
Biographical Sketch

Richard M. Pierce, Ph.D.

Labor Categories: Project Manager, Senior Analyst, Consultant, and Facilitator

Education: Ph.D., Counseling Psychology, University of Massachusetts

Richard Pierce has worked for Human Technology (HT) for the past 30 years managing projects related to assessing, designing, developing, implementing, and evaluating human capital/human resource management programs. Over the past 26 years, Dr. Pierce has managed approximately 250 projects through the U.S. Office of Personnel Management's (OPM's) Training and Management Assistance Program. These projects include hundreds of hours of instruction employing classroom-based, web-based, on-the-job-training, and print-based learning solutions. As the primary point of contact for the Training and Management Assistance Program, Dr. Pierce has teamed with other senior HT staff to establish policies and procedures for ensuring projects are responsive to requirements, including schedule requirements, and that products meet or exceed performance standards.

Prior to joining HT, Dr. Pierce was an Associate Professor of Psychology at Michigan State University. He has also served as an adjunct professor at Marymount University, teaching performance analysis at the graduate level.

Recent Experience

- Managing a project to develop a plan for transforming the way the Federal Aviation Administration's (FAA's) Flight Standards Training Division provides training and development to both mission-critical and non-mission-critical employees. This ongoing project includes the following major components:
 - Conducted a comprehensive analysis of the factors that the transformed process needs to address.
 - Using the data from the comprehensive analysis, developed a blueprint to show what the transformed curriculum would look like (i.e., how the web-based, classroom-based, and on-the-job training parts would be blended) and to identify the near-term and long-term initiatives and timeframes for their completion.
 - Evaluated the impact of the transformed curriculum on processes and infrastructure by identifying the requirements of the transformed curriculum and then identifying process and infrastructure gaps.
 - Developed a business case for curriculum transformation that included anticipated benefits and costs.
- Managed near-term initiatives to support curriculum transformation for FAA's Flight Standards Training Division. Initiatives to date include the following:
 - Developed competency models for mission-critical personnel (i.e., Aviation Safety Inspectors). Competency models include business, interpersonal, and technical domains. Technical competencies were developed for each of the four major specialties.
 - Used the competency models to design a blended-learning solution for the 12-week new inspector training program. The blended-solution design includes web-based training, classroom-based training, and on-the-job training. It is anticipated that the blended solution will reduce classroom time from 36 days to 24 days, while significantly expanding the required content coverage.
 - Developed web-based training for five initial training courses. Web-based training includes streaming audio and video, interactive exercises, printable job aids, and learning assessments.

Recent Experience (Continued)

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- Provided management oversight for numerous instructional products, including the following:
 - Development of a web-based training and performance-support module for the Defense Technology Information Center's web-enabled DROLS program.
 - Development of video-based training on the detection of nitrofurans, a carcinogen, in food-producing animals, for the Food and Drug Administration's Center for Veterinary Medicine.
 - Development and delivery of 9 weeks of classroom-based instruction to support the Federal Bureau of Investigation's (FBI's) National Executive Institute Program and the FBI's Law Enforcement Executive Development Program.
 - Development of 20 days of classroom-based training and 9 hours of web-based training for Regional Census Center managers, Local Census Office management staff, and Local Census Office technical staff of the U.S. Census Bureau. The training will prepare these personnel to conduct the 2008 Dress Rehearsal and the 2010 Census.
 - Design, development, and evaluation of 20 days of management training for the Army Community and Family Support Center's Training Academy.
 - Assessment of the U.S. Air Force's Civilian Competitive Development Program, Long-Term Training Programs. The assessment included Kirkpatrick's four levels of evaluation (reaction, learning, behaviors, and results). Quasi-experimental designs (i.e., use of nonrandomized control-group subjects) were employed to evaluate the learner behavior change, results achieved in the workplace by learners, and return-on-investment that accrued to the Air Force.
 - Development of over 200 print-based job aids to support FAA Flight Standards Service Aviation Safety Inspectors in their certification and surveillance job tasks.
 - Design, development, and deployment of web-based courses for the U.S. Agency for International Development, including New Employee Orientation (3 hours), Rules and Tools for Supervisors (4 hours), Introduction to the Phoenix Financial System 6.0 (2 hours), and Inclusion of Individuals with Disabilities (6 hours). The Rules and Tools and Phoenix Financial Courses were part of a blended-learning solution.

Publications

- Designing Management Training and Development for Competitive Advantage: Lessons from the Best. Human Resource Planning Quarterly.
- Training Delivery Skills II: Making the Training Delivery (With R.R. Carkhuff).
- The Productive Supervisor. A print-based series of 17 modules (With C. MacDonald).