when a Mishap Report is required. [ref. a]

## 101 SAFETY FUNDAMENTALS (CONT'D)

- 101.9 Discuss your unit's Hazard Communications Program with respect to the following: [refs. c, d]
  - a. Purpose and location of unit's inventory of hazardous materials
  - b. Knowing how to interpret and where to find the Material Safety Data Sheets for hazardous materials aboard
  - c. Requirement that all containers for hazardous materials be labeled to show contents
- .10 Discuss your unit's Hearing Conservation Program with respect to the following: [refs. c, d]
  - a. How to identify a hazardous noise area and what warnings are required to be posted
  - b. What hearing protection is required for areas where the noise hazard is at or above 84dBA and 104dBA
- .11 Discuss your unit's Sight Conservation Program with respect to the following: [refs. c, d]
  - a. Personnel protective equipment
  - b. Use of and location of emergency eyewash stations
- .12 Discuss the precautions to be followed when asbestos materials are aboard. [ref. e]
- .13 Discuss the types of head protection, harnesses, respirators, and safety goggles available aboard, and describe the hazardous exposure or injury the equipment protects against. [ref. d]
- .14 Discuss the safety precautions to be used when working around shipboard antennas and the maximum permissible exposure limits. [ref. d]
- .15 Discuss the OOD's actions when a member of the crew reports a hazardous condition. [ref. c]

(Signature and Date)



# Corporate Setting

23 pages

Detailed,  
but not  
overwhelming

60 days  
to complete

## Final Qualification Sign Off

### Overview

After each section of the AD-APT workbook is signed off by an approved qualifier, you must have the appropriate personnel sign and date your workbook. This signature page will verify your completion of the program and will be stored in your HR file.

### FINAL QUALIFICATION

Name: \_\_\_\_\_ Employee ID: \_\_\_\_\_

This page is to be used as a record of satisfactory completion of designated sections of the AD-APT. Only specified supervisors may signify completion of applicable sections either by written or oral examination, or by observation of performance.

	Date
Required: <b>Associate Signature</b>	
	Date
Required: <b>People Manager Signature</b>	
	Date
Required: <b>2<sup>nd</sup> Tier Manager Signature</b>	
	Date
Required: <b>Human Resources Signature</b>	
Personnel File Entry	Date

**Note: Once the Final Qualification has been verified you must send a copy of the entire completed workbook to Human Resources for retention in the Associates personnel file.**

# Retail Setting

**3 pages**

**Not overwhelming**

**30 minutes to  
complete**

**SIGNATURE PAGE: All sections must be signed and dated**

	DATE	Manager's Signature
1. Completion of test		SCORE:
2. Completion of tasks		

---

Name of Sales Associate

Store Number

---

HE Manager's Name

Signature

Date

**When completed Fax the following pages to: 866-567-0067**

- 1) Task Page
  - 2) Test Page
  - 3) Signature Page
-

# Roadmap for: Canoe Paddler

## **Prepare:** Knowledge and Basics

### **Fundamentals Activity**

Define five parts of the paddle.

(with two coaches)

State the paddling "prep" command.

(with two coaches)

**Date / Score / Initials**

____	____	____
____	____	____
____	____	____
____	____	____

## **Develop:** Skills and Cross-training

### **Process Activity**

Demonstrate paddle grip, both left and right side.

(with two coaches)

Demonstrate paddling in time to coxswain directions.

(with two coaches)

**Date / Score / Initials**

____	____	____
____	____	____
____	____	____
____	____	____

## **Qualify:** Coaching and Demonstrations

### **Performance Activity**

Prepare for a canoe paddling excursion.

(with two coaches)

Act as a member of a canoe paddling team

(one instance)

