SATERN

System for Administration, Training, and Educational Resources for NASA

Making the Most of your SkillSoft e-Learning Solution

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Session Objectives

- At the end of the session, participants will be able to:

  - Use SkillSoft processes and tools to identify targeted courseware and Books resources

Agenda

- Introduction
- Targeting, Aligning, and Measuring Learning Solutions
- SkillSoft Resources
- Summary

Making the Most of SkillSoft Resources

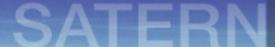Targeting, Aligning and Measuring
Learning solutions

The 6 Steps

1. Identify the business driver and partner with stakeholders.
2. Agree on the business need.
3. Establish the desired business outcomes with success criteria.
4. Determine the necessary behavior changes.
5. Align the learning solution.
6. Develop a data collection plan.

Benefits of the Model

- Defines a clear link between business drivers and learning
- Approaches learning from a performance consulting viewpoint
- Focuses on outcomes
- Sets the stage for ROI measurement
- Complements other needs analysis activities
- Is highly repeatable
- Can be applied to blended and ILT learning solutions

A Move Toward Higher Levels of the 5 Stage Model

TIME

Stage 0 – Traditional Training

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Supplement	Substance	Strategic	Systematic	Saturation
Ad Hoc Learning	Managed Learning	Competency Driven	Integrated Performance	Optimized Workforce

Business-oriented alignment facilitates a progression along the 5 Stage Model of Organizational Learning

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Step 1

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Understanding the Structure

YOU

Dept. Leaders

Exec Team

CEO

Communicates the Vision

Creates the Business Plan

Create the Dept. Initiatives

Align the Learning Solution

Identifying Business Drivers

- Business drivers can be highly visible and easy to identify
- Examples include:
  - IT Directorate hosts a web conference to roll out a desktop application
  - FISMA mandates Information Security training for all agency personnel
- Business drivers are sometimes not as evident. Possibilities for locating them include:
  - Strategic Plans
  - IG Audits
  - Operational reports
  - FirstGov Web site
  - Internal publications and newsletters

Preparing for the Stakeholder Meeting

- Define your stakeholder's "WIIFM" proposition!
- Explain that you are:
  - *Consulting* with various business *leaders* in the organization
  - *Defining the learning solutions* required to *deliver on XYZ objective*
  - Looking to *establish a partnership* that will benefit stakeholder
- Purposes of initial meeting:
  - Identify the needs
  - Define the value of impacting

Preparing for the Stakeholder Meeting

- Emphasize the purposes of the meeting
- Ask, "What are the business challenges that we need to address in order to achieve the Organization's or Agency's vision?"
- Don't ask, "What training needs to take place?"

Don't take training orders...

Be a consultant!

Step 2

1. Identify the business driver and partner with stakeholders
2. Agree on the business need
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Problems vs. Opportunities

- Business/Organizational Problems
  - What should be occurring operationally vs. what is actually occurring
  - In place when there is "pain"
  - Motivate management to address the deviation
  - Examples include:
    - Excessive safety violations
    - Low retention
    - High security incidents
    - Project delays

- Business/Organizational Opportunities
  - Focus on a future goal
  - No current problem needs to be fixed
  - An opportunity needs to be optimized
  - Examples include:
    - Rightsizing of two divisions
    - A new Government finance system being rolled out

Value of Impacting

- Ask your stakeholders what success means to them
- The value in positively impacting the business need
    - Qualitative
    - Quantitative
- Ask specific questions such as…
    - Increased Security Awareness: By how much?
    - Improved Quality: Improved how?
    - Reduction in turnover: What percent reduction?
    - Improved Morale: Improved how?

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Step 3

1. Identify the business driver and partner with stakeholders
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Specifying Outcomes with Criteria

- Outcomes > what the learning solution is expected to achieve

- Questions to consider:
  - What kind of impact value was defined in step 2?
  - What is your stakeholder's definition of success?
  - What kind of metrics can be used to assess progress?

- Articulate outcomes with success criteria.

