

DESIGN PORTFOLIO

Dwayne Custer



E-LEARNING DESIGN

PROJECT MANAGEMENT

NIKE PROJECTS

INTEL PROJECTS



E-LEARNING DESIGN





Mastering Matrixed Organizations

Enabling you to affect
change, amplify confidence
and advance your goals

Let's Begin!



1

Introduction

2

Business Models

3

Analyze

4

Enhance

5

Amplify

“ A team is not a group of people who work together. A team is people who **trust** each other.

– Simon Sinek



Welcome!

This course will show you how to **strengthen your stakeholder relationships** across the organization by leveraging the skills you already have.

In addition, we will help you **create and implement a stakeholder analysis**. The analysis will reveal areas of opportunity where you can begin to make an impact throughout the business.

Let's get started!



We have created a resource guide that will show you how to analyze your stakeholder relationships, design and implement a stakeholder action plan and enable coaching conversations with your manager and peers.

Please download the **Mastering Matrixed Organizations workbook** before moving forward.



Take a few minutes and **review the workbook.**

There are several activities that you will be asked to complete as you move through this course. Each one focuses on a specific stakeholder relationship skill.

How are you leveraging these skills today?



Now that you've had a chance to review the workbook, we want you to **identify one specific stakeholder** that you engage with on a regular basis.

Consider the following questions:

- What is the current status of the relationship?
- What level of support do you need from the stakeholder?
- What are the stakeholder's key motivations or priorities?

Reflect on this stakeholder regularly as you work through the workbook activities.





1

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Business Models

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4



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Amplify



Business Models

In this section, we will:

- identify and explore various types of business decision-making models
- define a matrixed organization and illustrate its advantages



So, what exactly is a matrixed organization?

That's a great question. Before we answer it, let's take a look at other decision-making models used in organizations around the world.

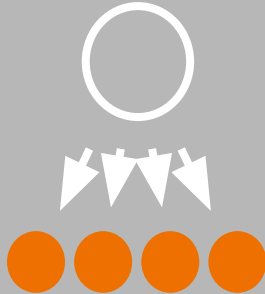
Think about how your organization may or may not reflect each of these models.



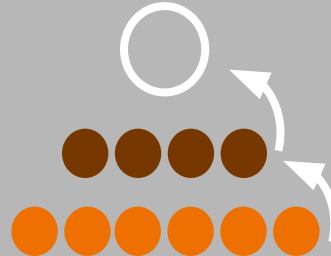
Click each card below to learn more about various decision-making models.

Do you recognize any of these models? If so, how do you use them?

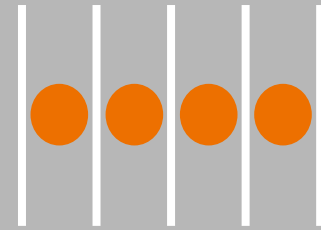
Top Down



Bottom Up



Autonomous



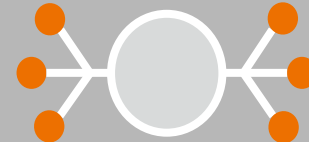
Consensus



Hub & Spoke



Hub & Small Groups



Introduction

Top-down decision making occurs when goals, projects and tasks are determined among the company's senior leaders – usually independently of their teams.

These goals, projects and tasks are then communicated to the rest of the organization.

Bottom-up decision making occurs when goals, projects and tasks are informed largely by employee feedback.

Employees are invited to participate in goal setting – sometimes simply with feedback, sometimes with a stake in the decision. These goals, projects and tasks are then communicated by each team to senior leadership.

Autonomous decision making refers to an organizational system in which governance is decentralized, unlike conventional hierarchical organizations.

These types of organizations are characterized by their ability to make optimal decisions and actions based on the judgment of teams, individuals and other sites because the rules for decision making are clear.

Consensus decision making is highly democratic and inclusive.

Under this kind of structure, managers will bring in stakeholders from different departments in order to get multiple points of view before tackling a decision.

Hub and spoke decision making creates a hierarchy of control where centralized commands can be issued. From there, the decisions filter through the spokes so that a maximum level of efficiency can be maintained.

Because everything is centralized, the policies and procedures of an organization can be implemented with greater accuracy.

Hub and small group decision making is similar to the hub and spoke model but with nodes grouped together.

Each node represents a team within the larger organization. Within each node are individual team members. There may be several teams in each group. For example a customer service team, a technology team and an HR team.

As you can see, there are a lot of ways a business can organize its teams to handle day-to-day operations.

Many organizations use a combination of decision-making models. **This is known as a matrixed organization.**

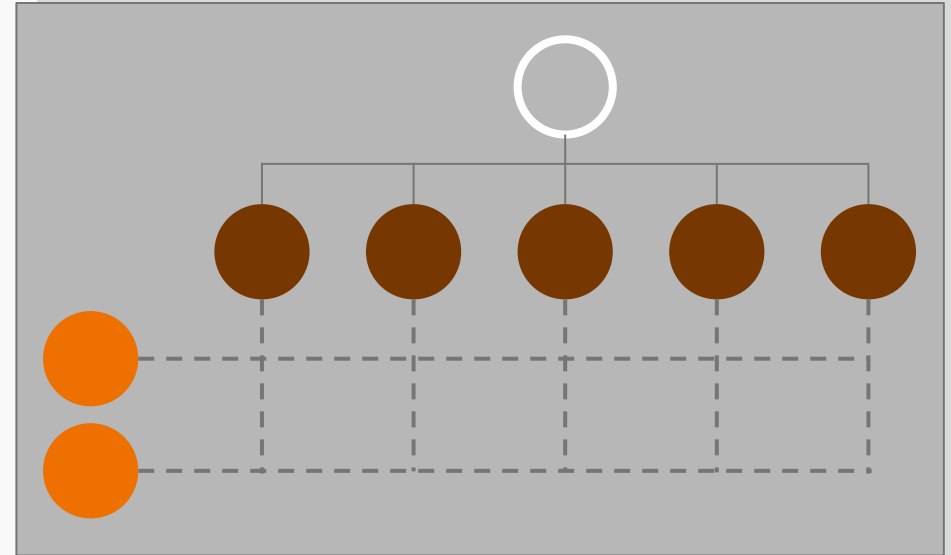


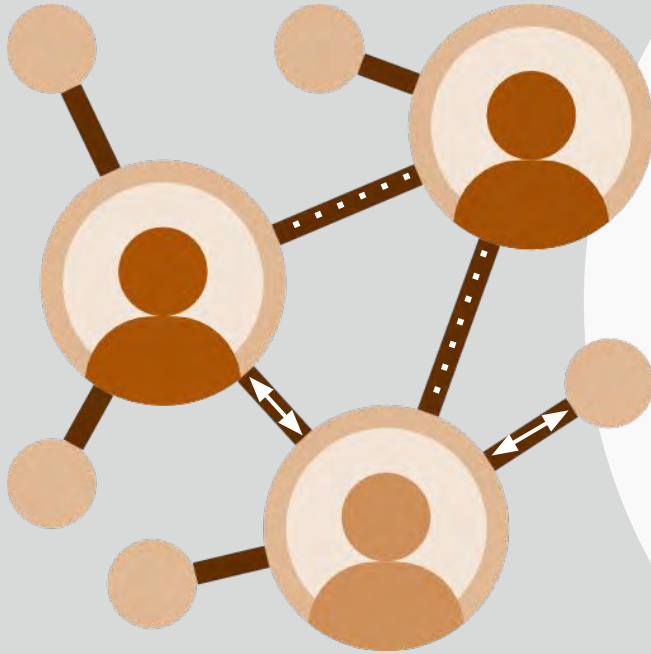
Introduction

A **matrixed** organization is one in which there are multiple direct and indirect (solid and dotted) lines of accountability and responsibility across teams.

The decision-making process across different teams may vary with some aligning to a hierarchical model, while others may be consensus oriented.

Knowing this information will equip you with the best tools to strengthen your stakeholder relationships and effectively manage complex projects.

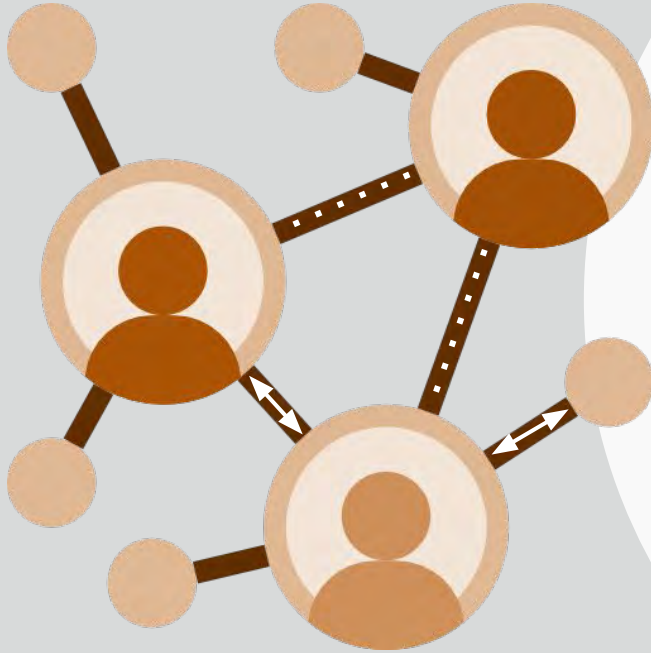




We use a matrixed model for its many advantages, including:

- operational productivity, flexibility, and efficiency
- free flow of project funding
- consistency and collaboration
- streamlined communication
- greater opportunities for employee development





What skills do you need to confidently navigate a matrixed organization?



We have identified three key areas that will help you **analyze** your ecosystem, **enhance** your relationships and **amplify** your voice.

Click on each word to learn more.



We have identified three key areas that will help you **analyze** your ecosystem, **enhance** your relationships and **amplify** your voice.

Click on each word to learn more.

- **Identify** your strengths, opportunities and emotional intelligence skills
- **Understand** and navigate the org structure
- **Assess** stakeholder needs utilizing effective questioning strategies



We have identified three key areas that will help you **analyze** your ecosystem, **enhance** your relationships and **amplify** your voice.

Click on each word to learn more.

- **Define** shared goals and confirm mutual agreement
- **Position** value and evaluate outcome(s)
- **Foster** relationships through effective communication, negotiation, collaboration and conflict resolution



We have identified three key areas that will help you **analyze** your ecosystem, **enhance** your relationships and **amplify** your voice.

Click on each word to learn more.

