

LMS Implementation Best Practices



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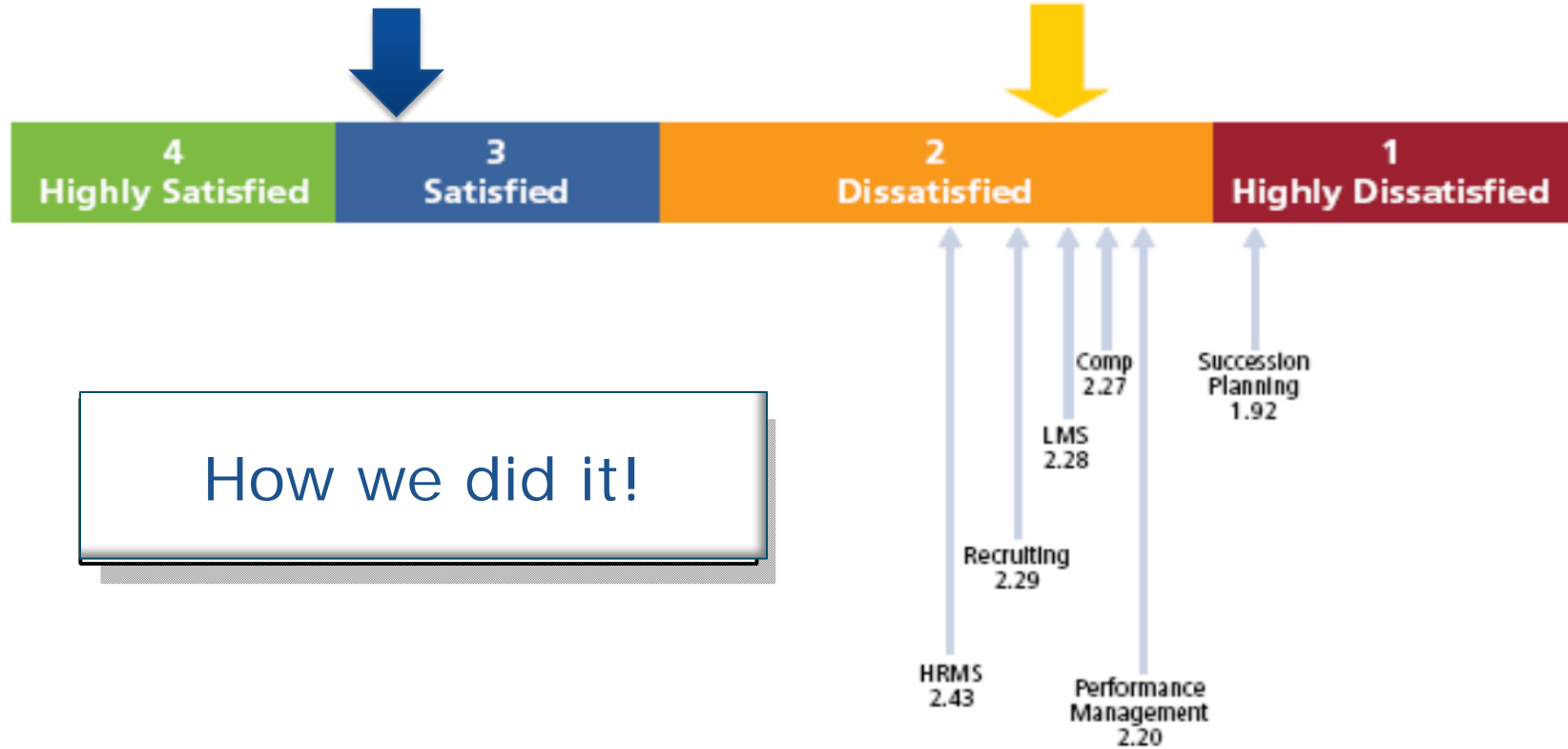
Typically, LMS Satisfaction is Low

Talent Management Software Customer Satisfaction

Figure 6

NRC LMS Satisfaction

Overall Satisfaction



Source: Bersin & Associates, 2007.



The Challenge

- Dramatic Increases in Nuclear Plant Planning and Construction
- Dramatic Increase in Training Demand





The Challenge

NRC has High Expectations for Employee Satisfaction



Job satisfaction comes from doing what you enjoy, without the boss finding out.

But Low Employee Satisfaction with the LMS



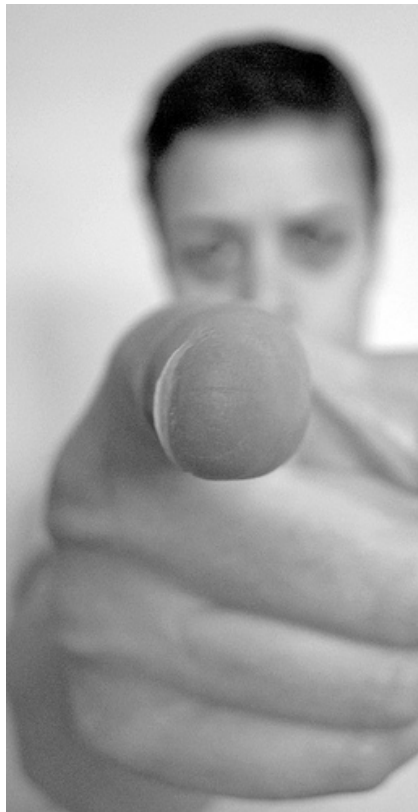
The NRC

- A Culture of High Expectations
 - High Expectations for Employee Satisfaction
 - Four years in a Row: #1 Place to work in Government



The Indispensable Ingredient

- NRC Senior Management Demands High Performance



Employee Performance Evaluation Form

Copyright by HealthCare Resource Management, Inc.

Employee Name: _____ Date: _____

Position: _____ Hire Date: _____

Description of Responsibilities:

Performance on a scale of 1 to 10 with 10 being Outstanding/Exceptional Performance and 1 being Poor/Below Expectations.