Consider using the S.M.A.R.T. model to validate your success criteria

The SMART Model

Specific
Tie training needs to key business objectives

Measurable
Set quantifiable goals to determine the success of your program

Attainable
Ensure you have the resources and tools to reach your goals

Relevant
Ensure e-Learning objectives and training objectives are aligned

Timely
Set time frames to accomplish your long term and short term goals

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Associate the Levels of Evaluation to Criteria

Level of Evaluation	
Level 5: Return on Investment (Optimized)	Focus is on the monetary return on investment from the ... arison of
Level 4: Business Impact (Systematic)	... of the
Level 3: Job Application and/or Implementation (Strategic)	... must change ... ollowing the ...
Level 2: Learning (Targeted)	Focus is on the specific knowledge, skill(s), and/or ... rned by the participants.
Level 1: Reaction and/or Satisfaction (Supplemental)	Focus is on a specific level of satisfaction and reaction to the learning solution.

Did we save money?

Did it make a difference?

Did they apply it to their job?

Did they learn anything?

Did they like it?

Adapted from Jack J. Phillips/Ron Drew Stone, How to Measure Training Results, McGraw-Hill, 2002, p 4, 38)

Sample Success Criteria

Business Driver	Success Criteria	Level
Reduce training costs and leverage learning options more effectively	25% of potential audience of 3500 completes one course and instructor led enrollments decrease by 50% by Dec. 31st resulting in $50,000 in savings	5
Improve operational quality	Reduce the number of errors and re-orders 22% by April 27th	4
Reducing staff requirements	Eliminate the need for 3 contractors by March 22nd by improving the productivity of the engineering staff by 40%	4

Step 4

1. Identify the business driver and partner with stakeholders
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Behavior Changes

- Helps you determine HOW to impact the business driver
- Articulates the target population's behavior change
- Kirkpatrick Level 3

Business Driver	Questions to determine the HOW
Improve operational quality	What must technicians do differently in order to bring about better quality?
Increase customer service scores	What must the reps do differently in order to increase the customer satisfaction scores?
Managers need to empower their people more	What must managers and employees do better if people should act more "empowered?"

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Realistic Behavior Changes

Define behavioral changes in terms of what is *realistic* and *necessary* to accomplish the success criteria

Business Driver	Improve customer service
↓	
Current Behavior	Call escalations are at 30%, average speed of answer is 2.5 minutes, average time to close case is 4.7 days
↓	
Ideal Behavior	No call escalations, average speed of answer is 30 seconds, average time to close case is 12 hours
↓	
Realistic Behavior Change	Call escalations are reduced by 15%, average speed of answer is 60 seconds

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Step 5: Align the Learning Solution

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Relating Behavior Changes to Learning Objectives

Business Driver	Realistic Behavior	Learning Objectives
Improve customer service	Decrease escalations by 15% by having more calls addressed at level 1	▪ Improve questioning and listening techniques that expertly pinpoint the problem ▪ Develop methods to reduce customer frustration
	Achieve an average speed of answer of 60 seconds by reducing call durations	▪ Improve product knowledge ▪ Improve case documentation ▪ Enhance ability to access order information quickly from the system

Step 6

1. Identify the business driver and partner with stakeholders
2. Agree on the business need
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Data

- Critical piece of the process
- Analysis of data is only as good as the data itself
- Include the baseline measurements (pre-program)
- Gain agreement on the measurement plan with stakeholder before program implementation

Developing a Data Collection Plan

- 1. Identify your data sources
  - LMS
  - Survey
  - Agency controller
  - Call center status reports
- 2. Define the intervals of data collection
  - Define when first measurement should be taken
  - Establish the ongoing intervals of collection (i.e., quarterly)
- 3. Identify distribution method
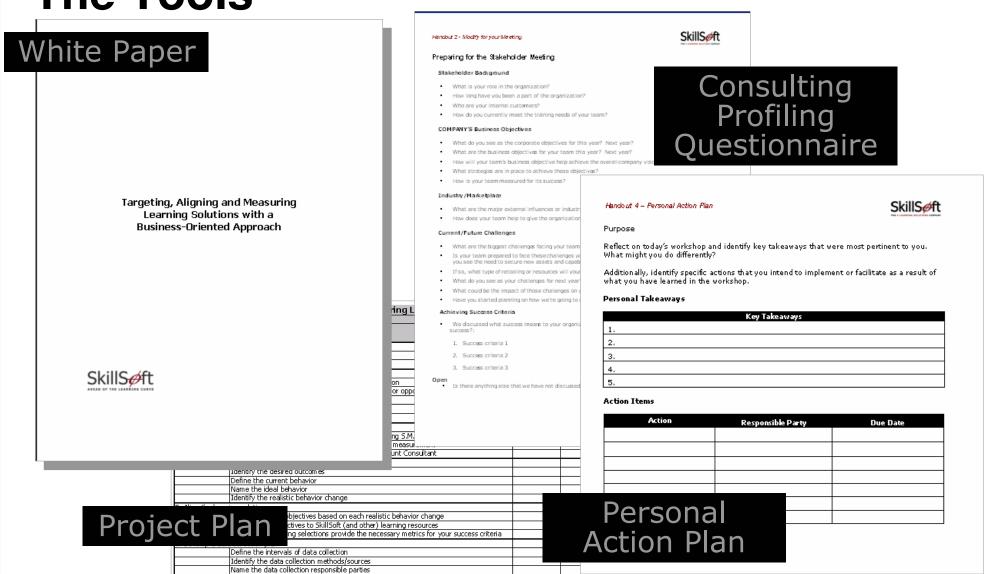 - Presentation at Director's meeting
  - e-mailed report