- **Apply** storytelling skills to communicate goals and strategy
- **Prepare** to influence others using data that supports shared goals
- **Lead** others by consistently offering your voice and point of view



PROJECT MANAGEMENT



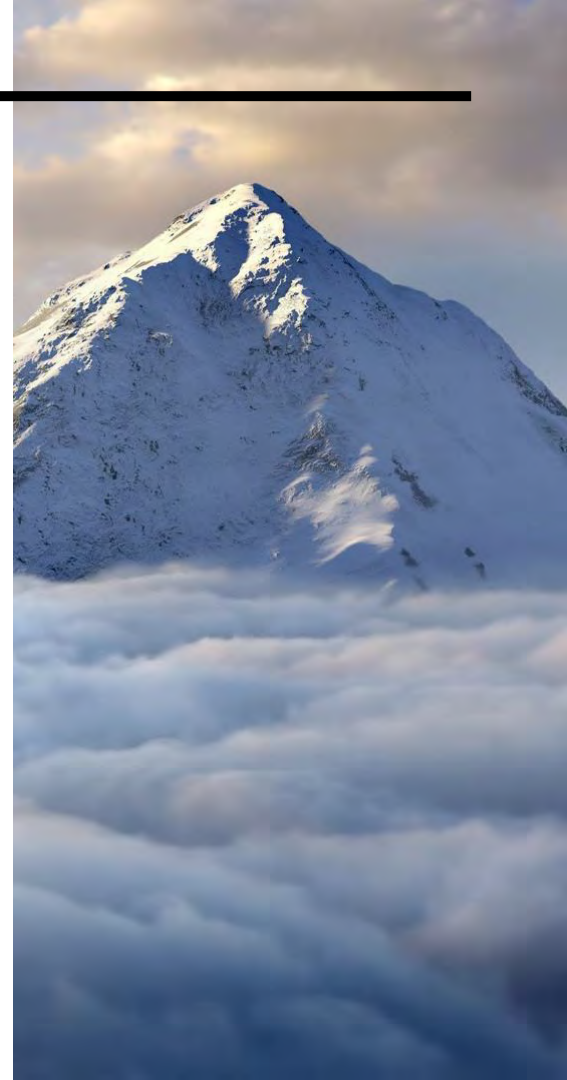
SPC Empowerment 2025

**Develop globally.
Delivery locally.**



Agenda

- **SPC Empowerment 2023**
- **Program Design Team**
- **Q&A**

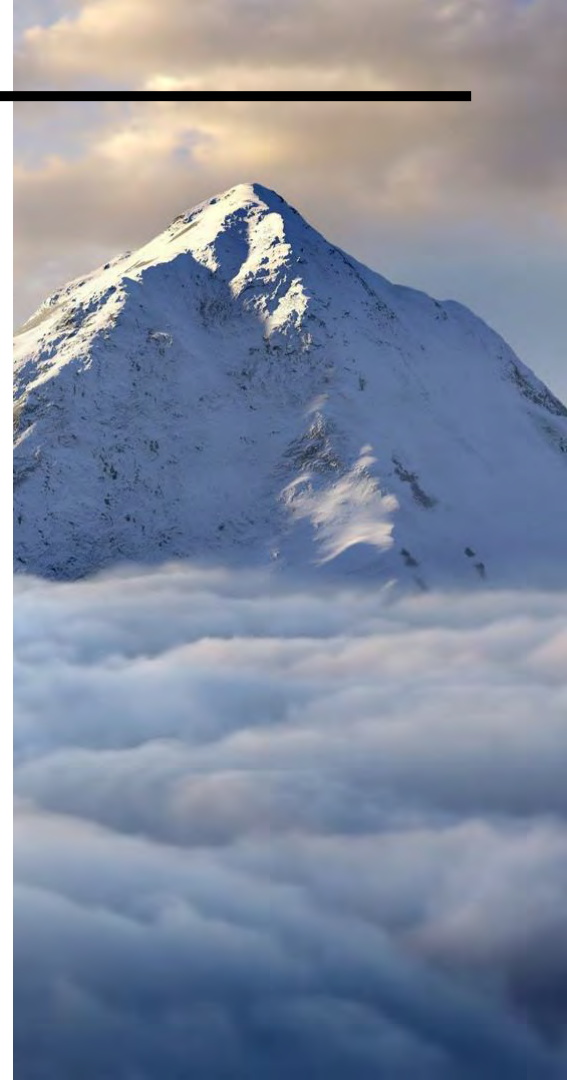


The Challenge

In the last few years, we have increasingly shifted the learner role to SPC employee with no significant evolution in training, curricula, technology, or strategy. This has resulted in a misaligned, high-cost support model.

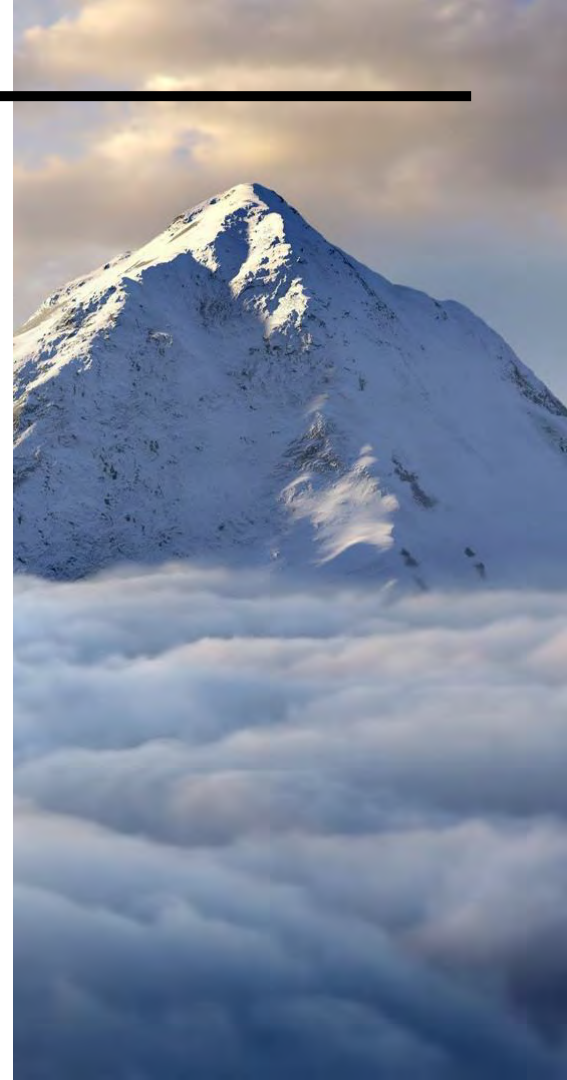
Current Drivers

- **Outsourcing increasing by 15% in 2023, growing SPC volumes to 70%**
- **Movement of work from vendor to vendor requiring L&D to be experts on our IP**
- **Efficiency in outsourcing** (collapsing and combining roles/super agents)
- **Hiring profiles misaligned to the work to be done**
- **Churn in expertise/employees** (support resources are shrinking)



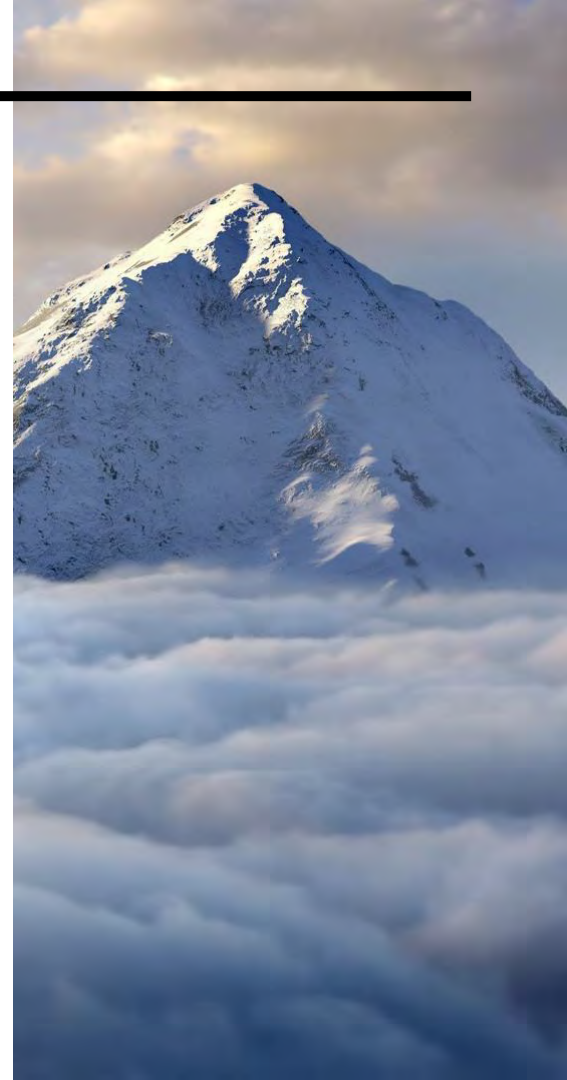
Initial Solutions

- **Digital learning experiences** (push, pull, in-the-moment)
- **Platforms enabled with learning capabilities**
- **IT Infrastructure** (Citrix; practice tools; content management)
- **Design for the SPC persona** (ESL; culture; hiring profile; support ecosystem; technology limitations for hybrid)



Measurement

- **Cost savings** (travel)
- **Speed to proficiency** (learning in the flow of work vs. time in classroom)
- **Cost savings** (reduced training time; increased training capacity)
- **Customer satisfaction** (NPS 45, 51, 60)



Our Goal

Define a **low cost structure** that **increases speed** to proficiency and **powers digital learning** experiences.



Solve for one. Solve for many.

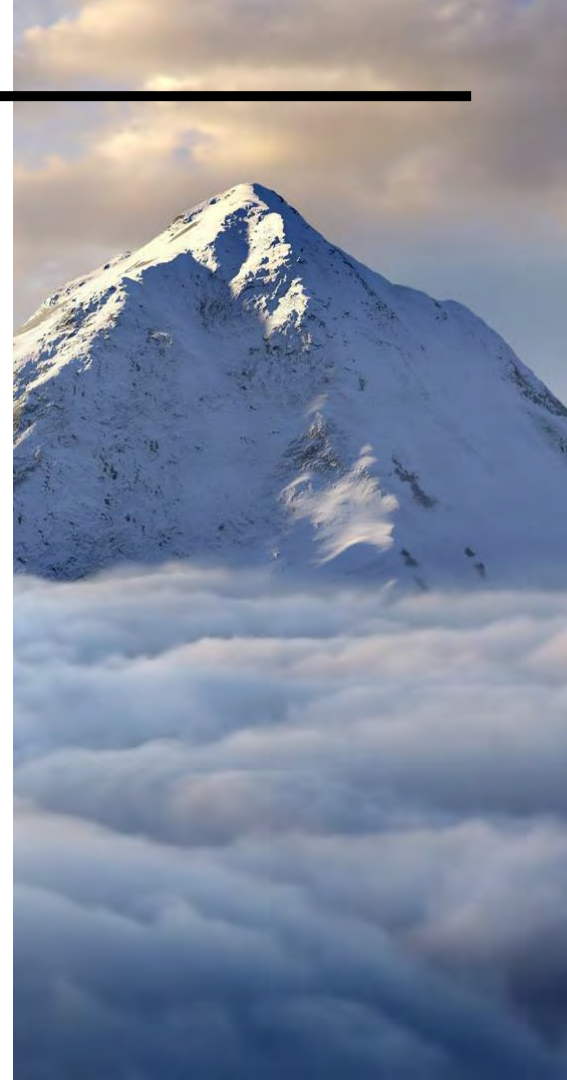
Solutions that care for multiple, high-impact SPC functions across BGCO, Connect, GSM, and Delivery.

Solutions generate an SPC Digital Learning use case.

- Day 1/Day 2 support for Private 5G/MEC
- Reskilling an embedded base of technical employees
- Global L&D digital transformation

Solutions scale to other critical needs.

- New hire speed to proficiency (possible alignment with VCG SPC)
- Systems, Tools and Technology shifts
- Partner solutions – Sales



Transition to a Skills Culture

Why we need it?

What needs to be true?

Learner Landscape

Ecosystem

- Knowledge based curriculum takes time.
- The great resignation, learners are not looking for long term commitments.
- High attrition in the SPC space.

Learner Experience

- New to role curriculums focus on application of knowledge to quickly prepare the learner for the job at hand.
- Job immersion - how can we get you as close to what you will be doing?