Professional Performance

Self-Appraisal
Rating

Manager
Rating

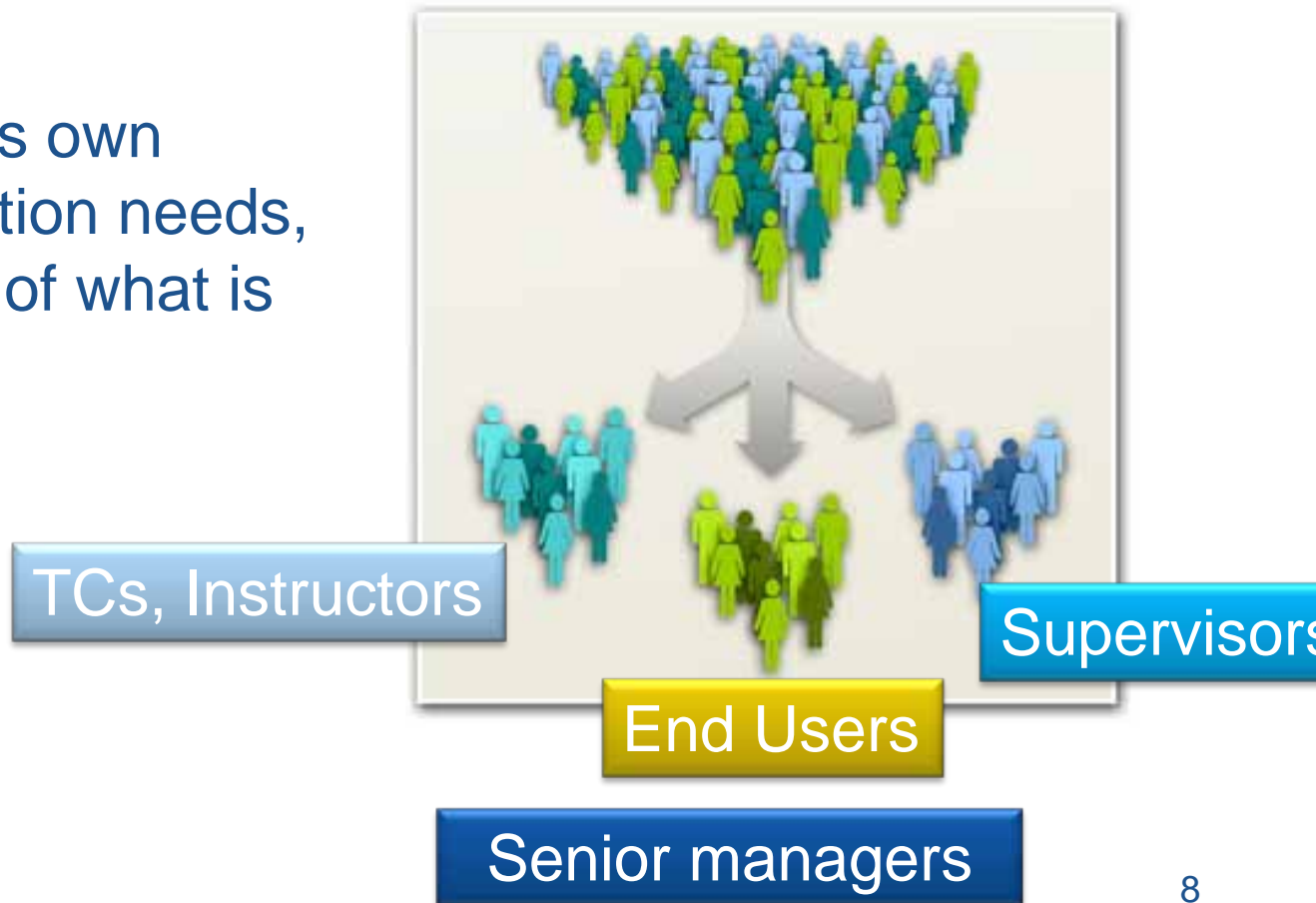
1. Knowledge of Office Procedures

7 Steps to Creating High Customer Focus

- 1. Identify key customer groups*
- 2. Determine most important Satisfiers*
- 3. Listen to customer feedback*
- 4. Build support for improvement efforts*
- 5. Measure satisfaction results*
- 6. Share results with customers*
- 7. Build consensus on priorities*

ID Customers to Address what's Important to Group

- Address the Needs of Each Customer Group
 - Each Has its own communication needs, and appeal of what is important





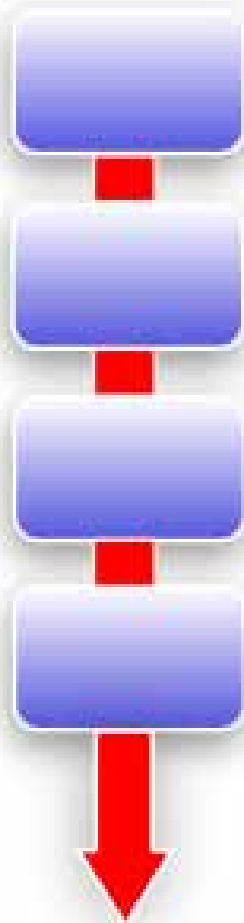
Listen to Customers

- Listening Posts
 - Employee Town Hall
 - Learning Council
 - HC Council
 - TC COP
- Surveys
 - Face 2 Face
 - Survey
 - Phone



LMS Key Improvements

- Improve help services!
 - Hire experience LMS PM
 - Engage Consultants with Deep LMS implementation experience
 - Hire Best LMS Super Admin
 - Develop Easy to Use On Line Job Aids
 - Automate Browser Checker
- Re-engineer LMS-related processes

