

Adapting to Diverse Audience Training Needs Quickly with UPK



STEP Project Implementation Team
County of Henrico, VA
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Overview

This paper documents the goals and needs of our diverse organization - County of Henrico General Government and Public Schools including the steps taken to streamline our current technology and to empower our diverse workforce for the future. Through the development and deployment of UPK Topics, we can offer 24/7 training support on-line in addition to providing continuity of our training content for our workforce. This tool will be used for our current roll-out of Oracle HRMS e-Business Suite and well as any future modules, upgrades or changes in the application.

Training on UPK

In August 2007, we began with Solbourne's Jumpstart onsite UPK training. This included two days of formal training followed by three days focused on development and editing of UPK topic recordings. The County's UPK team saw not only the current value for this tool, as well as envisioned future ways to apply this valuable resource. Immediate application of the Jumpstart training began with Navigation topics including logon and logout of the system, and moved quickly into developing the Employee Direct Access Modules. Development is currently underway for the Professional User Interface.

Why did we choose to implement an Oracle system?

The new Oracle HRMS e-Business Suite Implementation was necessary as our current database system was built in-house in the 80's, has served its purpose, and it was time to move to newer technology and enhancements available in 2007.

Goals of the Project

Our business scenario here at the County of Henrico is quite unique. Our project, called STEP – Streamlining Technology, Empowering People is a joint partnership of both Henrico County General Government and Henrico County Public Schools. Together we have a dedicated group of employees from both - HR General Government, Finance, IT, and HR Schools, Finance, and IT departments. The project implementation team works in an established off-site location with our consulting firm. Our implementation includes final product - one enterprise system solution to include interface with the already implemented Oracle Financials, implementation of Oracle HRMS e-Business Suite and future implementation of Public Sector Budgeting, LMS and iRecruitment Modules.

Our HRMS goal is to provide all employees the following:

- 24/7 direct access to their information
- Ability to do electronic time entry and leave requests
- Ability for our managers to electronically approve, reject, or change timecards
- Ability to enroll in Employee Benefits on-line
- Ability to streamline our current processes and workflows specifically in the areas of new and changed assignments and positions

Goals of the Project (con't)

- Ability to minimize paper transfer of information
- Ability to retrieve information from a single application

With this implementation, we will be able to provide Business Intelligence for our Upper Management to access and/or gather critical information in a shorter period of time than is now currently possible. We will be able to collect timecard information on critical projects such as hours worked related to FEMA, as well as Grant and Contract hours worked with each payroll. Future opportunities could include integrating our volunteer program with the new system. Most important, we will prepare and provide the tools to streamline processes and workflows, as well as empower our employees to transition to newer technology.

Implementing a UPK Solution

Training is and will continue to be our Number One request, and expectation from our employees. We take this seriously and understand how this fits into the larger picture of empowering our employees to utilize the new system and benefit from its solutions.

In researching this aspect of the project, we early on purchased UPK. We had heard about it and had the opportunity to see it demonstrated first-hand and also to talk with other organizations using this tool at the 2006 OAUG conference in Nashville.

The benefits of both a short term training solution to GO-Live, an on-going training solution for new employees, an easy way to communicate information about changes/updates to the system, a reference tool for remembering steps to complete a task, a test script solution, and most important the ability to use the context-sensitive HELP while in the Oracle application ensured we could provide an extraordinary training solution for our organizations.

Our Scenario with UPK

We are unique in that we will be launching UPK across both PC and MAC based platforms. General Government is mainly PC based. Schools is both PC and MAC laptop based with prior contracts with both Dell and Apple computer equipment for laptop deployment to Middle School (MAC - Apple) and Upper School (PC- Dell) students and faculty.

We potentially have over 12,000 employees, and up to 15,000 if we count temporary, contractual, and seasonal workers to be trained. Our approach to training will be different across General Government and Schools. Training will be deployed in the UPK See It, Try It, Know It, and Do It modes. Our plans include publishing Job Aides, HTML formats and Instructor and Student Training Manuals on the web for employees to access 24/7.

Diversity of Technical Skill Levels

We are confident that in the development process of UPK topics, we will be able to bridge the gap for many of our employees and actually provide them with the confidence needed to master the new system. The ability to publish in multiple formats allows us to reach diverse learning styles and multiple platforms across our workforce.

In-House UPK Team

We have established a UPK team with members of both Schools and General Government. This team will function to develop new content, tweak purchased content, and assure end-user readability and comprehension of the Henrico County version of the Oracle HRMS Suite. Moving forward, we will work with the iRecruitment, LMS, Public Sector Budgeting, Discoverer Reporting, and System Admin UPK topics.

This team will also be responsible for the development and/or tweaking of topics needed for Blended learning, and Web-based Training requirements for the project roll-out.

Training Plan and UPK

This tool will allow us to roll-out a comprehensive training curriculum to our over 12,000+ employees.

Our Training Plan includes:

1. Pre-Training Phase – Identify and Train employees by with little to no computer experience prior to the formal STEP system training
 - a. Instructor-led – delivered in two audience levels
2. Employee Direct Access – Instructor-led
 - a. Blended Learning = UPK + Instructor-led in the STEP Application
3. Employee Direct-Access
 - a. UPK Web-Based (Includes attendance in-person at a 1 hour Information Session)
4. Employee Direct Access – Departmental Train-the-Trainer
 - a. Blended Learning = UPK + Instructor-led in the STEP Application
5. Employee Direct Access - Train-the Trainer
 - a. STEP Project team will train key employees in General Government Departments to be prepared and comfortable with training curriculum to assure consistency of training across the organization
 - b. These Trainers will train and support staff in their specific departments.
 - c. Blended Learning = Instructor-led + UPK
6. Manager Direct Access
 - a. Blended Learning = Soft Skill + UPK + Instructor-led in the STEP Application
7. Upper Management Sessions
 - a. Blended Learning = Soft Skill +UPK + Instructor-led in the STEP Application to include Business Intelligence
8. Timekeeper Training in the Professional User Interface
 - a. Blended Learning = Pre-Work UPK + Instructor-led in the STEP Application + Post-Work UPK
9. Gatekeeper Training in the Professional User Interface
 - a. Blended Learning = Pre-Work UPK + Instructor-led in the STEP Application + Post-Work UPK
10. HR Staff (General Government and Schools)
 - a. Blended Learning = Pre-Work UPK + Instructor-led in the STEP Application + Post-Work UPK

UPK Usage Tracking Tool

With the UPK Usage Tracking tool, we have the ability to monitor and respond to targeted topic areas. Although, we cannot gain a complete picture by user using this tool, we still feel that this information will be useful as we move forward.

We will also look to the UPK deployment and our monitoring of the Usage Tracking tool to assist us directly with help-desk assistance/response to our end-users.

Conclusion

With each demonstration of the UPK tool to our IT Department, Agency Technical Partners, Train-The-Trainers, Finance Department, and respective HR Departments, the feedback has been very positive. We are anxious to assess formally later in 2008 the ROI that this tool has produced. Cost savings will be significant both in the types of training that can be rolled-out pre and post Go Live. In addition, we will be evaluating the direct impact of 24/7 Help topics/tutorials as it relates to decrease in call volume to the Help Desk. With the rapid development ability of UPK, we see that we will be able to effectively and efficiently meet the needs of this implementation and future projects.