New to Role

Knowledge

- InfoManager & VzKnowledge

Curriculum

- Scenario application

Impact

- Data driven performance results

Learning Experience

Journey

- 0-30 days
- 30-60 days
- 60-120 days

Learn, Apply, Refine

Comprehensive evaluation

Leadership

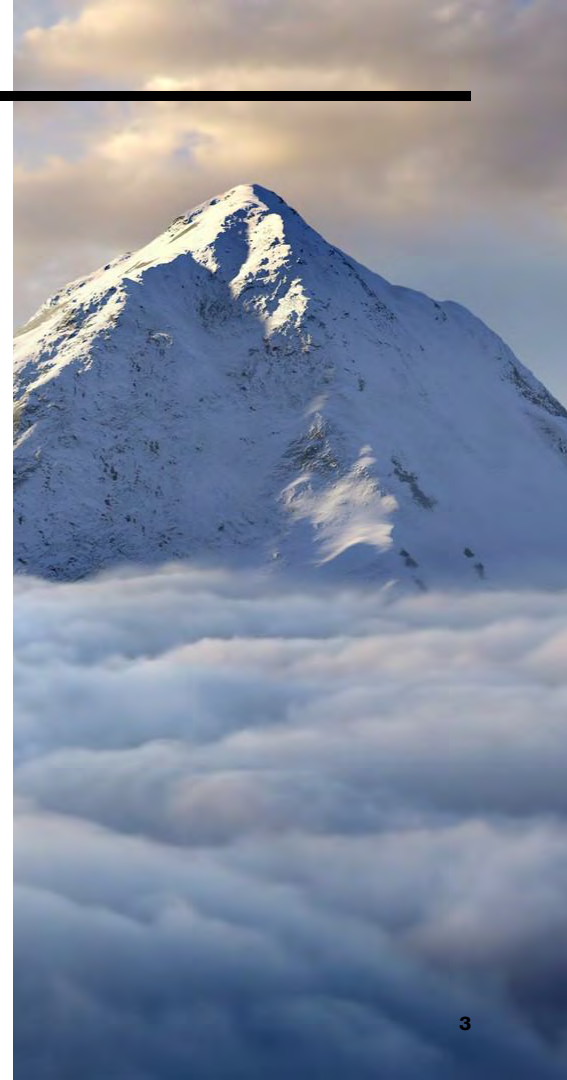
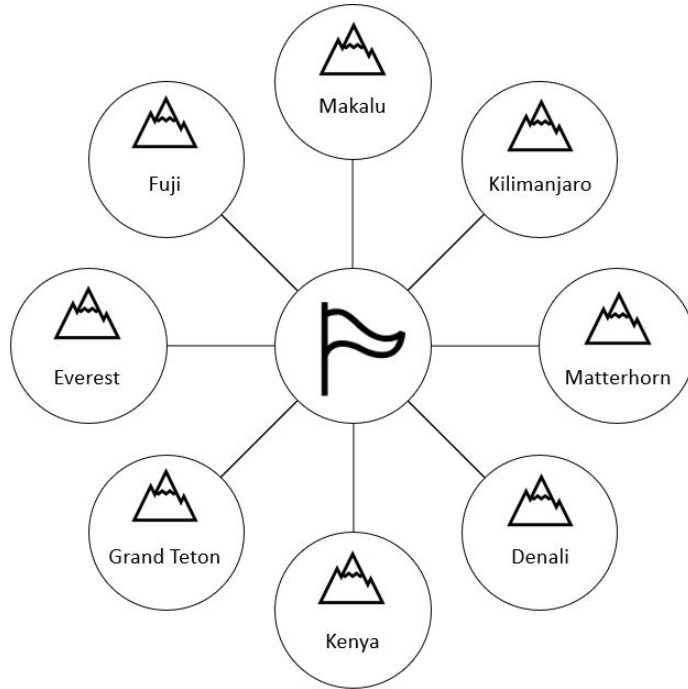
Performance coach

- Coach to reinforce behavior standards

Multi-year project | Prioritize programs with high participation and forecast

Basecamps for 2025

Agile. Effective. Replicable. Scalable.



Eight Basecamps for 2025

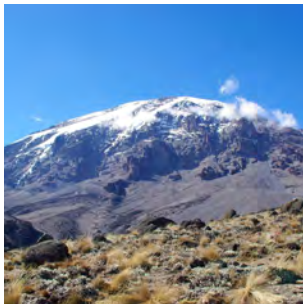
Agile. Effective. Replicable. Scalable.



Makalu

ETA: February 28, 2023

Design and implement streamlined onboarding and new hire experiences.



Mount Kilimanjaro

ETA: TBD

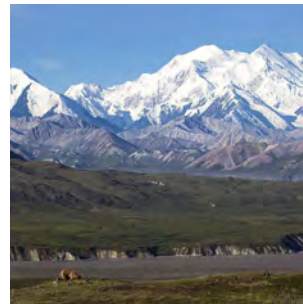
Design and implement sandboxes and improved training environments.



Matterhorn

ETA: TBD

Design and implement hands-on opportunities throughout training.



Denali

ETA: TBD

Design and implement streamlined performance support tools for more efficient search and use.

Eight Basecamps for 2025

Agile. Effective. Replicable. Scalable.



Mount Kenya

ETA: TBD

Design and implement support to minimize employee anxiety, stress and pressure.



Grand Teton

ETA: TBD

Design and implement curriculum that is culturally inclusive and acknowledges diverse global needs.



Mount Everest

ETA: TBD

Design and implement processes that enable more integration into Verizon culture.



Mount Fuji

ETA: TBD

Design and implement systems that are robust enough for all transactions.

Makalu: Streamline New Hire



Select
the new hire
environment



Analyze
enhancement
opportunities



Collaborate
with the right
teams



Execute
most viable
product (MVP)



Iterate
the MVP



Scale
the final
solution

Next Steps



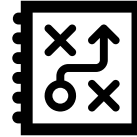
Plan

1 - 2 hour weekly meetings (TBD)



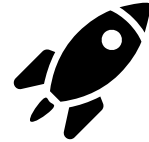
Research

Collect information and document regarding initiatives across Verizon



Design

Determine “basecamps” and design scalable solutions



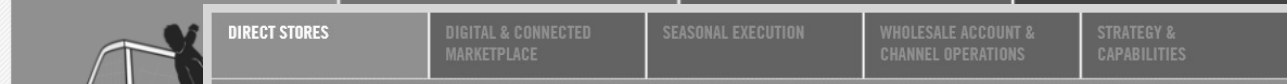
Launch

Execute solutions in partnership with other teams

NIKE PROJECTS



THE PLAYERS



Question 1 of 2

Point Value: 10 | Total Points: 0 out of 20

Direct Stores' goal is to:

- ensure a premium consumer experience;
- drive growth, profitability, and service, and;
- optimize order productivity.

☐ True

☐ False

KEY PARTNERS

DIRECT STORES



Our key partners are:

- Operations
 - Nike Direct
 - Marketplace Operations
 - Geo Operations & Logistics
 - DSM, including Direct Planning & Allocation
- Commercial/Technology
 - Nike Tech
 - Nike Digital Engineering
 - Digital & Connected Marketplace
- Finance



ANALYZE, DESIGN, DEVELOP, IMPLEMENT AND EVALUATE ELEARNING COURSES FOR MARKETPLACES OPERATIONS. ONLINE TRAINING REQUIRES A WORKING KNOWLEDGE OF YOUR AUDIENCE AND EXPERTISE IN VARIOUS LEARNING MANAGEMENT SYSTEMS.

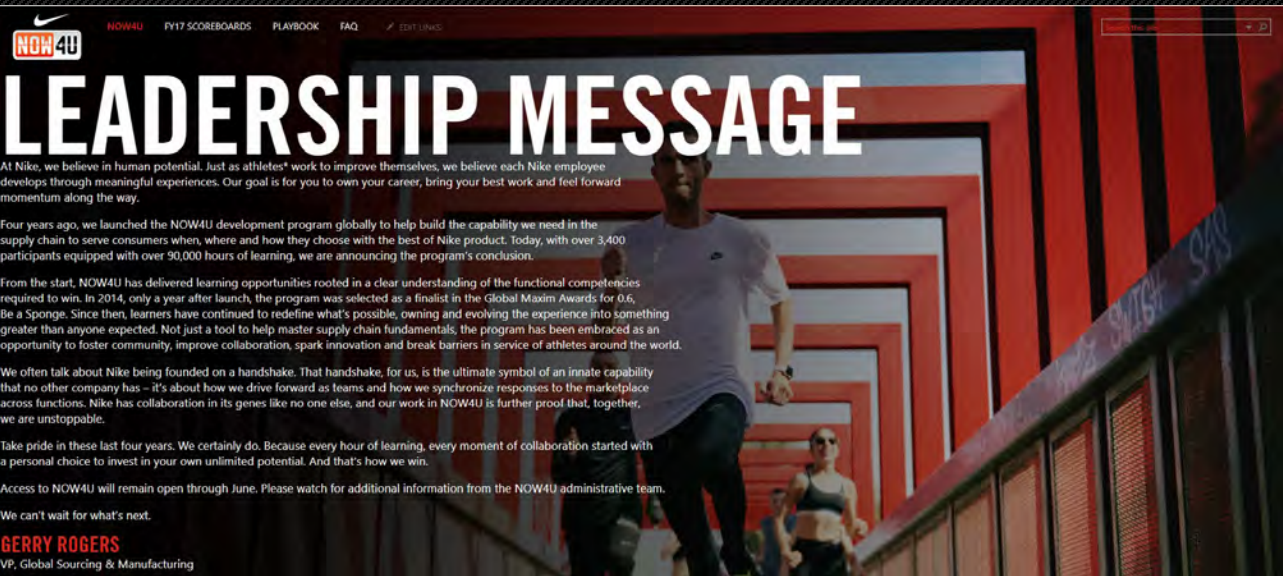
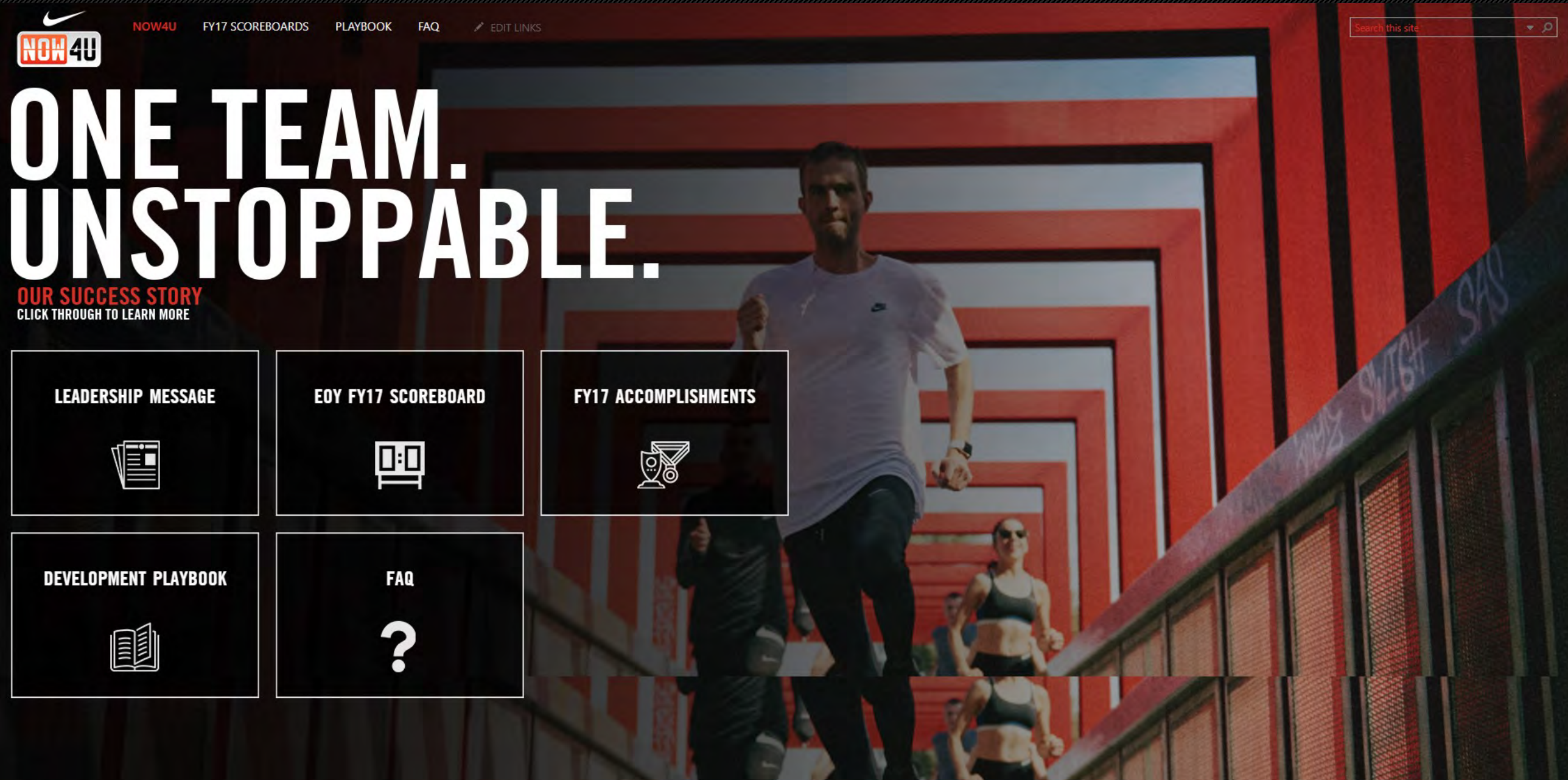