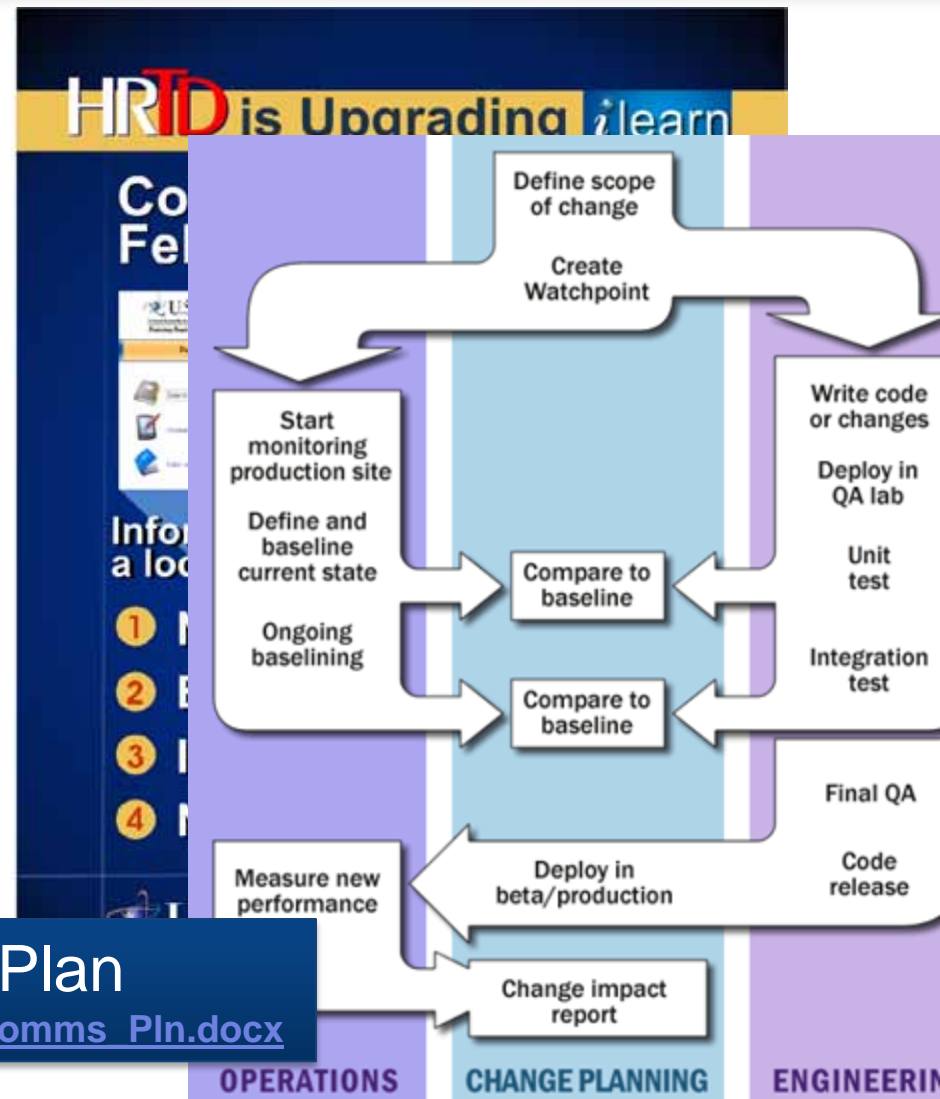


Systematic Change Management, Communications

- Total Involvement of Stakeholders in Solution
- Desktop Services
- Instructors, Training Centers
- Regional Offices
- Get the Hawthorne effect

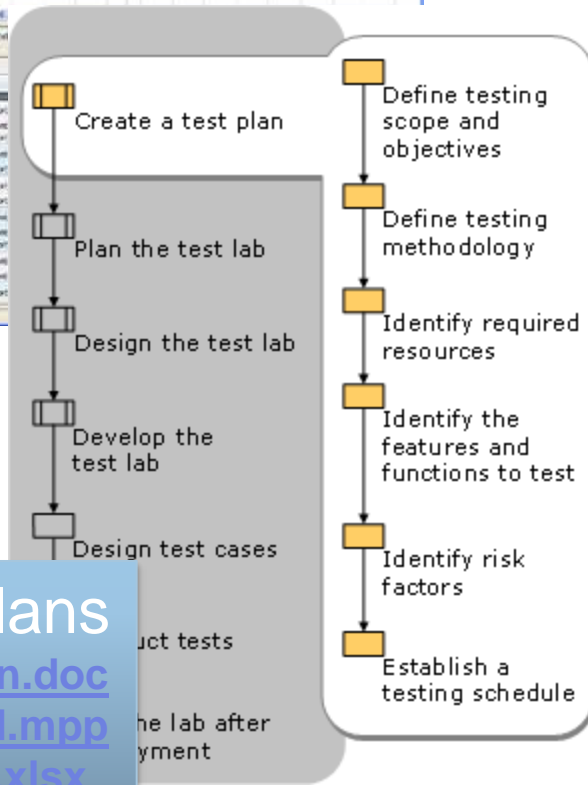
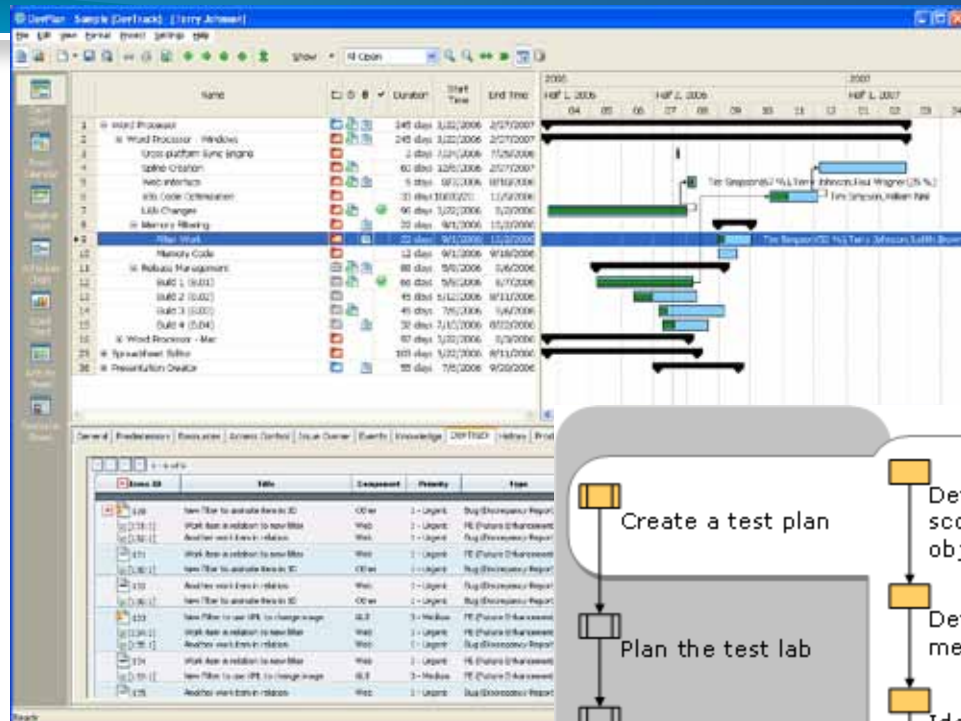
See Communications Plan

http://173.10.172.179/NRCAward/Att1_NRC_Comms_Pln.docx



Up Front Detailed Planning

- Detailed Project Plan
- Detailed Project Schedule
- Detailed Test Plan
 - Assure Trouble Free Start Up



