# Project Closeout Report
## Presented to the IT Committee June 2010

**Project Name:** Enterprise Learning Management (ELM)

**Agency:** Office of Management and Budget (OMB)

**Business Unit/Program Area:** PeopleSoft Human Resources

**Project Sponsor:** Darin Schorsch, John Wohl

**Project Manager:** Brenda Bulawa

| Project Objectives | Met/ Not Met | Measurements — Description |
|---|---|---|
| **DOT** | | |
| Curriculum management is to include Skills, Competencies, and Certifications. | Met | The old learning management system did not contain employee records for skills, competencies and certifications. In the new ELM an abstract list provides the skills and competencies of each employee. A report (NDS_Certification) has been created to list all completed certification per employee which are valid and when they expire. |
| The numbering method of courses needs to be expanded. | Met | The previous learning management system was running out of course numbers. Course numbering can be 30 digits, alpha numeric characters now. |
| Increase the methods of training from instructor led only. | Met | The old learning management system only had two delivery methods for training; instructor lead and static PowerPoint. Agencies now have several delivery method options for training in the ELM; instructor led training, web-based training, external vendor training, and self paced learning. |
| Non-employee registration and record retention for classes given by DOT. | Met | By the use of external learner component, non state employees can be retained in ELM. |
| **ITD** | | |
| ELM to provide tracking of ITD training. | Met | ITD and participating agencies are no longer using mainframe to track training. ITD and participating agencies enter their training catalog into ELM. ELM will track these training numbers; supplemental learning training is also included which was not in the past. |
| Determine if existing records will be brought forward into ELM or not. | Met | Brought forward existing records; converted previous learning as supplemental legacy training history. A report was generated and verified that all converted information was moved forward. |
| Employee to have a clear understanding of what training needs to be completed for their position. | Met | *This project objective should have reflected that the ELM gives agencies the ability to setup employees to have specific curriculum for development in their position.*<br><br>Participating agencies have the ability to setup specific curriculum for development in their position. Currently ITD is using this function for new hires. |
| ELM to illustrate to the employee, as well as supervisor the % trained an individual is within their position and % complete for certification. | Met | Agencies have the ability to setup programs and certifications that have classes attached to them. Upon completion of the class the system certifies that the course has been completed. |

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| DOT and ITD | | |
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| Reduce the time spent training administrators by employee self-service for: course signup, drop, session change through a redesigned portal. | Met | *This project objective should have reflected that the time spent by the administrator for setting up employee training would be reduced due to the employees use of self service; i.e. course signup, drop, session change, etc...*<br><br>Per Judy Froseth (DOT), Tim Pfaff (DOT), and Laura Walz (ITD) the administrators are spending less time with employees thanks to self service; since employees can enroll for a class it has decreased their support time significantly. Both DOT and ITD reported that they are on track for saving approximately 240 hours a year thanks to self service. ITD and DOT will save additional hours now that the employee can drop or change sessions immediately by accessing self service without an administrator involved.<br><br>Also, DOT and ITD addressed that with the addition of supplemental learning, it allows for easy input of classes that are not in the catalog by the employee.<br><br>Time spent in creating comprehensive reports for training records has been automated saving the administrators time as well.<br><br>All training on how to administer and use ELM can be found on the PeopleSoft Portal under "ELM Self Service Applications". |
| Provide one stop queries to enable supervisors the ability to look for trained/in training individuals for future workforce planning. | Met | The Certification Completion NDS Report is available for Agencies to determine who has been trained for a particular position. |
| Provide a catalog of courses being offered and times. | Met | The previous learning management system did not have self service or catalog for the end user. The ELM allows you to create catalog with more extensive details; start date, instructor, delivery method, title, location, course number, etc... By providing more detail to the catalog the search available on ELM is more robust. |
| Establish cost of trainer as well as cost to take course offered. | Met | Invoicing for courses was done manually with the previous learning management system. ELM has an automatic interface to finance for those individuals identified by finance or on PeopleSoft. For those not identified through finance or PeopleSoft a traditional hand bill needs to take place. An External Payment NDS Report is available to assist in manual billing. |
| Training records and courses on one system. | Met | ELM has all catalog items built in by participating agencies. The catalog can be shared between agencies and each employee can add supplemental learning for those courses that are not in a catalog.<br><br>DOT only moved Defensive Driving to ELM. All new classes will be cataloged and monitored through ELM moving forward. ITD moved 100% of records and courses. |
| When an employee is authorized by a supervisor to take a class, it should be reflected on MS Outlook calendar. | Met | The old learning management system relied on a manual email correspondence from the administrator for class registration, approval and/or wait list to the participant. On ELM, after the employee enrolls, and the course is approved, an approval email notification is sent with a calendar invite. |
| By enabling self service, allow each employee, or supervisor to sign up themselves for classes, or select a class | Met | Per Maureen Vosberg (HRMS), Judy Froseth (DOT), and Laura Walz (ITD), by using self service the amount of time that an administrator took to enroll a |

| for a subordinate to enroll in. | | student has decreased by 90%. |
|---|---|---|
| | | The first 6 weeks, the amount of time Maureen, Judy and Laura spent on enrolling employees was spent answering question about self service. Today, they receive very few calls and what calls they receive takes only a few minutes to provide assistance. With all HRMS courses being cataloged and accessible by all agencies it is possible that other agency administrators may be fielding some of the questions that HRMS would typically get. |
| | | When Maureen was away from the office she would often return to a pile of training requests to input; she has none now; both Judy and Laura concurred with this assumption. |