**Date / Score / Initials**

____	____	____
____	____	____
____	____	____

# Qualified Canoe Paddler

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

# Road Map

**Prepare**

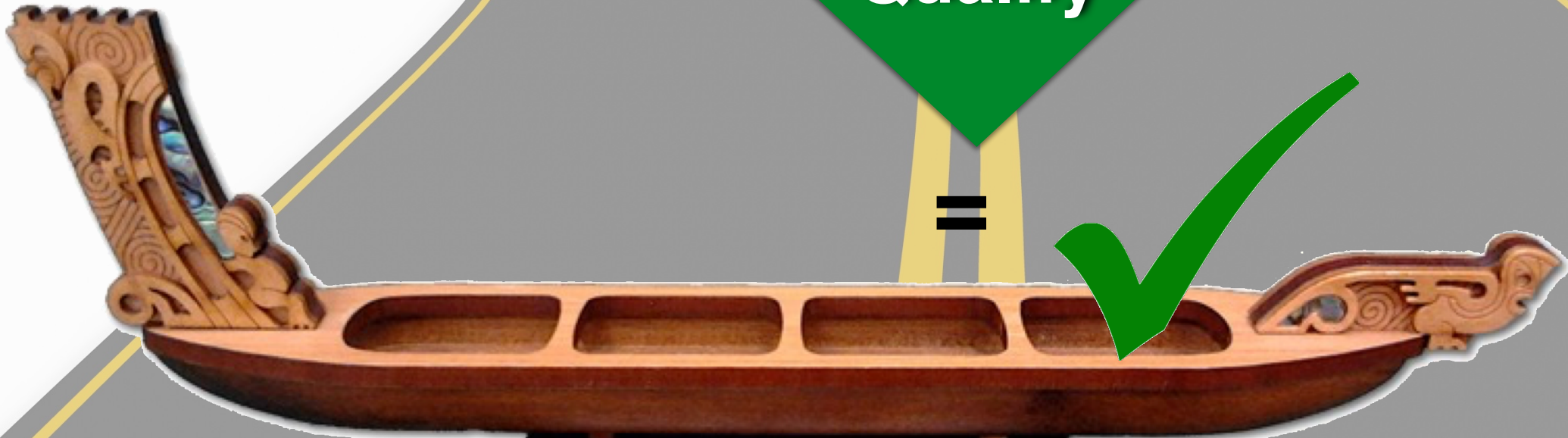
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**Develop**

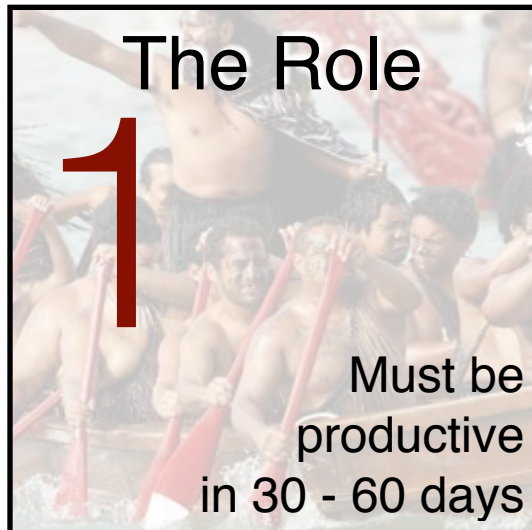
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**Qualify**

=







The Role

1

Must be productive in 30 - 60 days



The Rockstars

2

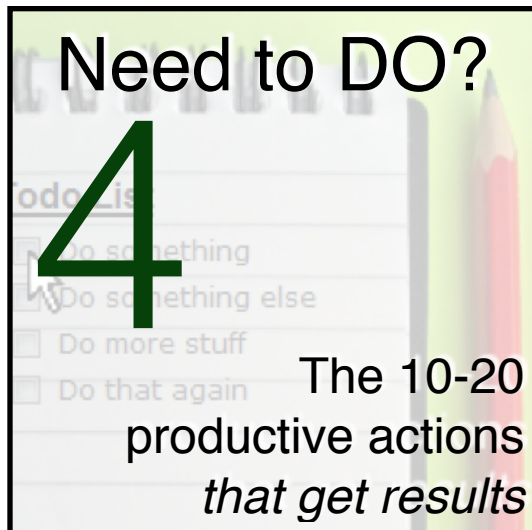
Already performing at a high level *in this role*



The Impacts

3

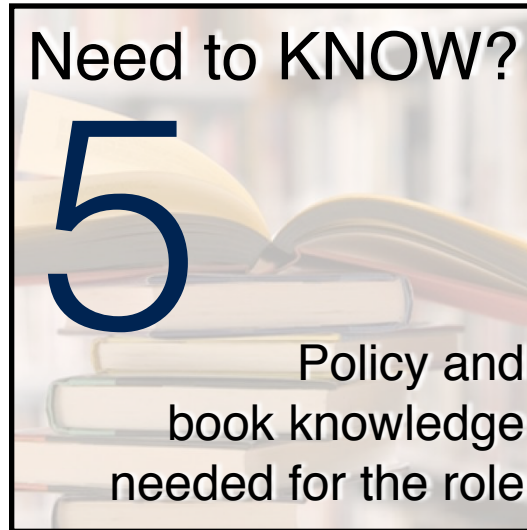
Who do they touch?  
Who touches them?



Need to DO?

4

The 10-20 productive actions *that get results*



Need to KNOW?