6 Steps – Review

1. Identify the business driver and partner with stakeholders
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The Tools

White Paper

Targeting, Aligning and Measuring
Learning Solutions with a
Business-Oriented Approach

SkillSoft
AHEAD OF THE LEARNING CURVE

Consulting Profiling Questionnaire

Handout 2 - Modify for your Meeting

Preparing for the Stakeholder Meeting

Stakeholder Background
- What is your role in the organization?
- How long have you been a part of the organization?
- Who are your internal customers?
- How do you currently meet the training needs of your team?

COMPANY'S Business Objectives
- What do you see as the corporate objectives for this year? Next year?
- What are the business objectives for your team this year? Next year?
- How will your team's business objective help achieve the overall company vision?
- What strategies are in place to achieve these objectives?
- How is your team measured for its success?

Industry/Marketplace
- What are the major external influences or industry...
- How does your team help to give the organization...

Current/Future Challenges
- What are the biggest challenges facing your team...
- Is your team prepared to face these challenges w... you see the need to secure new assets and capabl...
- If so, what type of retooling or resources will your...
- What do you see as your challenges for next year...
- What could be the impact of those challenges on y...
- Have you started planning on how we're going to...

Achieving Success Criteria
- We discussed what success means to your organiza... success?:
  1. Success criteria 1
  2. Success criteria 2
  3. Success criteria 3

Open
- Is there anything else that we have not discussed...

Personal Action Plan

Handout 4 – Personal Action Plan

Purpose

Reflect on today's workshop and identify key takeaways that were most pertinent to you. What might you do differently?

Additionally, identify specific actions that you intend to implement or facilitate as a result of what you have learned in the workshop.

Personal Takeaways

Key Takeaways
1.
2.
3.
4.
5.

Action Items

Action	Responsible Party	Due Date

Project Plan

Identify the desired outcomes
Define the current behavior
Name the ideal behavior
Identify the realistic behavior change
...objectives based on each realistic behavior change
...tives to SkillSoft (and other) learning resources
...ing selections provide the necessary metrics for your success criteria
Define the intervals of data collection
Identify the data collection methods/sources
Name the data collection responsible parties
Determine the data distribution plan (who and how)

A Closer Look…

Targeting, Aligning and Measuring
Learning Solutions with a
Business-Oriented Approach

SkillSoft
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Microsoft Word
Document

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Project Plan

- Implementation is easy with a project plan template

- Use the template to track your progress along the 6 steps by business driver

- Expand or contract the number of tabs to correspond to the number of business drivers you will address

Microsoft Excel
Worksheet

Additional SkillSoft Resources

- Client Community – http://community.skillsoft.com
  - Marketing Planning and Collateral Templates
  - Program Support Tools – course catalog, content and certification mapping, competency models
- Monthly Marketing Newsletters

Your Personal Action Plan

- Today's environment challenges us to think and act consultatively

- Facilitating the vision of the Director is key to success

- Your personal action plan (5 minutes)

  "People increasingly demand solutions that come with something more concrete than just a promise of value.

  They want careful identification of needs, answers to their problems, and proper implementation to help them achieve the return on investment they anticipated."

  The Prime Solution, by Jeff Thull

Closing Questions/Discussion