SHAREPOINT

RESPONSIVE BUSINESS

CREATE A GLOBAL LOOK AND FEEL FOR THE RESPONSIVE BUSINESS TEAM.
CUSTOMIZE THE LOOK AND FEEL OF AN OUT-OF-BOX SHAREPOINT SITE
USING CSS, HTML AND GRAPHIC DESIGN.

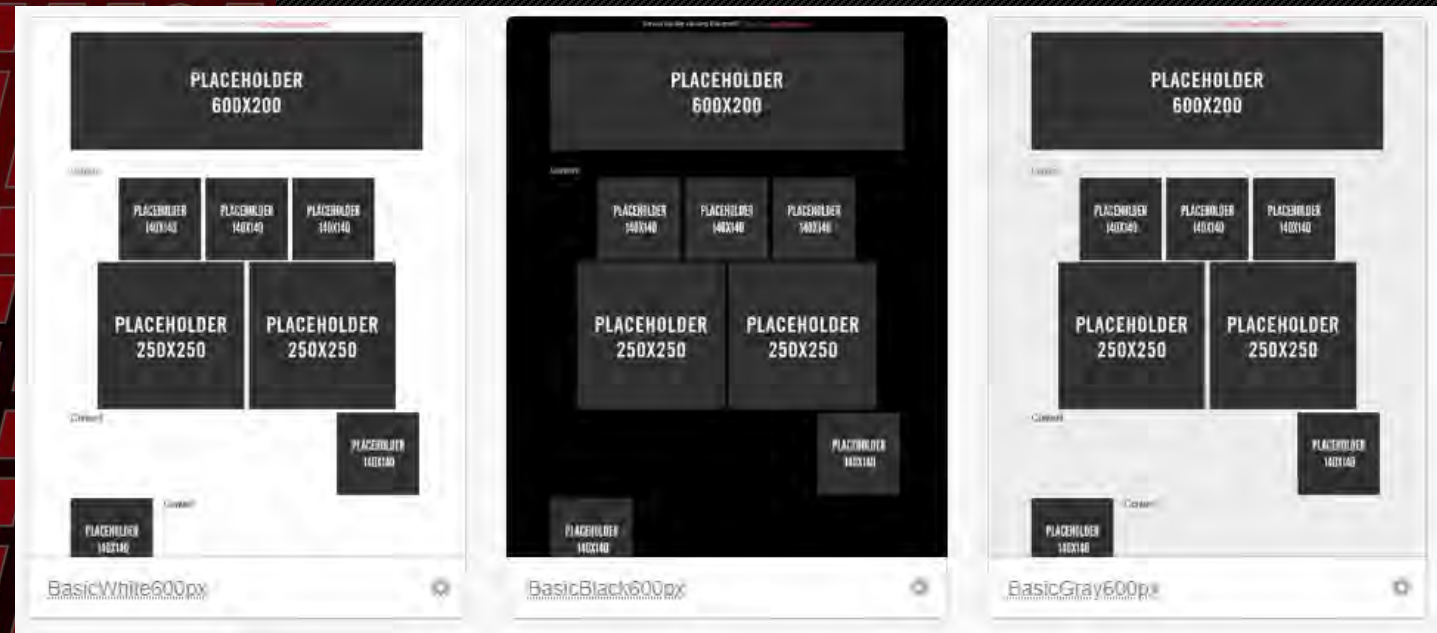




CREATE A GLOBAL LOOK AND FEEL FOR THE NOW4U FUNCTIONAL DEVELOPMENT PROGRAM. CUSTOMIZE THE LOOK AND FEEL OF AN OUT-OF-BOX SHAREPOINT SITE USING CSS, HTML AND GRAPHIC DESIGN.

SHARPEPOINT
NOW4U FUNCTIONAL DEVELOPMENT


GLOBAL LOGISTICS+
GEOGRAPHY OPERATIONS



SAMPLE BACKGROUND

TO CHANGE BACKGROUND IMAGES, RIGHT-CLICK ON THE SLIDE AND SELECT “FORMAT BACKGROUND”.
CHOOSE “PICTURE OR TEXTURE FILL” AND THEN INSERT AN IMAGE BY CLICKING THE “FILE” BUTTON.

MPO
MARKETPLACE OPERATIONS

CREATE POWERPOINT, WORD, EMAIL AND OTHER MEDIA TEMPLATES FOR
USE BY VARIOUS TEAMS. CUSTOMIZE LOOK AND FEEL FOR
PRESENTATIONS, PROCESSES, DATA COMMUNICATION AND MORE.

TEMPLATES
VARIOUS TEAMS



Team,

As we round out the fiscal year, we wanted to take a moment to reflect on the journey we've been on since coming together as **One MPO Team** last fall. As a team we've scored big wins delivering new capabilities and elevating our game across the globe! Just a few examples include launch of Allocation by Ship To capability, breaking Black Friday records, launching Touchless Order Capture innovations and 'Road to 99' wins in Digital.

None of these achievements could have been realized alone. They all required collaboration, trust and a **Win as a Team** mindset.

"ANYTHING THAT YOU WANT TO BE A PART OF SHOULD BE VALUE BASED. VALUE-BASED TEAMS HAVE A FOUNDATION THAT GIVE THEM THE ABILITY TO GROW TOGETHER." - Mike "Coach K" Krzyzewski

CREATE A GLOBAL LOOK AND FEEL FOR MARKETPLACE OPERATIONS' AND OTHER PROGRAM TEAMS' COMMUNICATIONS. CUSTOMIZE THE LOOK AND FEEL OF CAMPAIGN MONITOR USING CSS, HTML AND GRAPHIC DESIGN.



Enabling the Future

We've all heard the message. The world is changing. The consumer wants more. Nike's strategy has shifted to meet these needs but our current systems and processes will not be able to support this vision! That's where SEC comes in. Strategic Enterprise Capabilities (SEC) will strengthen our value chain offense by driving end-to-end integration across hundreds of business processes, leveraging a flexible and scalable Enterprise Resource Planning (ERP) system and best-of-breed technology solutions to support the consumer and retail experience of the future. Simply put, SEC will simplify and better integrate business processes from design to delivery, replacing enterprise systems where they no longer fit, and transforming how we achieve business outcomes end-to-end.

MERCH TO MARKET

The preseason planning and delivery of product to the point where it is transactable by the consumer and in a way that meets the consumers' needs and level of market demand.

MARKET TO CONSUMER

Giving consumers the ability to access, evaluate and purchase products or services how they want, providing exceptional experiences that continue to define and grow the Nike brand.

END-TO-END SUPPLY FLEXIBILITY

The comprehensive view of supply with the ability to see and transact, proactively divert, shift and ramp-up and ramp-down supply to meet demand.

READ TO RESPOND

The ability to read and respond to consumer, marketplace and supply-driven signals across the enterprise that deliver value and maximize profitability.

Marketplace Operations is playing a big role in the SEC journey. We've been part of the team



UTILIZE NIKE BRAND IMAGES TO DESIGN COMPELLING MARKETING, COMMUNICATION AND DIGITAL CONTENT. APPLICABLE TO DEVELOPMENT PLAYBOOKS, BANNERS, WEBSITES, INFOGRAPHICS, ELECTRONIC MAIL AND MORE.

