



PROGRAM ARCHITECT

REPORTS TO	Director, Program Leadership
APPLY TO	resumes@performdev.com

Position Summary

The Program Architect is a member of Program Leadership, a functional area within PDG's Creative Solutions service line. PDG started as a custom training services company, and so Creative Solutions represents PDG's traditional core business. This service line designs and develops custom training and performance support solutions for PDG's clients, supporting their workforce transformation with point solutions such as e-learning courseware, online simulations, instructor-led workshops, job aids, self-paced workbooks, webinars, mobile learning modules, interactive video, podcasts, vodcasts, virtual worlds experiences, communities of practice (social media) sites, and electronic performance support systems (EPSSs).





The Program Leadership functional area is responsible primarily for the design and development of training programs or curricula. These often large-scale projects can include new hire orientation programs, leadership development programs, and sales training programs, in which learners often spend weeks or months, sometimes years, onboarding into a new position. These programs often contain a blend of different content, addressing a variety of necessary skill sets; of different learning strategies (e.g., tutorials, simulations, on-the-job learning, mentoring, apprenticeships); of delivery modalities (e.g., instructor-led and self paced); and of different media and delivery technologies (e.g., e-learning, video, podcasts). Larger programs often include a mixture of off-the-shelf training content for generalizable skills and custom training content for more job-specific learning needs. These high-stakes, high-visibility programs typically involve many senior-level stakeholders with varying interests. They require greater attention to branding, marketing, communications, change management, evaluation, implementation planning, and maintenance planning. Because designing and building a curriculum is substantively different from designing and building a single course, members of the Program Leadership team—what we call Program Architects—require a different skill set than that of Instructional Designers engaged in the design and development of individual courses.

The Program Architect is an experienced consultant who helps clients analyze workforce needs and define a learning and performance improvement strategy that addresses those needs. The Program Architect is a senior instructional designer with experience and expertise designing and developing large-scale programs and curricula, who can ensure quality, consistency, cohesiveness, and alignment with the overarching strategy. The Program Architect is also a project leader who knows what it takes to build and implement a large-scale program with many moving parts and senior stakeholders. On any given program development project, the Program Architect could be expected to play the role of consultant, instructional designer, project lead, or some combination of these roles.

Responsibilities

The Program Architect will:

- **Build Trust:** Develop “trusted advisor” relationships with clients over time, building deep knowledge of a client’s business landscape and organizational needs. Use that knowledge to consult the client on how best to address learning and performance needs.
- **Analyze:** Use a variety of analytical techniques to conduct a *job analysis* to understand the competencies required for a job; a *performance analysis* to understand the performance gaps between current performance and optimal performance; or a *curriculum analysis* to understand the strengths and weakness of an existing program, relative to the needs of workers.



- **Design:** Apply PDG’s performance-based, phased, blended approach to program design, combining a variety of program components in a way that drives organizational outcomes. This will involve producing architectural specs, such as the Design Strategy Document, Curriculum Roadmap, and Program Style Guide. Other architecture outputs include the Communication Plan, the Rollout Plan, the Evaluation Plan, and the Maintenance Plan.
- **Develop:** Build out the program architecture and all of the program components. During development, the Program Architect is responsible for ensuring the coordination of the various component workstreams as well as the quality, consistency, cohesiveness, and goal alignment of those program components.
- **Implement:** Support the client’s efforts to implement the program, including: scheduling, advertising, registration, train-the-trainer activities, LMS administration, and other logistical considerations. Here Program Architects will often work with Program Managers and Program Coordinators to provide the client with close tactical support.
- **Evaluate:** Use a variety of program evaluation techniques—including learning assessments, performance certifications, impact analysis, and ROI analysis—to measure the effectiveness of a program and to identify opportunities for improving that program going forward.

Requirements

Education and Professional Experience

- A Bachelor’s Degree in a related field, preferably a Master’s degree in Instructional Design, Business Administration, or a related field
- 10+ years experience as a learning and performance professional
- 5+ years experience building large-scale programs

General Knowledge and Skills

Program Architects have a combination of instructional design, consulting, and project leadership skills. They can:

- Demonstrate **executive presence**, especially while interacting with senior-level stakeholders, **business acumen** in understanding the client’s business needs, and **consulting skills** in helping the client achieve organizational goals



- Lead large, complex projects with many moving parts, applying project management best practices and demonstrating strong **team leadership skills**
- Apply management and instructional design theory and best practices to needs analyses, program designs, and program evaluation efforts—clearly and succinctly communicating **design recommendations** and **rationales** to stakeholders and team members
- Create **standards, templates, design specifications**, and other tools that help to ensure quality, consistency, cohesiveness, and goal alignment across all program components
- Ability to lead and motivate a large, cross-functional project team, managing interpersonal conflict, team dynamics, creativity, collaboration, and coordination of efforts in a fast-paced, dynamic environment
- Use Microsoft Project, Word, PowerPoint, Excel, Outlook, and Visio with minimal support, preferably at an intermediate to advanced level