

Cover Sheet: **PA Enterprise Learning Management System**

Category: Nomination for NASPE’s Eugene H. Rooney, Jr. Award –
Innovative State Human Resource Management Program

Program Title: Enterprise Learning Management System (E-LMS)
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Summary: PA Enterprise Learning Management System

In March of 2004, