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# ENTERPRISE DEVELOPMENT AND MARKET COMPETITIVENESS (EDMC)

Quick Start Methodology Training

**(June 21, 2012)**

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# ENTERPRISE DEVELOPMENT AND MARKET COMPETITIVENESS PROJECT

Quick Start Methodology Training

JUNE 21<sup>st</sup>, 2012

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(This disclaimer is for publications/reports that will go out to external audiences).

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# Armenian Enterprise Development Market Competitiveness (EDMC) Trip Report

## Quick Start Methodology Training

### Purpose of the Trip:

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#### Objective:

The objective of this component is to provide training to and technical oversight on the implementation of the Quick Start methodology, a highly successful demand-driven, on-the-job skills training program. The workforce development component of EDMC is to design and implement a workforce skills training and educational program using methods that:

- improve the linkages between the private sector and the education/training institutions in Armenia,
- improve the effectiveness and impact of workforce skills training in High Tech, Food Processing and Tourism industries,
- create flexible training methods to upgrade existing workforce skills and,
- create incentives for workforce development through university partnerships.

#### Activities Description / Overview:

The labor market in Armenia is characterized by a mismatch between labor demand and supply. The Quick Start methodology provides a viable solution to this challenge by providing focused workforce training meeting specific needs of identified, available jobs, using the following steps.

- Analysis of jobs and tasks required by identified job openings.
- Design of training and preparation of training materials to teach skills specifically needed for jobs and tasks.
- Intensive, short-term training of workers selected for job openings, by professional trainers in collaboration with selected members of the employer. (Participants are pre-selected in collaboration with employers for already-identified positions, so no placement afterwards is needed—that is, participants are —pre-placedll into positions.)
- Follow-up evaluation of training to assess success and inform subsequent training.

Quick Start Advisor Kurt Becker trained VET institutions, colleges and universities from the EDMC target sectors on Quick Start methodology on his first trip. This included introduction to the Quick Start methodology, practice conducting job analysis and preparing a training program and discussion of Quick Start's usefulness, advantages and disadvantages, and opportunities for implementation.

On his second trip, Kurt Becker will provide technical oversight to the implementation of training courses by select employers and VET institutions, colleges and universities using the Quick Start methodology.

An overview of the activities for the first two site visits can be summarized as follows:

- Teach Quick Start methodology to selected colleges, universities and VET institutions.

- Pilot Quick Start by selecting several (five) partner companies and/or industry associations, developing and providing over site of Quick Start training for them, and using this experience to develop a project model that can be rolled out to many counterparts.

### **Strategy to Accomplish Objectives:**

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The workforce competitiveness advisor (Kurt Becker) worked with EDMC staff to identify existing relationships and exchanges among Armenian VET's, universities and colleges. The lessons learned from previous partnerships were assessed.

Using information from EDMC personnel and face-to-face meetings with key representatives from Armenian universities and training centers, a workforce strategy was developed. The strategy includes proposed pilot programs, tasks, and a timeline to accomplish the objectives of the workforce component.

The workforce strategy will initiate a pilot Quick Start Training program in the selected areas of *tourism, IT, food production and pharmaceuticals*. Details of the pilot are addressed in the following report.

### **Activities Accomplished During the Workforce Competitive Advisors Trip:**

The following section describes the activities accomplished during the competitive experts (Kurt Becker) first visit to Armenia (June 3 to June 16). Included are the activities for the Quick Start component. Kurt Becker, with the assistance of Tigran Tananyan/ Deputy Team Leader and Frunzik Voskanyan/ Senior Workforce & Enterprise Expert for the *Workforce Development Component*, conducted three Quick Start training sessions to approximately **80** participants throughout Armenia. The three sites for training were located in Jermuk, Yerevan and Dilijan. See **ANNEX A** for a listing of participants. The training schedules used for the training are included in **ANNEX B and C**. In addition, planning for the pilot program was discussed by Kurt Becker, Tigran Tananyan and Frunzik Voskanyan.

### **Strategy to Implement Quick Start Workforce Pilot:**

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To accomplish the workforce objectives stated above the following pilot project will be implemented.

#### **Quick Start Pilot:**

The Quick Start pilot program is the first step in advancing the workforce competitiveness component toward getting qualified applicants for jobs in selected growing fields. The pilot plan is to develop and implement a training program capable of delivering trainees that meet the needs of Armenian companies while building relationships between the companies/industry and universities.

#### **Outcomes:**

- Skilled workers to meet companies employment needs
- Better relations between industry and Education/Training Institutions

The pilot enables Armenian companies to work with VET's, universities and colleges throughout Armenia to train future employees with specific skills to meet workforce needs. A framework for the workforce competitiveness component is detailed in the following.

## **Tasks to Implement the Workforce Development Component Quick Start Training Pilot.**

To implement the *Workforce Development Component* training program, the following tasks should be completed. In addition to the tasks, a proposed timeline is given. Tigran Tananyan/ Deputy Team Leader *Workforce Development Component* will oversee the facilitation of these tasks.

- Task #1: Translate the **Quick Start Training Manual** into Armenian and prepare a **Request for Proposal (ROP)** template for implementing Quick Start training for VET's, universities and colleges. These institutions work with local industry on employment training using the Quick Start training process.
- Task #2: Announce the **Request for Proposals** for implementing Quick Start training to VET's, colleges and universities.
- Task #3: Review submitted proposals and select pilot participants to begin the pilot program (five sites).
- Task #4: Quick Start training pilot will begin for the selected institutions and businesses.

### **Task #1: To be completed June 2012**

Tigran Tananyan and Frunzik Voskanyan oversee the facilitation of this task. The training material (manual) and PowerPoint presentation used during the Quick Start training conducted in early June were translated to Armenian. In addition, a Request for Proposal (ROP) was developed. The **ROP** consists of: *criteria to submit a proposal, timeline for completion and financial requirements of the proposal.*

### **Task #2: To be completed July 2012**

The completed ROP will be sent to each of the institutions that received Quick Start training in June 2012 (see list of participants in ANNEX A). In addition to the ROP being sent to the participating institutions, the translated Quick Start training manual and PowerPoint presentation used in the Quick Start training will be sent to all participants.

### **Task #3: To be completed September 2012**

Institutions that respond to the ROP will have their proposals reviewed by the Workforce Development Component team and five sites will be selected.

### **Task #4: Time Frame to Complete Task: September/October/November 2012**

In order to strengthen the ties between industry and existing training organizations a Quick Start training pilot will be implemented. The Quick Start pilot will assist in securing qualified applicants for jobs in growth areas.

The Quick Start training method is designed to efficiently and effectively train workers in job-specific skills. Quick Start has been successfully applied to a wide variety of jobs and occupations and has been used to train workers for entry-level positions and for the training of advanced skills. It is able to meet the training needs of companies due to increased productivity or changes in the nature of the job due to emerging technologies.

To pilot a Quick Start training program, the following steps should be completed.

Develop of a *preliminary* plan for how the Quick Start training pilot will be implemented. Implementation Process: 1) The international expert (Kurt Becker), together with the Workforce Development team, will take the initial steps to create a rapid skills training program (Quick Start). The purpose of the training is to teach the Quick Start training methodology to key representatives from *training institutions and local industry*. This training will be used to develop the training materials used to train the industry trainees. 2) Selected key representatives will participate in the Quick Start pilot training. 3) Once the Quick Start overview training is complete, select members of the training (key representatives) will participate in a Job and Task Analysis with a selected company. 4) Once the Quick Start training and Job and Task Analysis are complete, training materials will be developed for the training. 5) Once the training materials are completed, training will be conducted. **Annex D: Quick Start Training**, is an outline of the training manual materials used for Quick Start.

**Outcome:**

- Skilled workers to meet the employment needs local companies.