GRAPHIC DESIGN

GLOBAL OPERATIONS TEAM ONBOARDING

BRAND IDENTITY

MARKETPLACE OPERATIONS AND OTHERS



**IT FOR
LETTERS
AND FIRST**

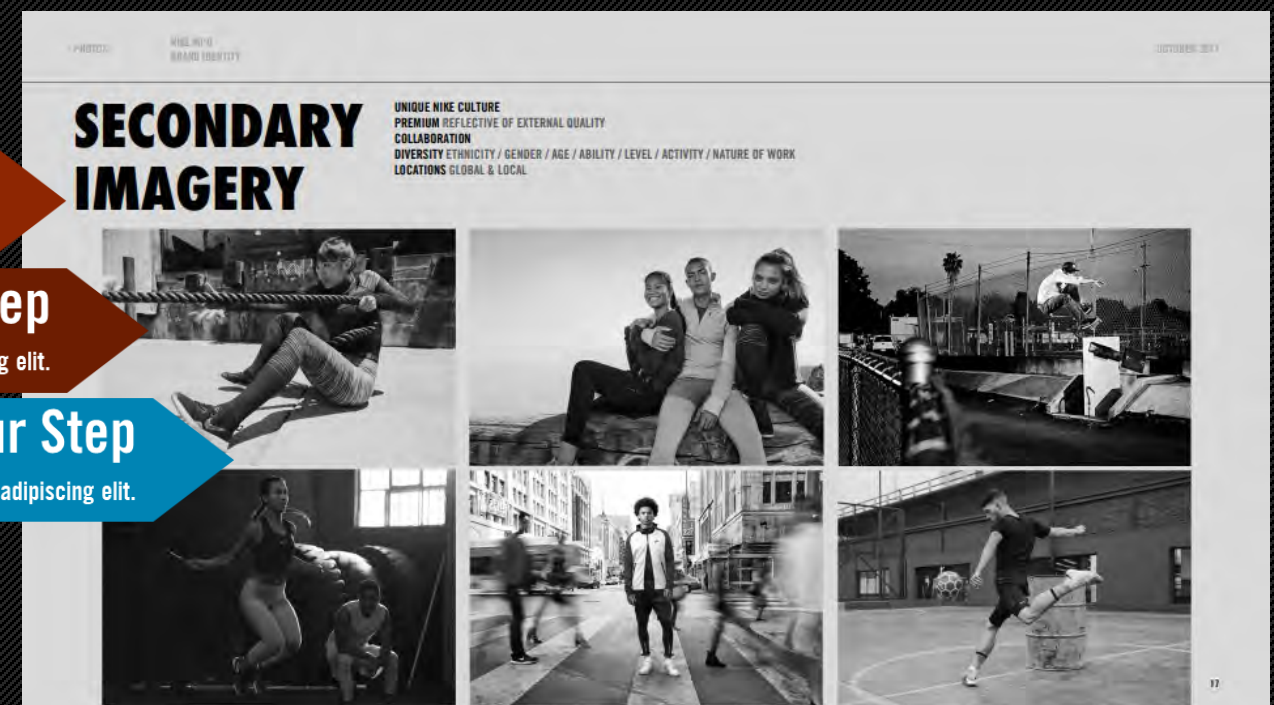
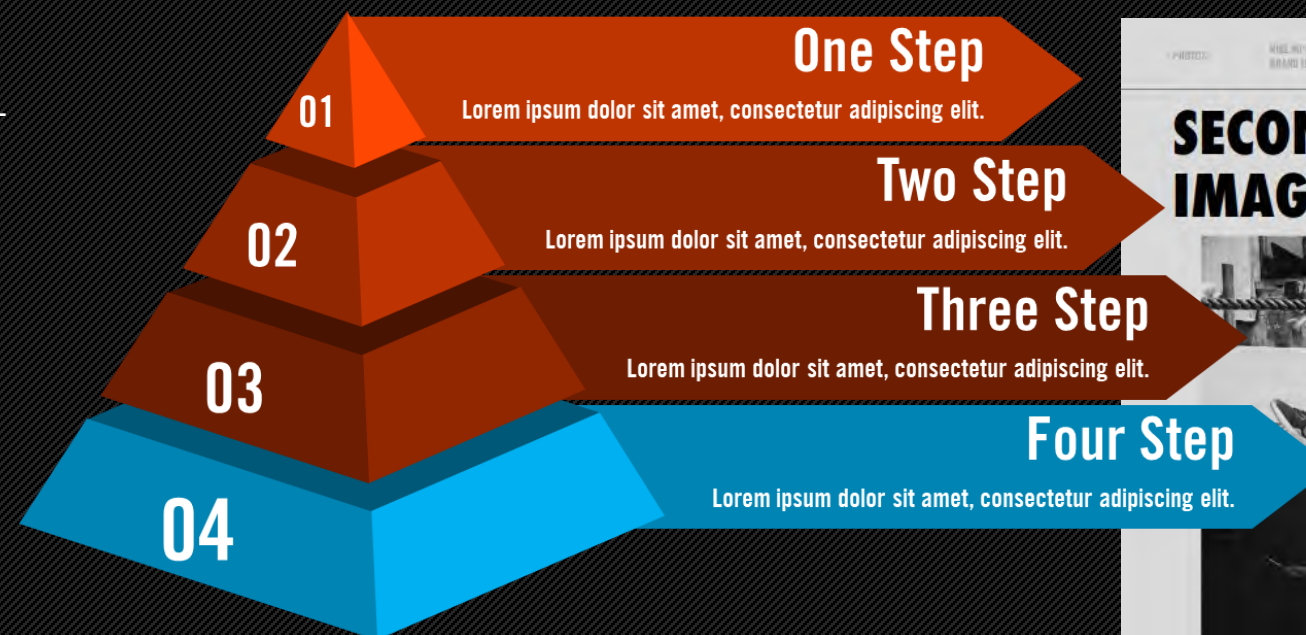
The logo features the letters 'MPO' in a large, bold, blue, sans-serif font. Below 'MPO', the words 'MARKETPLACE OPERATIONS' are written in a smaller, blue, sans-serif font. The entire logo is set against a black background with a fine, light gray grid pattern.

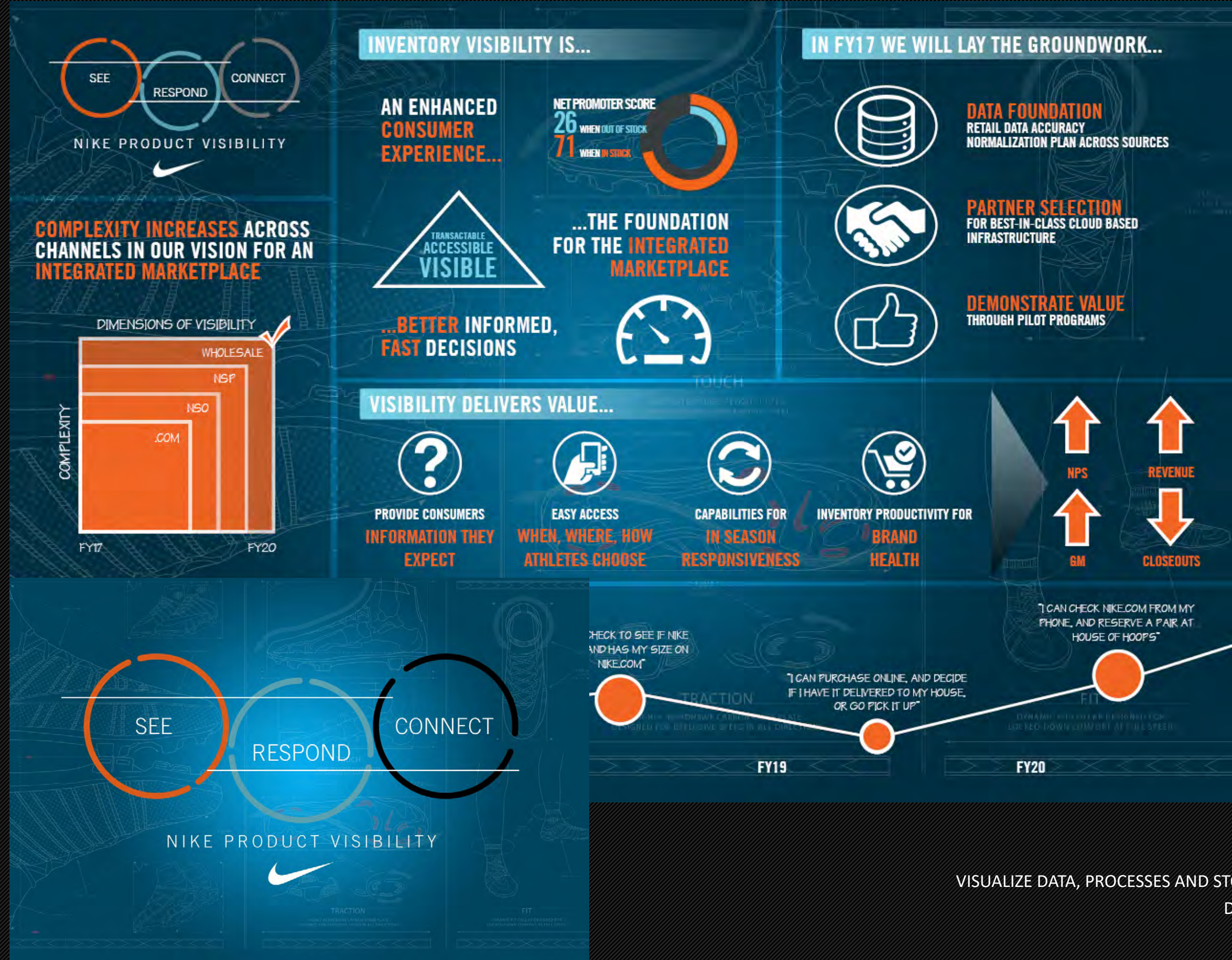
MPO GRADIENT 1

COLOR BREAKDOWN:
C0 M72 Y99 K1
R253 G71 B3

COLOR BREAKDOWN:
C82 M27 Y0 K12
R41 G164 B225

CREATE A GLOBAL BRAND LOOK AND FEEL FOR MARKETPLACE OPERATIONS AND OTHER PROGRAM TEAMS. ASSETS INCLUDE LOGOS, ICONS, COLOR SWATCHES, FONTS, IMAGES, TEMPLATES, DATA VISUALIZATION AND MORE.





VISUALIZE DATA, PROCESSES AND STORIES IN AN EASY TO DIGEST GRAPHIC MAP.

INFOGRAPHICS
VARIOUS PROGRAM TEAMS

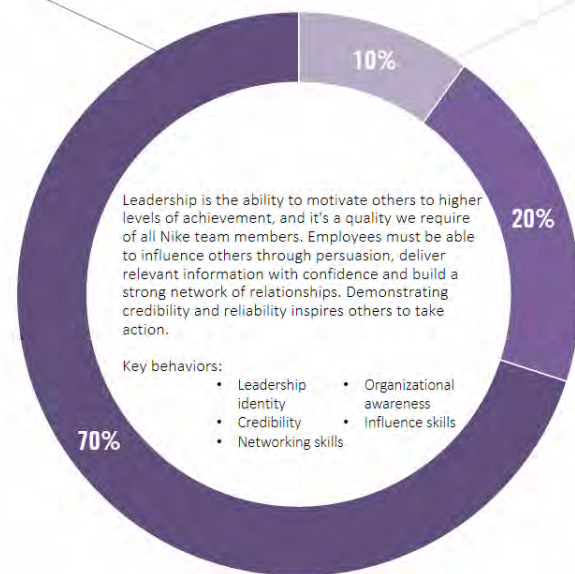
PERFORMANCE COMPETENCIES

PERFORMANCE COMPETENCY SELF-ASSESSMENT: PEOPLE COMPETENCIES FOR INDIVIDUAL CONTRIBUTORS

LEAD AND INFLUENCE OTHERS

70% LEARNING THROUGH EXPERIENCE

- Leadership identity**
- Act like a leader
 - Look for a challenge
 - Have a role model
 - Find a mentor
- Credibility**
- Demonstrate your commitment
 - Focus on success
 - Be a team player
 - Be trustworthy
 - Take responsibility
- Networking skills**
- Don't underestimate buy-in
 - Build partnerships
 - Become more involved
 - Stay in touch
 - Leverage personal contacts
- Organizational awareness**
- Be informed
 - Discuss conflicts
 - Minimize the politics
 - Read internal information
- Influence skills**
- Convey your enthusiasm
 - Profile your stakeholders
 - Turn off your judgment
 - Learn to push and pull
 - Observe others
 - Get to know people



10% LEARNING THROUGH TRAINING

- NikeU**
- [NikeKNOWS: Transformations](#)
- Lynda.com**
- [Leading with Emotional Intelligence](#)
 - [Managing Up](#)
 - [Transitioning from Technical Professional to Manager](#)
 - [Influencing Others](#)
 - [Developing your Leadership Philosophy](#)

20% LEARNING THROUGH OTHERS

- TED Talk: [How great leaders inspire action](#)

NETWORK, AND DIVERSITY	RARELY	SOMETIMES	OFTEN	ALWAYS	COMMUNICATE EFFECTIVELY	RARELY	SOMETIMES	OFTEN	ALWAYS
Conflicts effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I communicate effectively in a variety of settings and tailor my communications to the target audience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect cultural differences and work with people who are different from me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I am curious and ask questions to ensure understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate honestly and openly with all team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	My written communication is clear and concise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share information and knowledge to help others succeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I am a good listener: I use appropriate eye contact and body language, paraphrase what I am told, and watch for nonverbal communication and underlying messages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TOTALS					TOTALS				

MANAGE CHANGE	RARELY	SOMETIMES	OFTEN	ALWAYS	LEAD AND INFLUENCE OTHERS	RARELY	SOMETIMES	OFTEN	ALWAYS
Identify new ways of doing things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I have a clear point of view and stand up for my views, even if it is unpopular or inconvenient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate processes, ideas, and changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I am able to engage and influence others through optimism, self-assurance, and fact-based recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work effectively in teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I reach beyond my current department to build effective working relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I gain respect through my results, as well as through open, honest, and fair treatment of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TOTALS					TOTALS				

CREATE VISUAL MAPS FOR EMPLOYEES TO UNDERSTAND COMPETENCIES, CAREER PATH, DEVELOPMENT AND MORE.