See Actual Project, Schedule & Test Plans

http://173.10.172.179/NRCAward/Att2_NRC_ProjMgtPln.doc

http://173.10.172.179/NRCAward/Att3_NRC_ProjSchd.mpp

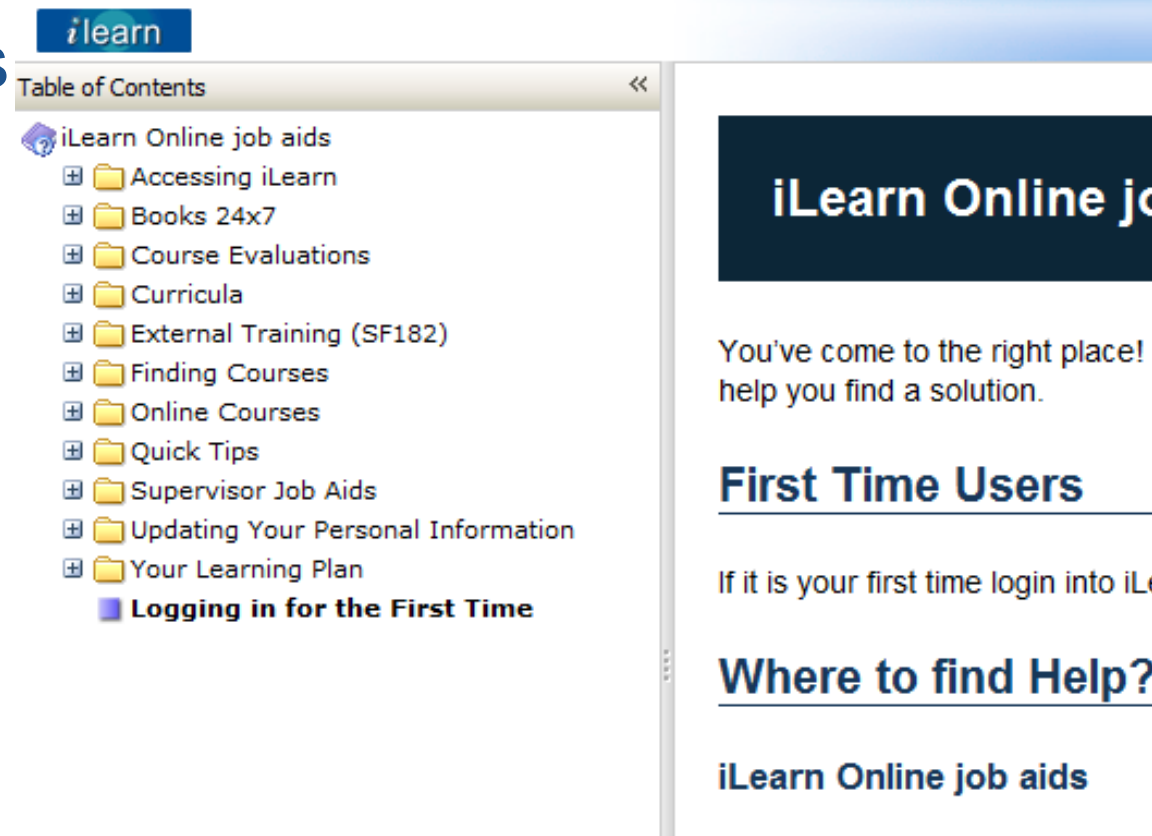
http://173.10.172.179/NRCAward/Att4_NRC_TestPlan.xlsx

Sophisticated Measurement, Analysis and Continuous Improvement

- LMS Ease of Use
- On Going Communications, on-Line COPs

- Job Aids On Line

https://ilearnnrc.plateau.com/content/nrc/help_guide/index.html



iLearn

Table of Contents

- iLearn Online job aids
 - Accessing iLearn
 - Books 24x7
 - Course Evaluations
 - Curricula
 - External Training (SF182)
 - Finding Courses
 - Online Courses
 - Quick Tips
 - Supervisor Job Aids
 - Updating Your Personal Information
 - Your Learning Plan
 - Logging in for the First Time**

iLearn Online job aids

You've come to the right place!
help you find a solution.

First Time Users

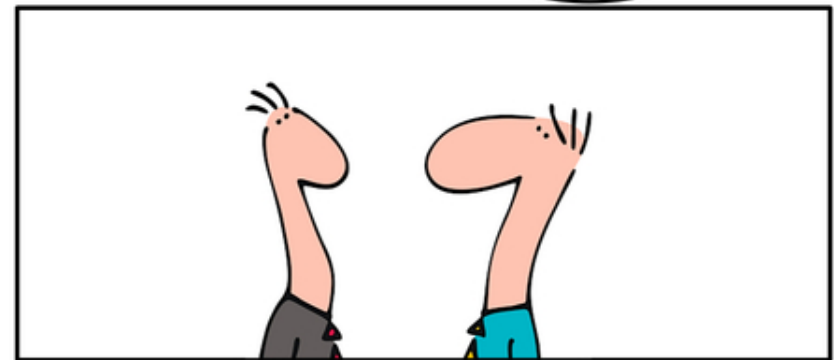
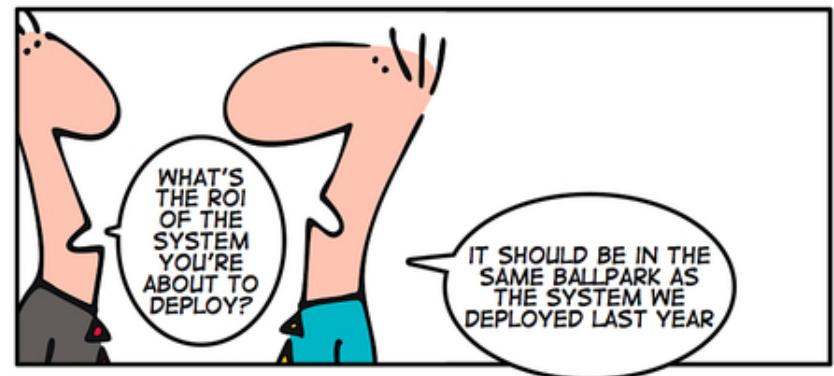
If it is your first time login into iLearn