**Next Steps:**

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The initial tasks for the pilot program are to be completed during July, August, September and October 2012. International consultant Kurt Becker will return to Yerevan in September to conduct follow-up training and observations. In addition to completing the tasks assigned (outlined above), he will keep in close contact with EDMC staff to assist them with completing their tasks.

During Kurt Becker's visit in September, he will work with selected participants from the Quick Start training and assist them with the job and task analysis in the selected company. This will take approximately 2 days to complete. The process will be repeated at the five pilot site locations. Once these above tasks have been completed, the first cohort of companies will begin the training program. Training development begins once the cohort of pilot participants (companies) have been selected. The length of the training will be determined by the type and complexity of training needed by the selected companies. International expert (Kurt Becker) will observe and assist the training institutions and companies work through the Quick Start training process. He will observe and work with each of the selected cohorts for two days. This will enable the training institution and companies to work through issues with the training development.

The site selection instrument (appendix B of training manual) will be used to determine potential companies for training. Kurt Becker will work with EDMC staff to properly use the site selection instrument. Potential companies will be interviewed by the EDMC team to determine if they meet the selection criteria.

As with all training programs there are several elements that must be satisfied to insure a successful program. A checklist designed to insure each element has been reviewed and to assist in the establishment of a Quick Start program is contained in Appendix B of the Quick Start training manual.

As the Quick Start process is piloted there should be the development of methods to determine efficiency and effectiveness. This includes cost methods by area of training and labor market demand projections at the regional and local levels. The international expert will assist with the process during future visits.

***Proposed Deliverables for Kurt Becker (two week – trip #2):***

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- Visit five pilot site companies
- Support progress of the Quick Start pilot
- Assist with Quick Start (job and task analysis) with selected company

**Annex:**

ANNEX A: List of Participants (Jermuk, Yerevan and Dilijan)

ANNEX B: Quick Start Training Agenda (Jermuk and Dilijan)

ANNEX C: Quick Start Training Agenda (Yerevan)

**ANNEX A: List of Participants (Jermuk, Yerevan and Dilijan)**

**“Quick Start” Training in Jermuk/«Հուլիս Ստարթ» (Արագ մեկնարկի) Դասընթաց Ձեռնուկում  
June 6-8, 2012/հունիս 6-8, 2012**

#	FULL NAME ԱՆՈՒՆ ԱԶԳԱՆՈՒՆ	ORGANIZATION ԿԱԶՄԱԿԵՐՊՈՒԹՅՈՒՆ	PHONE NUMBER ՀԵՌԱԽՈՍ	June 6	June 7	June 8
1	Artur Sargsyan	State Engineering College of Kapan	094 815619			
2	Vrezh Badalyan	State Engineering College of Kapan	See phone above			
3	Lilit Qaramyan	Republican #3 VET School	093 508021			
4	Qristine Mnaucharyan	Republican #3 VET School	094 402882			
5	Lala Galstyan	Republican #3 VET School	098 387166			
6	Anna Asatryan	Goris State College	093 27 06 73			
7	Anna Torosyan	Goris State College	091 92 19 07			
8	Artavazd Hayrapetyan	Goris State Agricultural College	094 164617			
9	Mayisik Aghabekyan	Goris State Agricultural College	093 990560			
10	Alina Mirzoyan	Sisian Agrarian Univeristy	093 017724			

11	Manya Ohanyan	Sisian Agrarian Univeristy	094 242851			
12	Larisa Hovakimyan	Sisian State College	094 617101			
13	Alisa Hovhanisyan	Sisian State College	077 013951			
14	Vardush Nazaryan	Yeghegnadzor State College	098 320077			
15	Marine Ohanyan	Yeghegnadzor State College	093 273089			
16	Nune Miqaelyan	Yeghegnadzor State College	093 535492			
17	Shushan Nersisyan	Yeghegnadzor State College	098 692271			
18	Sos Khachikyan	Armenian State Economics University Branch	094 44 04 30			
19	Aram Khachatryan	Armenian State Economics University Branch	094 44 04 30			
20	Manya Ohanyan	Sisian Agrarian Univeristy	094 242851			
21						
23						