INTEL PROJECTS



QRDC Site Uplift

QRDC | Quality & Reliability
Development Capabilities

QRDC | Intro to QRDC | Products & Services | Dashboards | News | Members | Recognition | P-O-E-M | QRDC

Welcome

"In QRDC, we are at the forefront of making 'quality' a competitive advantage! I have made this a priority. Through innovative thinking and creativity, we are strengthening Intel's Brand equity for future generations. You are invited to explore this site to learn more about our organization."



Org Chart

Stan Miller
Director, QRDC

QRDC Staff

"Corporate Product Regulatory (CPRD) has broad regulatory selective depth in critical, disciplines while focused on of purpose / excellence in."



Dept. Site

AN INTRO TO QRDC

PRODUCTS & SERVICES

DASHBOARDS

NEWS

MEMBERS

RECOGNITION

P-O-E-M

ASSETS

Get Acquainted with our Organization

QRDC is taking the charge toward making quality a competitive advantage. We provide Intel and CQN with essential, world-class capabilities and business solutions and develop our employees to peak performance. This is done through: creating and delivering Q&R Technologies, landing Enterprise Quality Systems, and providing Product Regulations & Standards related capabilities and services.

COMING SOON!

Intro to QRDC
Training Course



Our Strategic Objectives

1.

Support CQN's objective to "relentlessly pursue innovation, efficiency and cost in our quality systems and methods".

2.

Deliver data and models, tools and methods, architecture & design technology/optimizations to enable our partners to drive product performance-power-quality and reliability optimization throughout the PLC.

3.

Deliver integrated quality system solutions that enable products to achieve their Q&R and cost goals while satisfying customer expectations.

4.

Ensure Intel's products and methods meet our regulatory and Q&R needs by driving development, deployment and compliance of internal and external standards.

5.

Establish College of Quality to deliver an integrated curriculum to equip CQN employees with the knowledge and skills to support Intel/CQN objectives.

Our Focus Areas

Q&R Technology Solutions

Provide CQN and their partners with Q&R modeling tools, design methods, and test chips, to keep us ahead of the evolutionary curve.

Enterprise Q&R

Assist organizations in defining, cultivating and deploying quality systems in the closure of gaps in organizational business operations

Corporate Product Regulations & Standards

Protect Intel and our customers by establishing sound legal requirements and industry standards and by driving compliance.

Business Strategy

Frame critical problems and generate solution strategies to help our business partners deliver affordable quality at a high velocity.

People: Our #1 Asset

The QRDC organization takes great pride in the success stories of its individuals who are geographically dispersed throughout the world. This diversity creates a team of accomplished professionals who are dedicated to the achievement of our mission.

Member Profiles and Group Pictures



Aaron Cohen
Sr. Product Regulatory Engineer

I joined Intel in March 2012 as a Product Regulatory Engineer for MCB. Prior to joining Intel, I worked at Logitech as a PCB supporting wireless speaker and headset product lines, and at TRW/Raytheon in San Diego as an RF engineer. I have a M.Eng. in Electrical Engineering from UCSD with a focus in RF design. In my spare time, I enjoy spending time with my wife, Cheryl, and two kids, Jack and Aubrey. I also enjoy home brewing and exploring Portland's fine dining.



Aruna Borra
Database Administrator

Aruna works as database administrator and data analyst with in Q&S.

Get Acquainted with our Organization

QRDC is taking the charge toward making quality a competitive advantage. We provide Intel and CQN with essential, world-class capabilities and business solutions and develop our employees to peak performance. This is done through: creating and delivering Q&R Technologies, landing Enterprise Quality Systems, and providing Product Regulations & Standards related capabilities and services.

COMING SOON!

Intro to QRDC Training Course



Our Strategic Objectives

1.

Support CQN's objective to "relentlessly pursue innovation, efficiency and cost in our quality systems and methods".

2.

Deliver data and models, tools and methods, architecture & design technology/optimizations to enable our partners to drive product performance-power-quality and reliability optimization throughout the PLC.

3.

Deliver integrated quality system solutions that enable products to achieve their Q&R and cost goals while satisfying customer expectations.

4.

Ensure Intel's products and methods meet our regulatory and Q&R needs by driving development, deployment and compliance of internal and external standards.

5.

Establish College of Quality to deliver an integrated curriculum to equip CQN employees with the knowledge and skills to support Intel/CQN objectives.

Our Focus Areas

Q&R Technology Solutions

Provide CQN and their partners with Q&R modeling tools, design methods, and test chips, to keep us ahead of the evolutionary curve.

Enterprise Q&R

Assist organizations in defining, cultivating and deploying quality systems in the closure of gaps in organizational business operations

Corporate Product Regulations & Standards

Protect Intel and our customers by establishing sound legal requirements and industry standards and by driving compliance.

Business Strategy

Frame critical problems and generate solution strategies to help our business partners deliver affordable quality at a high velocity.

QRDC | Quality & Reliability
Development Capabilities

intel

QRDC Sub-Department Uplifts

CPRS

Corporate Product Regulations & Standards

A department within QRDC

[CPRS](#)
[Programs & Disciplines](#)
[Reg Network](#)
[Forums](#)
[Team Resources](#)
[Training & Dev](#)
[Partners](#)

Search this site...

Policies & Procedures

Welcome to CPRS

We enable business success by providing tools for business units to ensure their products are safe and compliant. We provide leadership in standards development and environmental initiatives with our world wide business partners, regulators and standards bodies.

Paul Green

CPRS Manager

Org Chart

Mission

Define, develop and deliver technical capabilities to ensure platform regulatory compliance and enhanced regulatory eco system.

Skills

20 technology leaders with expertise in design and test for regulatory compliance, influencing standards development and Conformity Assessment.

Value Proposition

Solutions for regulatory compliance, velocity, quality and efficiency in product and process development.

Policies and Procedures

Important Links

Documents

Dashboards

Employee Development

Staff

Units

Forums

CPRS Team Resources

Programs and Disciplines

Regulatory Network

About CPRS and Partners

CPRS

Corporate Product Regulations & Standards

A department within QRDC

[CPRS](#)
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Regulatory Network

About CPRS and Partners

QBS

Quality Business Systems

A department within QRDC

[QBS](#)
[About Us](#)
[Active Projects](#)
[Request our Services](#)
[Products/Applications](#)
[Submit an Issue](#)

Search this site...

Welcome to QBS

QBS is a Software Information Systems organization supporting CQN and it's partners. We specialize in developing software solutions for use by CQN and we work with our partners in IT, ATTD and LTD to deliver solutions which extend beyond CQN.

Thurman Miller

QBS Manager

Org Chart

Mission

Deliver and manage innovative automation solutions for CQN.

Skills

15 technology leaders with expertise in business analysis, program management, req. data architecture, human factors hardware development, and database

Value Proposition

Quality automation and information through IT, ATTD-A, and LTD-A.

Active Projects

Request our Services

Submit an Issue

Project Management (PLC)

Team Calendar

Technical Architecture

Data Architecture

User Experience

About QBS

QBS

Quality Business Systems

A department within QRDC

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Data Architecture

User Experience

About QBS

QRDC | Quality & Reliability
Development Capabilities

CQN Direction

CQN Direction

Imagining Success in 2017

CQN Direction

Videos & Collateral

- CQN's 2017 Goals
- TD/Mfg 2014 Imperatives
- MCG StrategyMCG Strategy
- CQN's 2017 Goals
- CQN's 2017 Poster
- 2017 Results - Full Story
- TMG Annual Performance Bonus
- CQN wins 2013 IQA
- FAQ

Get Involved!

Attend Innovation Spotlight
Share Ideas
Innovation Hub
Learn Enabling Behaviors
Ask CQN

Results Dashboards


Strategic Objective Scorecard
Critical Initiatives
LEAN Results
Cost Reduction Results

RETHINK CHALLENGE

Make Q&R a differentiating factor for Intel success


*The right quality,
delivered faster,
at lower cost,
with greater flexibility.*

Rethink how CQN can add more value!




How will we achieve extraordinary results?


Technology Story




Product Story




Software Story




Issue Story



Customer Story



Quality Capability Story



ction

in 2017

Page

James, Joe

Intel

Get Involved Results Dashboard

QUALITY RETHINK

CQN drives excellence in quality and quality execution (OpX). We help Intel **win** by delivering **more business value**:

*The right quality,
delivered faster,
at lower cost,
with greater flexibility.*

Rethink how CQN can add more value!



Get Inspired!

Watch the rethink video then "draw" your own conclusions!



Achieve extraordinary results!

See area-specific content below, or view all Results Dashboards.

Technology Story



Product Story



Software Story



Issue Story



Customer Intelligence Story



Quality Capability Story



World Quality Month 2013

CQN | College of
Quality
Preparing you for tomorrow

COQ | World Quality Month | CoQ ILN Requirements | CQN Training Champs MWS



**WORLD
QUALITY
MONTH**
NOVEMBER 2013

Join the Global Quality Community in celebrating World Quality Month in November! World Quality Month provides a platform for acknowledging the efforts and accomplishments of quality and all who work to make it happen. This is a time to celebrate — a time to showcase the advancements and valuable quality contributions in businesses, communities, and institutions. Together — through our collective passion for improvement — we will raise the voice of quality at Intel.

For additional information on World Quality Month, contact [Sheri Williams](#).

Don't miss it!

Check out the latest digital signage

**ASQ Enterprise
Membership**

7 Basic Quality Tools

Intel's "Quality" V

Intel's Quality Policy

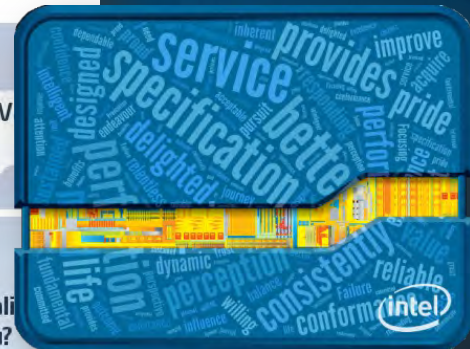


**What does "quality
mean to you?"**

**Learn About Intel's
Corporate Quality Network**

Intel Quality Award

**Intel Quality System
Handbook**



College of Quality Home Page

CQN College of Quality
Preparing you for tomorrow

CoQ World Quality Month CoQ ILN Requirements CoQ Training Champs MWS

Welcome to the College of Quality

We invite you to explore the site and learn all about the training options available to help you fulfill your professional development goals. Everything found here, including required training, role-based curricula, extended education opportunities, and quality resources are designed to "prepare you for tomorrow." Instructors will find useful information to create courses, and in addition, management and training champions can access valuable reports and dashboards to monitor employee growth.