Where to find Help?

iLearn Online job aids

Garner Leadership Commitment

- Build the Business Case
 - Show ROI
 - Demonstrate Impact on Employees

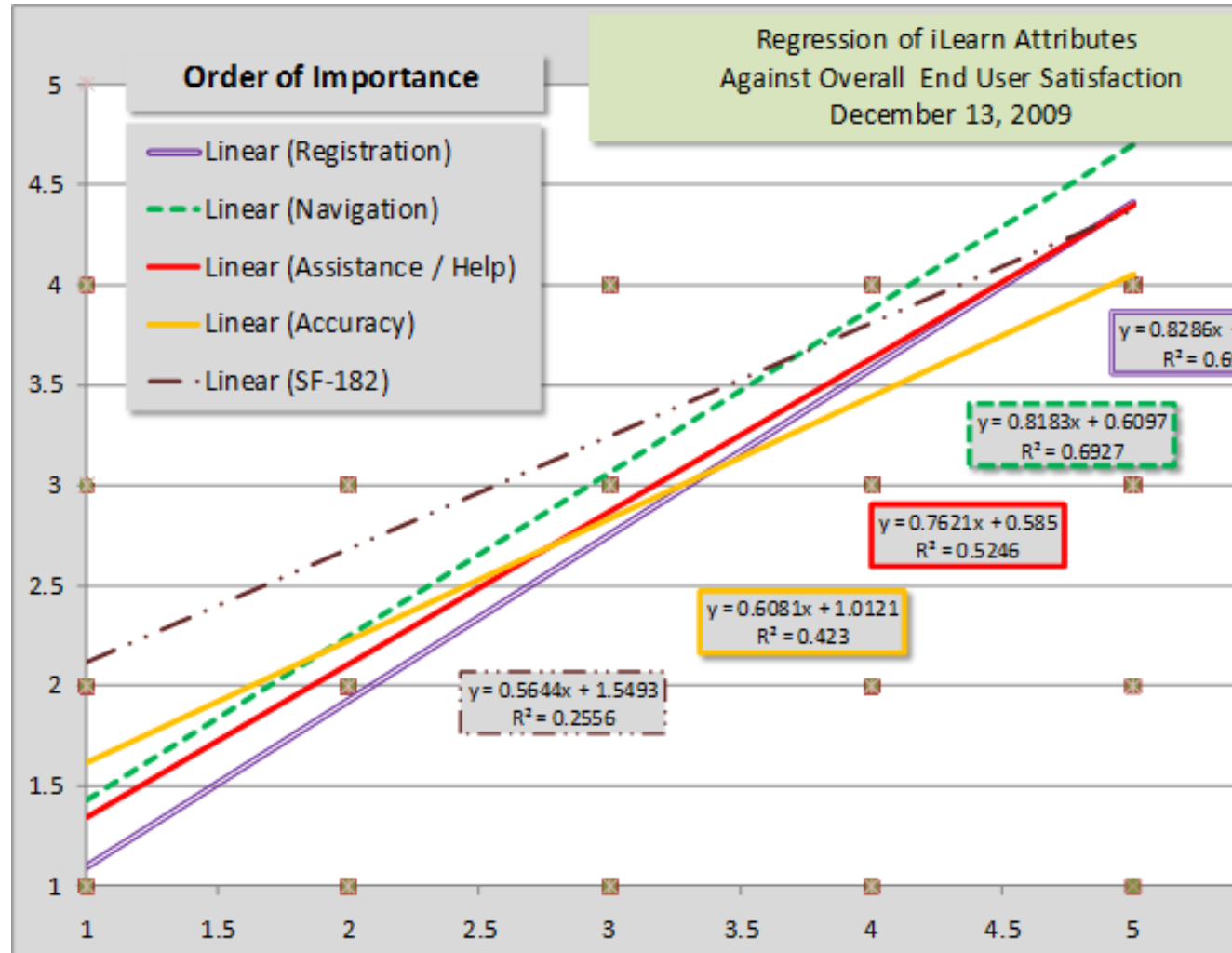


ROI



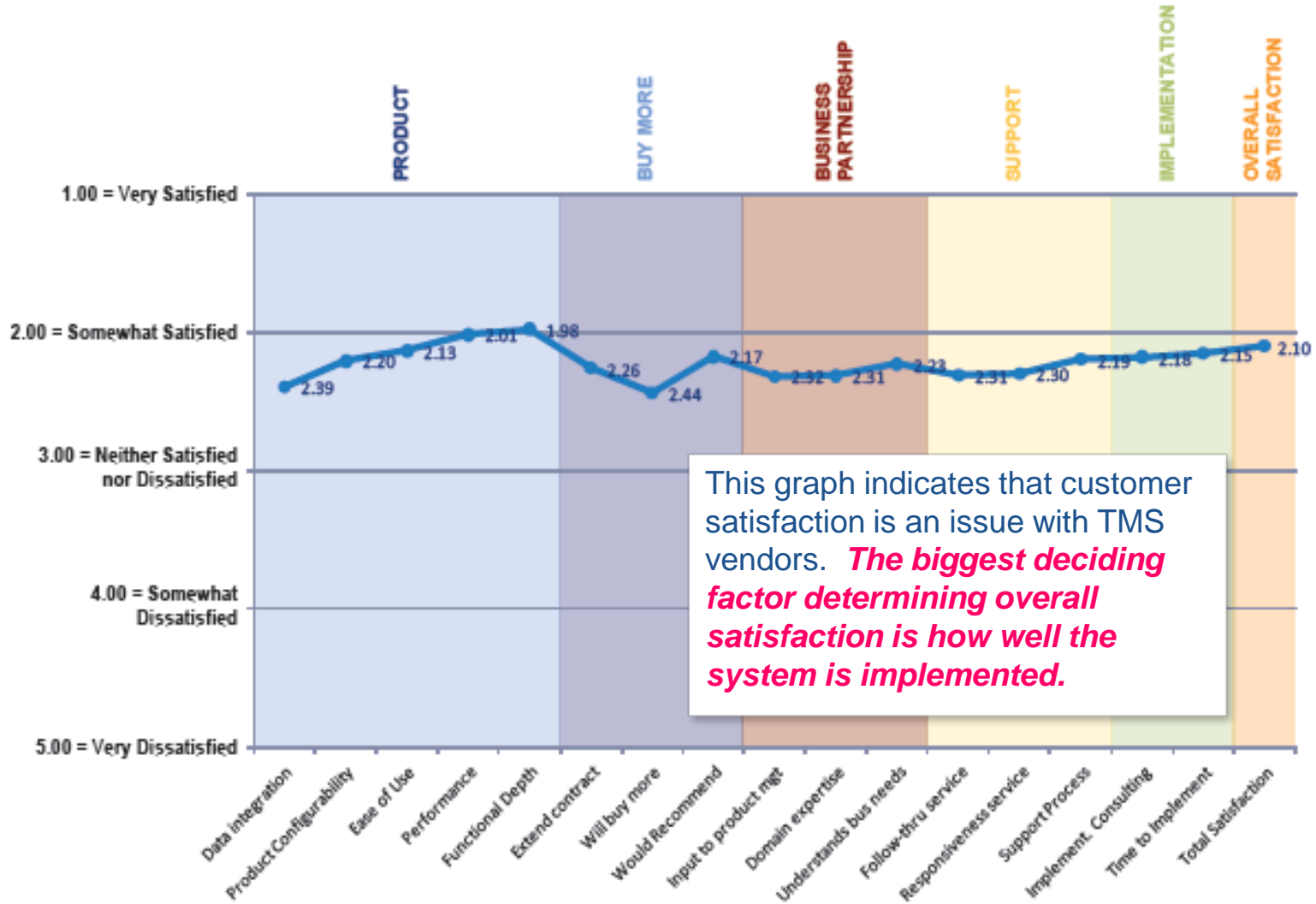
LMS Satisfiers

- Improve the overall ease of navigating, finding and registering for courses
- Improve Help Services, LMS administrator services
- Resolve technical issues recording on-line courses
- completion of on-line courses
- SF-182





Overview Talent Mgt System Industry Customer Satisfaction





NRC Improvement in Training Support Services

With KEA's Help, NRC Achieved Excellent Improvements in Client Satisfaction

NRC Overall LMS Customer Satisfaction Improvement Results		
	Satisfied	Dissatisfied
Pre-Improvement Initiative	57%	43
Post - Improvement Initiative	88%	12%

[See the Spreadsheet:](#)

http://173.10.172.179/NRCAward/Att5_NRC_Corr_Cust_Sat.xlsx



iLearn Satisfaction Results

Table 1 - iLearn Satisfaction Trend and R2 Analysis

September 2010 iLearn Satisfaction						
	Overall	Accuracy Course Completion	Registration Experience	Ease of Navigation	External Train Process (SF-182)	Help Services
Satisfaction	86%	89%	87%	82%	79% ²	74% ²
Dissatisfaction	14%	11%	13%	18%	21%	26%
Correlation (R ²) ¹		0.50	0.76	0.66	0.53 ³	0.62 ³
November 2009 iLearn Satisfaction						
Satisfaction	58%	63%	66%	59%	58%	65%
Dissatisfaction	42%	37%	34%	41%	42%	35%
Correlation (R ²) ¹		0.42	0.70	0.69	0.50	0.52
Change in iLearn Satisfaction Results (% Change)						
Satisfaction	47%	41%	31%	40%	36%	14%
Dissatisfaction	-65% ⁴	-70%	-61%	-56%	-50%	-26%
Correlation (R ²) ¹		8%	6%	-4%	3%	10%



LMS Satisfaction Demographics

iLearn Satisfaction by Organization					