5

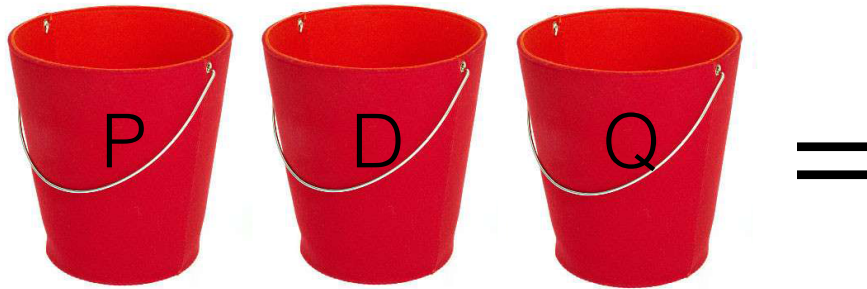
Policy and book knowledge needed for the role



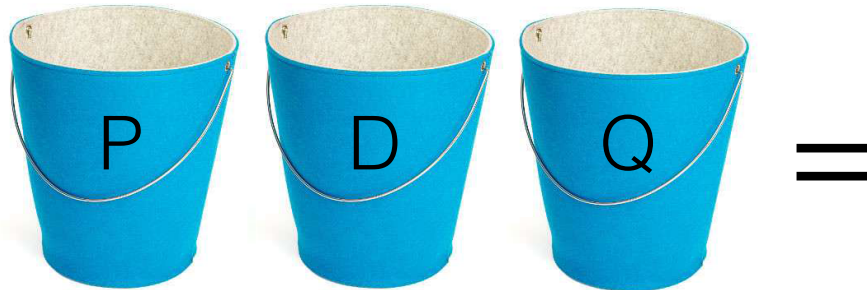
How do you Know?

6

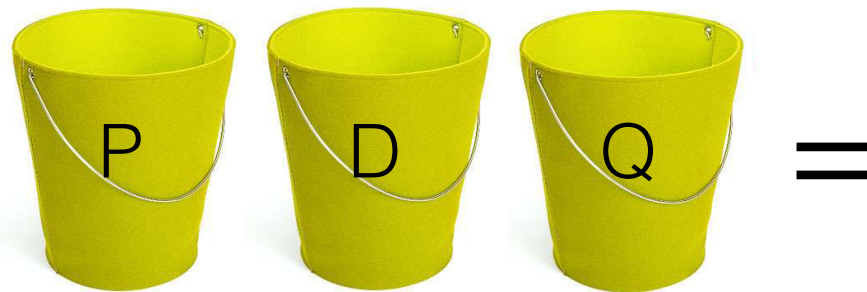
Are they qualified to represent your brand?  
How do you know?



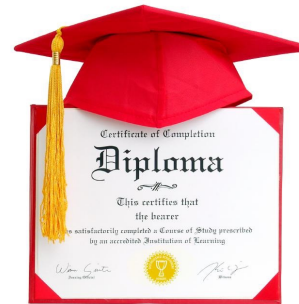
**Widget Sales**



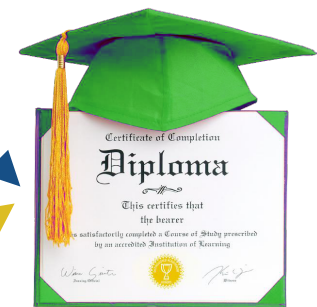
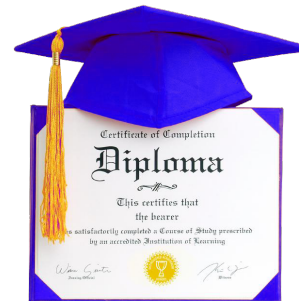
*Gizmo Sales*



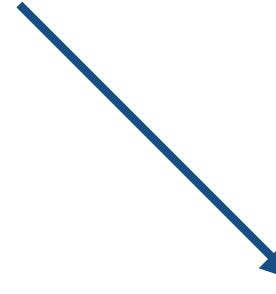
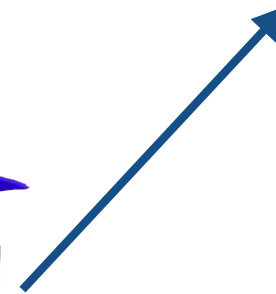
*Gizmo Marketing*



**Sales  
Manager**



**Gizmo  
Manager**







Bill Parry

[bill@pdq-pro.com](mailto:bill@pdq-pro.com)



Ed Beale

[ed@pdq-pro.com](mailto:ed@pdq-pro.com)