| Schedule Objectives | | | | | |
|---|---|---|---|---|---|
| Met/ Not Met | Original Baseline Schedule (in Months) | Final Baseline Schedule (in Months) | Actual Schedule (in Months) | Variance to Original Baseline | Variance to Final Baseline |
| Met | 11 Months | 11 Months | 11 Months | 0 | 0 |

| Budget Objectives | | | | | |
|---|---|---|---|---|---|
| Met/ Not Met | Original Baseline Budget | Final Baseline Budget | Actual Costs | Variance to Original Baseline | Variance to Final Baseline |
| Met | $425,580 | $425,580 | $390,579 | 8.1% Under | 8.1%Under |

| Major Scope Changes |
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| There were no *major* scope changes in this project. There were 3 minor scope changes; approximately 17 hours total work was required. There was no impact to the baseline budget or schedule. |

| Lessons Learned |
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| • Establishing an accessible collaboration tool early on during the project aided in the documentation and communication process. |
| • Ensure agency team members are indeed accessing information and participating in the project; time should be setup during kickoff to train team on how to use collaboration tool. |
| • Longer on-site support schedule for the consultant; more time should be included in the ITD Vendor Pool (RFP) to support this. The RFP limited us to flexibility to extend the project during planning and would have affected overall cost. |
| • The RFP process enabled the State to select a vendor which was well versed in the deployment of PeopleSoft. Selecting a vendor who had implemented ELM with PeopleSoft in a government environment was very important. |
| • When weighting Vendor selection during RFP process knowledge should have been more heavily weighted then some of the other areas (i.e. cost, reference, etc...) |
| • This project utilized a train the trainer process however after implementation a few users contacted Business Lead for assistance. Need better follow-up that agency leads are providing training to end users after GO LIVE. |
| • After GO LIVE reports were updated or adjusted for agencies once live data was available; may need to include a report review task during GO LIVE. |
| • UPK infrastructure was launched prior to ELM so there was very little learning required for this project. |
| • Two levels of training available for administrators (those that want to learn how to use and others how to build), determining the needs of the customer helps move the implementation quicker. |
| • Self-service training is the future and the SOND needs to keep this in mind moving forward. Robust workflow! |
| • Agencies need to allocate more time to be fully engaged in the project; needed to focus on reading and understanding scope |

better.

- Terminology from the old application to the new application caused some confusion. (i.e. Session vs. Activity) Also, the terminology between what is used for the administrators and the employee self service application are different. Need a terminology translator.

- Communications is very important. The monthly agency lead meetings were effective. There cannot be too much communication!

- With an enterprise product a post-implementation user group should be organized; the ConnectND State Steering Committee needs to be involved with establishing this process early in the project.

## Success Stories

- The newly added OMB HRMS Business Lead was key to the success of this project.

- The RFP selection process enabled to select a vendor which was geared towards implementing PeopleSoft modules.

- The core project team skill set fit the roles needed for this project and made the project very efficient.

- HRMS feels that the automated training notification sent to the trainee is much more reliable then the manual intervention that was being performed on the old learning management system. Removed human error!

- Demonstrate an enterprise product that can be shared across agencies which did not previously exist.

- Product proved to be flexible for a variety of agencies needs; access to more state offered classes, certification available online, web classes offered through the same application, notification system, and employees can review their own learning.

- Managers can review their subordinates learning and easily enroll them in classes they deem important for their future growth.

- The vendor will use the knowledge gained from this implementation in future implementation for their company.

- The project team knew their roles and responsibilities at the onset of the project enabling the team to work efficiently.

- ITD Success Story:

  Enterprise Learning Management (ELM) has made entering and tracking training into one system more efficient. Information Technology Department (ITD) has been using this product since January 2010 and has experienced positive responses by their users. Since ITD employees have the capability to request training through this system online, the paper process has been eliminated which was proven to be very cumbersome. Some obstacles of the paper process included:

  o Employees residing in multiple locations such as DCN, NDAC, J-Wing, and Northbrook resulting in requests being misplaced or lost.

  o Location barrier made it difficult to get the appropriate signoffs in a timely manner.

  ELM allows employees to be responsible for requesting and monitoring their own training. Entering these requests online allows multiple approvals via email giving Managers and Supervisors the ability to monitor and view their employee's training records. ELM provides access to online courses allowing users to conduct their training at their desks, avoiding the hassle of driving to different locations resulting in saving time and money.

  In order to comply with the Risk Management requirements and promote a safe work environment, all employees are required to complete online training modules. ELM training system has helped ITD's Human Resource Department accomplish these tasks by providing the following benefits:

  o Avoiding travel

  o Conducting employee training at their desks

  o Providing proof of completion

  o Having a timely approval process (avoiding missed early registration deadlines)

  o Providing easy access to Training Records

- - Sending email reminders to employees that have not completed required training

- **DOT Success Story:**

  In February, DOT started having all state agencies use the ELM system to register their employees for the Defensive Driving Course (DDC). This course is set up as a certification so there are some extra steps with this registration. However, this will track when an employee needs to take DDC again and generate an automatic reminder.

  Some benefits DOT have experienced are:

  - Huge time savings for DOT having employees register themselves (DOT still spend plenty of time on the phone helping people become familiar with the system, but that is getting better)

  - Once the course is complete, being able to quickly and easily complete those who attended is very beneficial, not only for DOT, but for the employees.

  - When DOT used Administer Training, DOT had to determine which attendees were NDDOT employees and then enter them into the system. The other agencies had to keep track of their employees in some other way. ELM does that for them now.

  - Being able to print out the rosters for the class is very beneficial. Before ELM, they would sign their name on a roster and many times DOT could not read their writing.