Overall iLearn Satisfaction (Lowest to Highest)			Help Services iLearn Satisfaction (Lowest to Highest)		
Location	Satisfied	Dissatisfied	Location	Satisfied	Dissatisfied
OCM Commission	45%	55%	OCM Commission	29%	71%
NMSS	75%	25%	Region I	76%	24%
FSME	79%	21%	RES	77%	23%
RES	82%	18%	NRO	79%	21%
Region I	84%	16%	Region III	79%	21%
Region II	84%	16%	NRR	81%	19%
OIS	87%	13%	HR	82%	18%
NSIR	88%	13%	NSIR	82%	18%
Region III	88%	12%	ADM	84%	16%
NRR	89%	11%	Region II	85%	15%
ADM	90%	10%	NMSS	89%	11%
NRO	95%	5%	FSME	89%	11%
Region IV	95%	5%	OIS	90%	10%
HR	100%	0%	Region IV	93%	7%

Notes: The above results are considered statistically significant, even though the number of participants from each organization is relatively small. The results for

LMS Improvement ROI

Quality Loss Function November 2009

	End User Satisfaction Results				
	Help Services	Course Completion	Ease of Navigation	Course Registration	SF-182
StdDev	1.27	1.42	1.35	1.35	1.29
Average	3.74	3.72	3.51	3.75	3.52
Selected Score + x	2	2	2	2	2
Est Loss @ This Level per	\$72	\$99	\$40	\$117	\$144



Loss at a point: $L(x) = k*(x-t)^2$

where,

- loss
- k = coefficient
- x = measured value
- t = target value

	Loss Coefficient Calculation			
	$L(x) =$	k	x	t
Help Services	\$72	8	2	5
Record Completions	\$99	11	2	5
Ease of Navigation	\$40	4	2	5
Course Registration	\$117	13	2	5
SF-182	\$144	16	2	5

Average Loss of a $k*(s^2 + (pm - t)^2)$

where,

- s = standard deviation of sample
- pm = process mean
- Total Loss = Avg. Loss * number of samples

	Total Loss Calculation				
	L	s	PM	t	Loss
Help Services	\$26	1.27	3.74	5	\$613,826
Record Completions	\$40	1.42	3.72	5	\$964,867
Ease of Navigation	\$18	1.35	3.51	5	\$431,211
Course Registration	\$44	1.35	3.75	5	\$1,056,120
SF-182	\$62	1.29	3.52	5	\$1,481,183
				Loss	\$4,547,207