**Quick Start Training in Yerevan/«Քուիք Ստարթ»» (Արագ մեկնարկի) Դասընթաց Երևանում  
June 11-12, 2012/հունիս 11-12, 2012**

#	FULL NAME ԱՆՈՒՆ ԱԶԳԱՆՈՒՆ	ORGANIZATION ԿԱԶՄԱԿԵՐՊՈՒԹՅՈՒՆ	PHONE NUMBER ՀԵՌԱԽՈՍ	June 11	June 12	
1	Liana Ohanyan	ILSIS Consulting www.ilsis-consulting.com	566 770, 091 817414			
4	Roman Nahapetyan	Yerevan Armenian Greek State College of Tourism	094 47 45 40			
5	Naira Davtyan	Yerevan Armenian Greek State College of Tourism	094 47 45 40			
6	Santrosyan Paruyr	Yerevan State Engineering College	28-57-82			
7	Harutyun Sargsyan	Yerevan State Informatics College	23 62 52			
8	Artashes Abrahamyan	Yerevan State Informatics College	23 62 52			
9	Narine Karapetyan	Yerevan State Technological College	094 240965			
10	Mariam Hakobjanyan	Yerevan State College of Light Industry	55-38-52, 55-07-20			
11	Vika Manukyan	Yerevan State College of Light Industry	55-38-52, 55-07-20			

12	Asya Harutyunyan	Yerevan State Technological College	093 599455			
13	Gagik Petrosyan	Yerevan #1 VET school	44-37-01, 091 42 72 35			
14	Elen Petrosyan	Yerevan #1 VET school	44-37-01, 091 42 72 35			
15	Gayane Gasparyan	Yerevan #6 VET school	093 696451			
16	Anahit Arzumanyan	Yerevan #6 VET school	055 585564			
17	Gohar Miqaelyan	Basis College of Architecture and Constrction of Yerevan State University	099 646704			
18	Karine Balasanyan	Basis College of Architecture and Constrction of Yerevan State University	see above			
19	Grigoryan Marine	Yerevan State Politechnic College	093 007113			
20	Rosa Gaboyan	Abovyan State Engineering College	(0222) 20384, 091 370151			
21	Elena Geghamyan	Abovyan State Engineering College	(0222) 20384, 091 370151			
22	Lusine Aghqatyan	Charentsavan State College	098 086018			
23	Anzhela Goleyan	Charentsavan State College	093 083899			
24	Hasmik Nazaryan	Armavir State Regional College	077 010674			

25	Karine Darnoyan	Armavir State Regional College	093 162646			
26	Anna Stepanyan	Echmiatsin State College	077 070137			
27	Anna Khachatryan	Echmiatsin State College	093 542197			

**Quick Start Methodology Training  
June 6-8, 2012, Dilijan**

#	FULL NAME ԱՆՈՒՆ ԱԶԳԱՆՈՒՆ	ORGANIZATION ԿԱԶՄԱԿԵՐՊՈՒԹՅՈՒՆ	PHONE NUMBER ՀԵՌԱԽՈՍ TITLE	06.06.12	07.06.12	08.06.12
1	Arshak Qartashyan	State College of Artik	098 117898			
2	Qnarik Aharonyan	Gyumri #4 VET school	094 -84-45-02			
3	Karine Grogoryan	Gyumri #4 VET school	094 -84-45-02			
4	Gayane Kirakosyan	State Engineering College of Gyumri	094 440074			
5	Nushik Muradyan	State Engineering College of Gyumri	098 253625			
6	Karen Badishyan	College of State Engineering University of Armenia	055 381217			
7	Aram Suqiasyan	College of State Engineering University of Armenia	055 703707			
8	Samvel Harutyunyan	Shirak State Agriculture College	091 031506			
9	Liana Kyureghyan	Gyumri Economic Development Center	077 451907			
10	Amalya Yeghoyan	Gyumri Information Technologies Center	055 750909			