- Sheri Williams, Program Manager



CoQ Request Management System (RMS)

Submit a Request >
View Open Requests >
View Completed Requests >

ILN Learning Network

ILN is CQN's PDR tool for training & development. This site provides CQN employees with a repository for Intel, CQN, and manager assigned training. In addition, view role-based curricula by CQN department.

Training Reports

Review assigned and required training reports, as well as monitor employee development.

ILN Manager Assigned Training >
Corporate & CQN Required Training >
Employee Development Plan Report >

CoQ Dashboards

An in depth look at the College of Quality statistics.

CoQ RMS Dashboard >
CoQ ILN HC Tracker Dashboard >
ASQ Dashboard >

Request a Course Code

The submission form to request an Intel Learning Network (ILN) course code for new training classes.

People Development Model

This model refers to the approximate proportion (70:20:10) of employee development activities associated with the way people learn.

CQN Talent Development

Coming soon! The process of changing an organization and its employees using planned and unplanned learning in order to achieve and maintain a competitive advantage for the organization.

Extended Education

Employees may pursue opportunities for their development through college or university courses and degree programs while supporting Intel's many business objectives.

ASQ Enterprise Membership

The ASQ Enterprise Membership provides you with business and performance excellence resources, career development tools, and professional networking.

American Productivity and Quality Center

CQN sponsors a corporate membership to APQC for benchmarking and other quality research.

Short Term Assignments

Created to cover business needs when temporary support is required or to cover during interim vacancies.

CQN Guidelines Development Opportunity Tool

CoQ Training Course Catalog

Coming in 2014! CoQ has a vast repository of training materials relating to the function of quality and reliability, and the various disciplines and employee roles. Use the advanced tagging and search capability to sort and filter. Take courses designed for your professional growth!



CQN College of Quality
Preparing you for tomorrow

Home



The College of Quality is a place where you can find all the business and performance excellence resources, career development tools, and professional networking. We encourage you to take advantage of the membership!

See the Benefits

To check out the benefits, watch this video.



Become a Member

Go to www.asq.org.

In the "Sign In" area, enter the Intel Corporation membership number **01345948** as the login ID and password.

If you have an existing individual membership, you can link your membership to the enterprise account.

Membership Goal

Currently we have 261 members using ASQ. Join now!



CQN College of Quality
Preparing you for tomorrow

CoQ World Quality Month CoQ ILN Requirements CoQ Training Champs MWS

Extended Education

Employees may pursue opportunities for their development through college or university courses and degree programs while supporting Intel's many business objectives. This applies to domestic CQN POR and integrated employees.

Reference Information and Links

- Review Intel's Extended Education Corporate Guidelines.
- Refer to the Tuition Assistance Program Policies/Education Approval Form website for a program overview.
- And visit the Intel Extended Education page for more information.
- All requests require CQN Staff level manager pre-approval to ensure request aligns to CQN business needs and budget.
- Priorities will be given to technical degrees with relevant CQN application. All other degrees not on the list require CQN GH approval in addition to CQN Staff level manager approval. The degree must have either present or future applicability to CQN.
- Managers need to review Employee Eligibility Requirements and be familiar with Flexibility Guidelines for work schedules.

The Degree Approval and School Selection Process

- Step 1: Employee**
 - Select degree and desired school.
 - Step 2: Employee**
 - Make verbal request in a one-on-one with Supervisor for admission to a degree program.
 - Step 3: Employee and Manager**
 - Review and negotiate request, applying CQN guidelines, Reference links:
 - Tuition Assistance Program Policies/Education Approval Form.
 - Intel Extended Education.
 - What degree? Is it on the approved CQN degree list?
 - Yes, continue down the flow.
 - No.
 - Choose another degree from the approved list.
 - Is previous CQN GH degree has present or future applicability to CQN education Process - request for reimbursement for any other degree (not in the list) requires CQN VP approval. Use the tuition reimbursement form to escalate to CQN GH for approval.
 - Employee can fund the education.
- What School? Is it on the approved school list? Does it meet Corporate requirements?

CQN Talent Development

CQN Talent Development

Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. CQN is focused on seven key areas of development including LEAN, NEO, QMS, Data & Mining Analysis, Security, Mobile, and Systems Engineering.



Important Links

[Sample Link that goes somewhere.](#)

[Sample Link that goes somewhere.](#)

[Sample Link that goes somewhere.](#)

LEAN

LEAN is the relentless pursuit of adding value for the customer, waste elimination, and continuous improvement from a standard at the point of activity, by everyone, everywhere, every day!

QMS

QMS placeholder text goes here once it is approved for publishing.

Systems Engineering

Systems Engineering placeholder text goes here once it is approved for publishing.

Security

Security placeholder text goes here once it is approved for publishing.

Mobile

Mobile placeholder text goes here once it is approved for publishing.

NEO

NEO placeholder text goes here once it is approved for publishing.

Data & Mining Analysis

Data & Mining Analysis increases the competency of TD/MFG Q&R Engineers and Technicians in the areas of data mining, data analysis, and script generation.

I am personally committed to developing employees and the CQN organization to peak performance.

Nasser Grayeli



INL SharePoint 2010 Dev Pages


CQN College of Quality
Preparing you for tomorrow

Materials Quality & Reliability


[Home](#)
[Job Roles](#)
[CQN Talent Development](#)
[Required Training Indicators](#)
[Useful Links](#)

Welcome to the Materials Q&R Training and Development Portal

One of the Materials Q&R guiding principles is an environment that creates learning, growth, and innovation opportunities for our people. In order for us to do so, we must build a strong base for understanding and ability to exercise our skills to grow and lead as experts in our field. This site should be used to strengthen your skills and business acumen and will provide a framework for you to track your progress. Please use this resource as a tool to help you manage your learning and development.



Anand P. Shah
Materials Q&R Manager
CQN, Director




101 - Aware

Establishing realization, perception, or knowledge.



201 - Competent

The knowledge that enables a person to speak and understand.



301 - Expert

Displaying special skill or knowledge derived from training and/or experience over time.

The 101, 201, 301 philosophy is to use the different curricula as building blocks, one builds upon the other to create a stronger base from which to operate. Curricula by job role are identified in the left navigation. The curriculum below for Soft Skills is applicable to any employee within MQ&R. Please utilize this curriculum in addition to your job role specific curriculum to strengthen your skills.

All curriculum should be discussed between employee and manager to determine which classes are required and optional for each employee regardless of job role. It is suggested that these discussions occur at least two times a year and be incorporated into the employees Individual Development Plan (IDP). To learn how to create an IDP in INL, [click here](#).

You may be responsible for completing additional training based on targeting, profiling by Intel Corporation's Learning and Development organization. CQN Management and CQN Business Group specific training requirements may also pertain to you. Please go to <http://inl.intel.com> to view your assigned training.

Required Training for ALL MQR Employees

Course #	Title	Comments	Target/Due Date	Action
10002466	Code of Conduct	Corporate - annual requirement	100% / WW52	Launch
10001743	My Questionnaire Completion	Corporate - annual requirement	100% / WW52	Launch
10001324	Intel Career Development Workshop for IC'S	CQN requirement (one time)	100% / WW52	Launch
10001323	Intel Career Development Workshop for Managers	CQN requirement (one time)	100% / WW52	Launch
10001827	CQN Overview	CQN requirement (one time)	100% / WW52	Launch
10007676	Crisp Clear Communication	CQN requirement (one time)	100% / WW52	Launch
10006217	Introduction to Materials Quality and Reliability	CQN requirement (one time)	100% / WW52	Launch
	MQ&R Quality Manual (Spec 18-GS0010)	CQN requirement (one time)	100% / WW52	Launch


CQN College of Quality
Preparing you for tomorrow

Customer Quality & Reliability

[Home](#)
[Useful Links](#)


Welcome to the Customer Quality Engineers Portal

Welcome to the new Customer Quality Engineer (CQE) Curriculum Page. CQEs are those employees with job title #00021 (Field Customer Quality Engineer). For the first time, we have created a curriculum targeted for CQEs. The intent is to provide you the CQE with a better framework with which to build your individual Development Plan (IDP) in INL. By using INL, your IDP can be easily constructed, updated and reviewed with your manager. The IDP functionality in INL allows you to also manage your mandatory classes as well as developing special skills, now within the CQE curriculum.




101 - Aware

Establishing realization, perception, or knowledge.



201 - Competent

The knowledge that enables a person to speak and understand.




301 - Expert

Displaying special skill or knowledge derived from training and/or experience over time.

This is new! There will be opportunity to improve the curriculum, so we ask that you provide feedback on how to make this an effective development tool for CQEs with:


To make it easier to navigate through the many training resources available to CQEs, we have streamlined the CQE curriculum based on four key areas of competency, with three levels for each. The four CQE competencies are (i) Customer Relationship Management (CRM), (ii) Platform support, (iii) Q&R skills, (iv) Manufacturing and (v) CQE fundamental skills. The three levels of competency are (i) Aware, (ii) Competent and (iii) Expert.

The CQE 201 provides a series of CQE to provide you with the CQE, you receive training with your manager. This is a 301.




101 - Aware

Establishing realization, perception, or knowledge.



201 - Competent

The knowledge that enables a person to speak and understand.



301 - Expert

Displaying special skill or knowledge derived from training and/or experience over time.

Developing the organization's most valuable resource - it's people.

Application Developer/Technical Lead: 101 Aware

Course #	Title	Required/Optional	Action
10001114	Agile Project Planning with Scrum	Required	Launch
0003066	Introduction to Selecting Workshop	Required	Launch
00030670	ISA For Application Developers	Required	Launch
10005971	IT Introduction to Test Driven Design Workshop	Required	Launch
10005932	IT Working Groups with MS SQL 2008 TransactSQL	Required	Launch
00022695	IT, Extreme Programming (XP)	Optional	Launch

[Back to 101](#)

Application Developer/Technical Lead: 201 Competent

Course #	Title	Required/Optional	Action
N/A	Continuous SW Estimation	Required	Launch
0004393	Industrial Logic Design Patterns	Required	Launch
10003331	Object Oriented Test Driven Development and Refactor	Required	Launch
N/A	MCIS Communication Applications	Optional	Launch

QRDC Internal Communications

QRDC | Quality & Reliability
Development Capabilities
Broadcast

ww11 / March 10, 2014 Intel Internal Use Only

SHPS XL v5.0 Release Notice

SHPS XL - **Speculative HDI* Package Simulator** - is a tool capable of simulating package failure mechanisms under stipulated use conditions. The tool simulates reliability stresses that trigger package failures and calculates reliability requirements as well as package probability of failure.

The new version offers full compatibility with Windows 7/8 and Office 2010/13. The new version also provides better computational accuracy and an improved user interface.

A new model - Comb structure defect analysis - has also been included in the SHPS XL version 5.0. Comb structure defect analysis helps predict failure caused by defects originating from the substrate manufacturing process that are of sufficient size to create a "short" between two traces thereby resulting in early failure.

The release version contains updated user manual and validation results summary.

You can install the tool from [QRMT Subscription Manager](#).

First time users can request access through [FAM](#).

1 Select Access:

Use the **+** and **-** buttons to expand and collapse the access list. Check a box to request access. Uncheck a box to request removal of access or to modify access. Click the "next" button at the bottom of the page to proceed.