LMS Upgrade Ops Cost Reduction & ROI

Quality Loss Function September 2010

	September Post-Improvement iLearn Satisfaction Results				
	Help Services	Course Completion	Ease of Navigation	Course Registration	SF-182
StdDev	1.24	1.16	1.22	1.09	1.30
Average	4.37	4.77	4.36	4.60	4.08
Selected Score (x)	2	2	2	2	2
Est Loss @ This Level per c	\$72	\$99	\$40	\$117	\$144

Cost Avoidance	
Overall Savings	\$1,091,912
FTE Hours Saved	13,156
ROI	118%

**Cost to Upgrade to 5.8:
\$500,000**

Loss at a point: $L(x) = k*(x-t)^2$

where,

- k = loss coefficient
- x = measured value
- t = target value

	Loss Coefficient Calculation			
	L(x) =	k	x	t
Help Services	\$72	8	2	5
Record Completion	\$99	11	2	5
Ease of Navigation	\$40	4	2	5
Course Registration	\$117	13	2	5
SF-182	\$144	16	2	5

Average Loss of a s: $k*(s^2 + (pm - t)^2)$

where,

- s = standard deviation of sample
- pm = process mean
- Total Loss = Avg. Loss * number of samples

	Total Loss Calculation				
	L	s	PM	t	Loss
Help Services	\$16	1.24	4.37	5	\$372,206
Record Completion	\$15	1.16	4.77	5	\$367,371
Ease of Navigation	\$8	1.22	4.36	5	\$202,427
Course Registration	\$17	1.09	4.60	5	\$418,477
SF-182	\$41	1.30	4.08	5	\$980,087
Loss					\$2,340,568

Estimated ROI for Additional Recommended Improvements

Quality Loss Function What If Analysis: Improve Sat 30%; Reduce SD 20%

September Post-Improvement iLearn Satisfaction Results					
	Help Services	Course Completion	Ease of Navigation	Course Registration	SF-182
StdDev	1.24	1.16	1.22	1.09	1.30
Average	4.37	4.77	4.36	4.60	4.08
Selected Score (x)	2	2	2	2	2
Est Loss @ This Level	\$72	\$99	\$40	\$117	\$144

Cost Avoidance	
Overall Savings	\$1,091,912
FTE Hours Saved	12,132
ROI	155%

**Cost to Upgrade to 6.3:
\$427,500**

Loss at a point: $L(x) = k*(x-t)^2$

where,

- k = loss coefficient
- x = measured value
- t = target value

	Loss Coefficient Calculation			
	L(x) =	k	x	t
Help Services	\$72	8	2	5
Record Completion	\$99	11	2	5
Ease of Navigation	\$40	4	2	5
Course Registration	\$117	13	2	5
SF-182	\$144	16	2	5

Average Loss of $k*(s^2 + (pm - t)^2)$

where,

- s = standard deviation of sample
- pm = process mean

Total Loss = Avg. Loss * number of samples

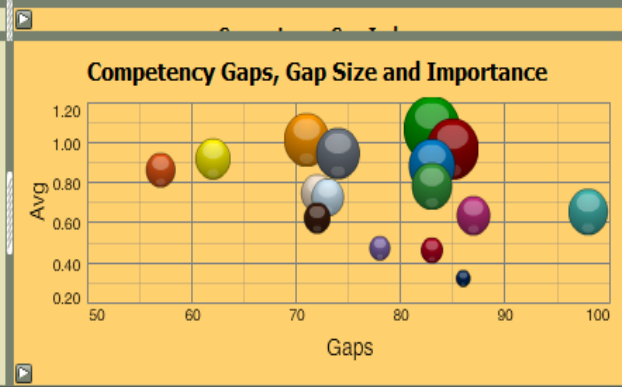
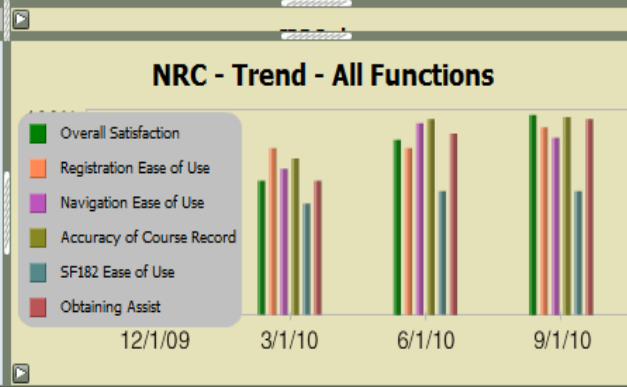
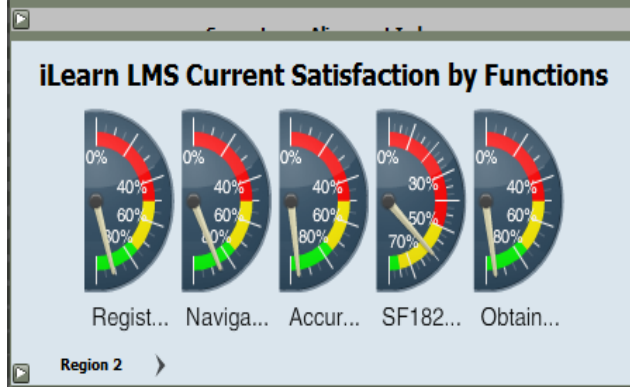
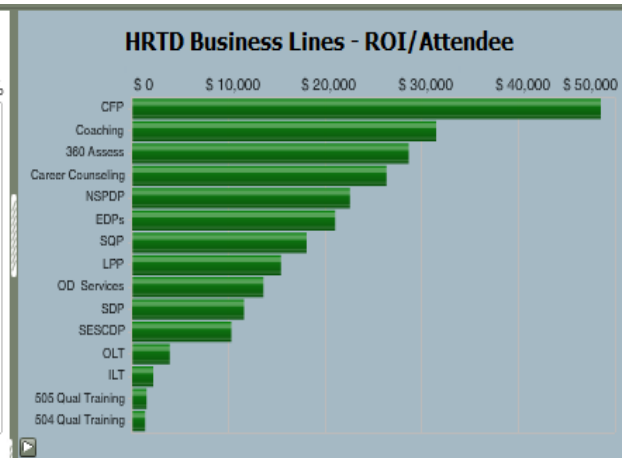
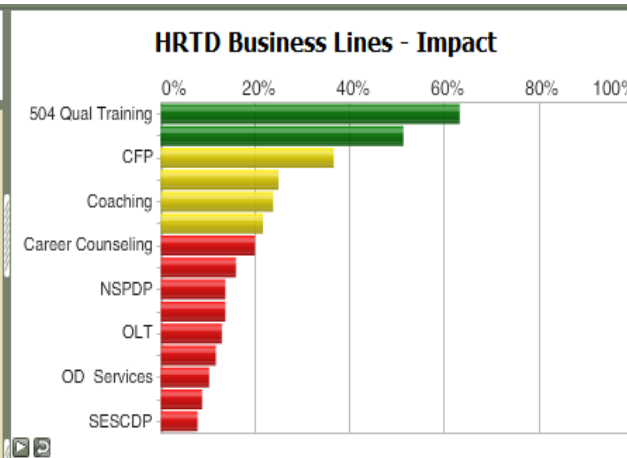
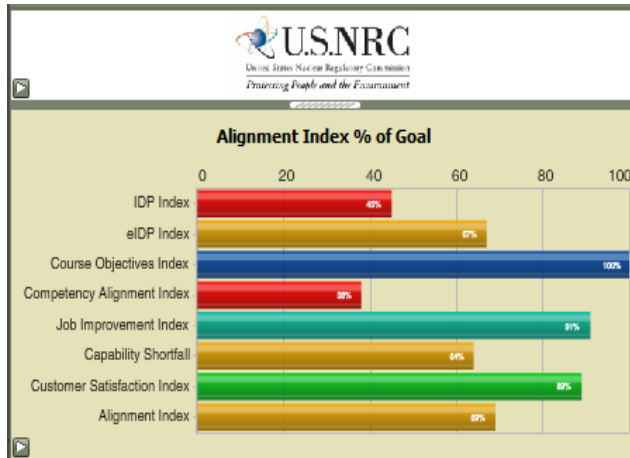
	Total Loss Calculation				
	L	s	PM	t	Loss
Help Services	\$16	0.87	4.81	5	\$372,206
Record Completion	\$8	0.81	5.25	5	\$190,213
Ease of Navigation	\$3	0.85	4.79	5	\$82,191
Course Registration	\$8	0.76	5.06	5	\$182,130
SF-182	\$18	0.91	4.48	5	\$421,915
Loss					\$1,248,656