11	Vagharshak Soghoyan	State Engineering College of Vanadzor				
12	Ruzik Ghukasyan	State Engineering College of Vanadzor	077 421027			
13	Gayane Arabachyan	State Technological College of Vanadzor	055 641181			
14	Aida Hovsepyan	State Technological College of Vanadzor	055 888517			
15	Karine Hovhannisyan	Vanadzor State Agriculture College	055 453004			
16	Vakhtang Meliksetyan	Vanadzor State Agriculture College	093 74 9122			
17	Anush Sargsyan	Vanadzor #1 VET School	094 310430			
18	Anahit Nahapetyan	Vanadzor #1 VET School	055 690203			
19	Artyom Manasyan	Lori Economic Development Center NGO	055 08 12 78			
20	Zarmayil Mardanyan	"Mars" LLC	094 46 96 07			
21	Vahag Saribekyan	Ijevan Adult Education Center	093 971148			
22	Aramayis Chilingaryan	"Artur & Edita" LLC	091 72 88 22			
23	Sasha Gishyan	Business Promotion Center (Noyemberyan)	077 023292			

24	Artak Chilingaryan	Business Promotion Center (Berd)	094 221525			
25	Ashot Hovhannisyan	Business Promotion Center (Dilijan)	091 211057, 077 017250			
26	Armenuhi Mayilyan	Business Promotion Center (Dilijan)	091 211057, 077 017250			
27	Armine Alikhanyan	Business Promotion Center (Dilijan)	091 211057, 077 017250			
28	Marine Danielyan	State College of Dilijan	099 888725			
29	Sonik Davtyan	State College of Dilijan	055 935352			

## **ANNEX B: Quick Start Training Agenda (Jermuk and Dilijan)**

### **Agenda**

The Quick Start methodology has been developed in USA at the state level and is widely used for focused workforce training. It orients training towards meeting specific needs of identified jobs.

#### **Day One**

- |               |                                                                                                                                                                                                                                                    |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12:30 – 13:00 | Lunch                                                                                                                                                                                                                                              |
| 13:00 – 13:30 | Welcome, introductions, purpose, review of agenda                                                                                                                                                                                                  |
| 13:30 – 15:30 | Quick Start Methodology I <ul style="list-style-type: none"><li>• Ice Breaker</li><li>• Overview of Quick Start</li><li>• Job and Task Analysis</li></ul>                                                                                          |
| 15:30 – 15:45 | Coffee Break                                                                                                                                                                                                                                       |
| 15:45 – 17:30 | Quick Start Methodology II <ul style="list-style-type: none"><li>• Quick Start Example (Hair Stylist)</li><li>• Group Work (Duties and Tasks)</li><li>• Hotel Expert (Create duties from job)</li><li>• Create groups ?? (need six jobs)</li></ul> |
| 17:30 - 18:00 | Summary of Work/comments                                                                                                                                                                                                                           |

#### **Day Two**

- |               |                                                                                                                                                                                                                                               |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00 – 10:30 | Quick Start methodology III. <ul style="list-style-type: none"><li>• Quick Start – Observation and Interview methods</li><li>• Break into groups (task analysis – job, duty, task)</li><li>• Group Work (interview and observation)</li></ul> |
| 10:30 – 10:45 | Coffee Break                                                                                                                                                                                                                                  |
| 10:45 – 13:00 | Quick Start methodology IV <ul style="list-style-type: none"><li>• Introduction to creating a training plan (objectives and evaluation)</li><li>• Group Exercise (Evaluation)</li></ul>                                                       |
| 13:00 -14:00  | Lunch                                                                                                                                                                                                                                         |
| 13:30 – 15:30 | Quick Start Methodology V <ul style="list-style-type: none"><li>• Group Work (develop evaluation for job and task analysis)</li></ul>                                                                                                         |
| 15:30 – 15:45 | Coffee Break                                                                                                                                                                                                                                  |
| 15:45 – 17:30 | Quick Start Methodology VI <ul style="list-style-type: none"><li>• Develop presentations for job and task analysis</li></ul>                                                                                                                  |

17:30 - 18:00 Summary of Work/comments

**Day Three**

09:00 – 10:30 Quick Start methodology VII.