Access	Training Requirement	Access Description	Status	Approval Flow
Enterprise Applications:				
CQW				
QRMT (Quality & Reliability Models and Tools):				
Release Tool Access:				
<input checked="" type="checkbox"/> SHPS-XL View Technical Details				

More Information

For more information about how to use or install the tool, please contact [Fela Odeyemi](#).

*High Density Interconnect

QRDC | Quality & Reliability
Development Capabilities
NEWSLETTER

February 2014 - Intel Internal Use Only [QRDC Sharepoint Site](#)

A Message from Our Director

"I've never been happier with the output of the QRDC team. We've really come together over the last year, focused on our strategic objectives, striving toward a common goal. And it's working!" - Stan Miller

Check It Out!

Quality Rethink

In 2013, CQW won the IQA. We'd like to win it again and again and again. But how can we accomplish that in a tumultuous environment that is transitioning to the new model of an SOC family and all the new qual processes that come with it? One way to be proactive about the changes coming our way is to imagine the future we want to create then work backward to identify the steps it would take to get us there. In identifying these steps, we'll certainly find new ways to improve quality, velocity and cost throughout our organization.

We challenge you to rethink how CQW can add more value to Intel.

The right quality, delivered faster, at a lower cost, with greater flexibility.

[Go to CQW direction](#)

Innovation Hub-bub

This QRDC employee was nominated for the Q1 CQW Shark Tank:

Aaron Cohen submitted the idea of improving velocity & cost for LTB regulatory assessments.

Sheri Williams' submission was for the creation of an eCatalog for the College of Quality training portfolio.

[Get Involved - Submit Your Idea](#)

[Visit the CQW Innovation Hub](#)

QRDC Idea Submissions

Current: **11.5%** Goal: **60%**

Word Up

Self-quick - noun
A person's area of self knowledge, authority, or work, to confide suggestions to one's own benefit.

Self-positive - adjective
Absolutely and positively; I absolutely agree that you are a great coder.

Employee Spotlight

Sheri Williams
QC Project Manager

Sheri joined Intel in 1998 and works as a program manager responsible for several CQW-wide programs. She's the change of Quality & Reliability. Sheri also serves as the QRDC Creative Director and the QMS Champion. Outside of Intel, Sheri enjoys spending time with her family and friends and tending to her landscape.

Aaron Cohen
Sr. Product Regulatory

Aaron joined Intel in March 2011 as a Product Regulatory Engineer for M20. He has a B.S. in Electrical Engineering from UCSD with a focus in RF design. He enjoys spending time with his wife, Cheryl, and his kids, Jack and Lucie. He also enjoys home brewing and exploring Portland's fine dining.

Anton Zuev
Product Regulatory

Anton joined Intel in 2005. From May 2013, he's been a part of the CQW team and is responsible for ensuring that business units are made aware of test compliance with RUSDA/CIS regulations requirements. Anton has a master of science degree in Telecommunications and is based in Moscow, Russia. His hobbies are traveling and photography.

Training & Development

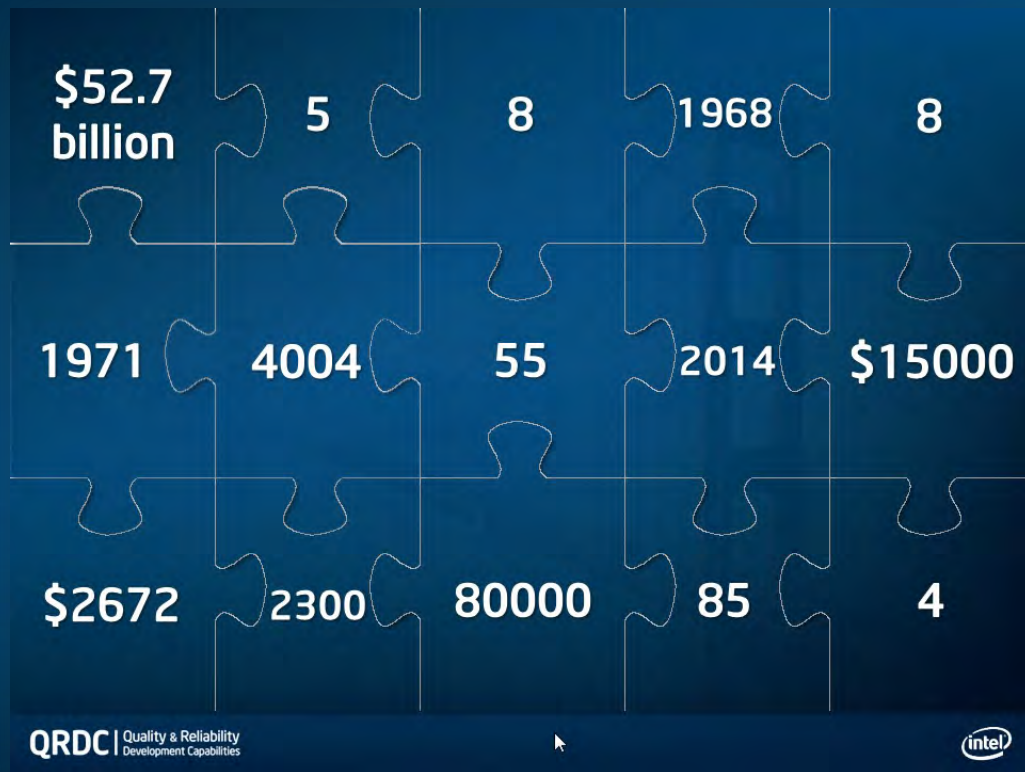
Multiple copies of our training flow focuses on understanding, understanding, understanding, and a whole lot of understanding. It's no surprise, QRDC provides such training resources to its employees. We are currently at 100% completion. Don't miss out to get your team fully compliant!

[View My Required Training](#)

Acknowledging Excellence

Take a moment. [Becoming Someone](#)

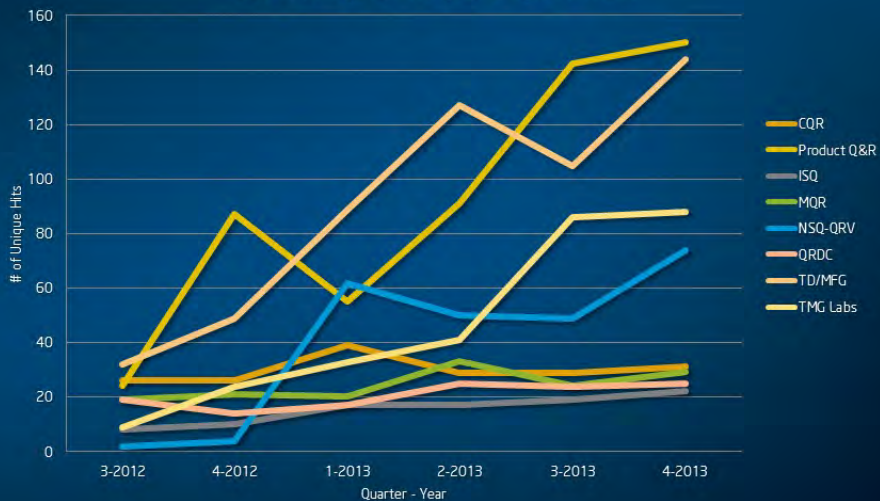
QRDC DUM Ice Breaker



CQN ILN Web Statistics

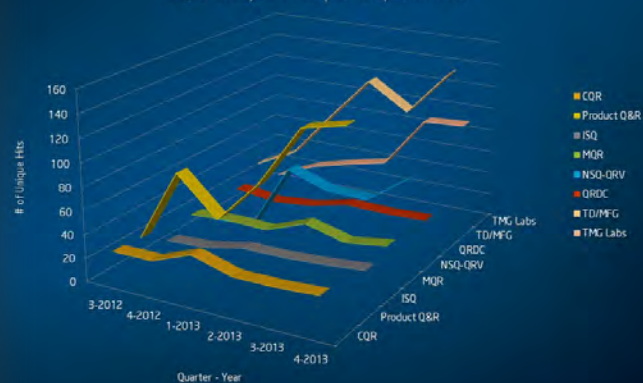
Title

CQN Unique Hits per Department



Title

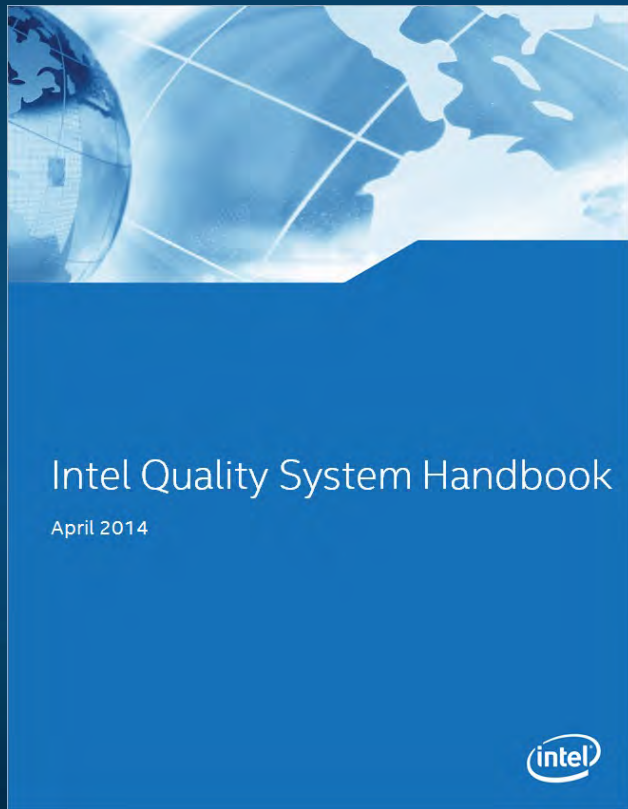
CQN Unique Hits per Department



QRDC Org Chart Update/Facelift



Intel Quality Systems Handbook



Revision History

Date	Revision	Notes
April 2014	7.0	Reformatted for Intel Clear Font, new cover layout
December 2013	6.0	Chapter 1 - Removed reference to previous CEO, Paul S. Otellini
June 2011	5.0	Minor edits within all chapters. Reformatted.
December 2009	4.0	Chapter 3 - Consolidated and reorganized content.
		Chapter 4 - Rewrite of PRQ Report Milestone paragraph, Section 4.3.4
		Chapter 5 - Global replacement of the term Platform with Modules; Revised Figure 5.4
September 2008	3.0	Chapter 7 - Rewrite of section 7.2.1; Revised section 7.2.5; Modified figure 7-1
		Added 48/14 content, completed other minor edits
August 2006	2.0	Updated corporate mission, modified section 7.2.3, revised typography and graphics, completed other minor edits.
November 2005	1.0	Released

OpX APQC SharePoint Site



The Corporate Quality Network sponsors access to APQC through a corporate licensing agreement. Get instant access to the world's largest database of actionable knowledge including benchmarks, best practices, case studies, articles, white papers, tools, and templates. Support your business decisions with validated data and proven strategies compiled from APQC's research with thousands of global organizations. Find out how this membership can drive performance excellence in your organization!

An Introduction

To learn more about APQC and the benefits of membership, launch Intro to APQC.

Introduction to APQC
Make Best Practices Your PracticesSM

Become a Member

Go to www.apqc.org/register.

Fill out the registration form using your official "Work Email".

Follow the instructions to authenticate your registration via email.

If you have any issues, please request assistance through [email](#).

Membership

Currently we have 641 members using APQC. [Join now!](#)



Contact Account Manager [Rudy Hacker](#) for questions or to provide feedback.

OpX Benchmarking Portal SharePoint Site