NRC HRTD Scorecard

Alignment	Effectiveness	Efficiency	Learning Benchmarks (Trend)
Percentage of employees with IDPs or in a qualification program	Percentage of surveys showing unsatisfactory Kirkpatrick Level I results	Classroom utilization rate	Learning hours delivered per Workforce Learning & Performance staff member
Percentage of courses with formal learning objectives	Percentage of courses testing mastery by Kirkpatrick level II examination.	Percentage of training delivered via different modalities.	Training budget as a percentage of salaries (without benefits and taxes)
Percentage of learning objectives that cross-walk to competencies	Percentage of attendees passing examination	Percentage of courses evaluated biennially	Direct expenditure per employee
iLearn Satisfaction / Help desk Satisfaction	Percentage of attendees remediated to 100% mastery	Number of No Shows	Learning hours used per employee
Program Effectiveness - Total Impact & ROI for each LOB	Percentage of new supervisors completing curriculum within 2 years	Percentage of seats filled	Government Benchmarks (Like the OPM Survey)
Percentage of recent users who have a satisfactory iLearn experience	Percentage of new supervisors completing curriculum within 1 year	Learning hours received / learning hours provided	Employee Engagement
Scrap Learning	Percentage of NSPDP participants completing core	Gartner Group Metrics/SLAs for help	Percent ILT vs OLT vs Live Web



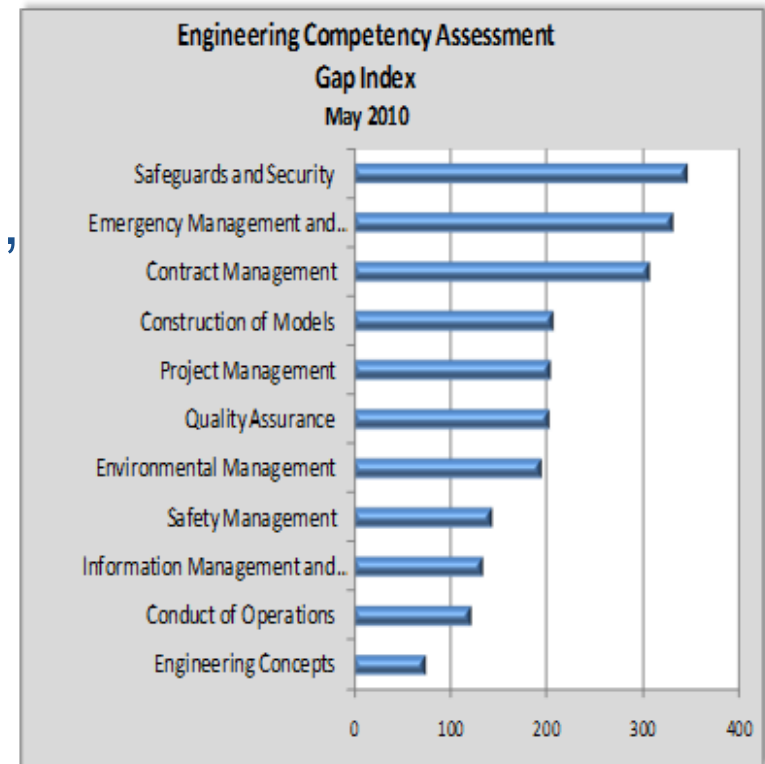
Develop State of the Art Dashboards





LMS Satisfaction Paved the way for NRC Competency Management Program

- Readiness Assessment
 - Technology Infrastructure
 - Competency Documentation, Content
 - Governance, Organization
 - Processes
 - Cultural readiness
- Competency Assessment
- Competency Development
 - IT, Acquisition, Finance, HR, Security, HR, Leadership & Management, Mission Critical Occupations





Summary LMS Implementation Key Drivers

- ***Detailed Up Front Planning***
- ***Identify key customer groups and most important LMS customer satisfiers***
- ***Build strong relationships with user groups, establish listening posts***
- ***Communications and Change Management***
- ***Leadership Commitment***
- ***Measure, Analyze and Continuously Improve***