- Group picture
- Presentations

10:30 – 10:45

Coffee Break

- Presentations
- Group reflection (working with industry) – Tigran

10:45 – 13:00

Quick Start methodology VIII

- Closing comments

13:00 -14:00

Departure

## **ANNEX C: Quick Start Training Agenda (Yerevan)**

### **Agenda**

The Quick Start methodology has been developed in USA at the state level and is widely used for focused workforce training. It orients training towards meeting specific needs of identified jobs.

#### **Day One**

09:30 – 10:00	Welcome, introductions, purpose, review of agenda Lunch
10:00 – 10:30	Quick Start methodology I. (QS Overview )
10:30 – 10:45	Coffee Break
10:45 – 13:00	Quick Start methodology II
13:00 -14:00	Lunch
13:30 – 15:30	Quick Start Methodology III (QS Interview - bring in expert to discuss their job – group asks questions and duties and tasks are identified) <ol style="list-style-type: none"><li>1. Identify one task and have expert talk through process of task</li><li>2. Expert is then asked to demonstrate the task for the group</li></ol>
15:30 – 15:45	Coffee Break
15:45 – 17:30	Quick Start Methodology IV (Break into groups and assign jobs, groups work with individual experts on interviewing)
17:30 - 18:00	Summary of Work/comments

#### **Day Two**

09:00 – 10:30	Quick Start methodology V. (Overview of QS, groups continue work with experts on observation interview)
10:30 – 10:45	Coffee Break
10:45 – 13:00	Quick Start methodology VI (Overivew of training plan development)
13:00 -14:00	Lunch
13:30 – 15:30 presentations)	Quick Start Methodology VII (groups develop training plan and prepare for
15:30 – 15:45	Coffee Break
15:45 – 17:30	Quick Start Methodology VIII (group presentations)
17:30 - 18:00	Summary of Work/comments (next steps)

## **Annex D: Quick Start Training**

### **Quick Start Training Pilot Train the Trainer Table of Contents**

#### **Section 1.01 Units and Tasks – Two Day Training**

##### Unit 1: Promoting Quick Start

- Task 1.1 describe the elements and procedure in developing a Quick Start training program
- Task 1.2 explain the characteristics of a Quick Start program
- Task 1.3 explain the primary advantages of Quick Start training for trainees and industry

##### Unit 2: Establishing a Quick Start program

- Task 2.1 select a company and training environment
- Task 2.2 identify prerequisite traits for the selection of trainees

##### Unit 3: Performing a job/task analysis

- Task 3.1 conduct a job analysis using an individual interview method
- Task 3.2 conduct a job/task analysis using an observation interview method
- Task 3.3 group tasks into duties
- Task 3.4 verify a job analysis

##### Unit 4: Developing a Training Plan

- Task 4.1 write performance objectives
- Task 4.2 write enabling objectives and learning activities
- Task 4.3 develop evaluation instruments to examine trainee performance
- Task 4.4 write unit and lesson plans
- Task 4.5 group project

##### Unit 5: Managing and evaluating training programs

- Task 5.1 develop a progress chart
- Task 5.2 develop evaluation instruments for a training program
- Task 5.3 group presentations

**PDF Files**

**Attachment #1** – Quick Start PowerPoint Presentation (PDF file – QS Training (Armenia – June 2012))

**Attachment #2** – Quick Start Training Manual (Units 1 to 5)

**Attachment #3** – Quick Start Training Manual (Appendix A)

**Attachment #4** – Quick Start Training Manual (Appendix B)

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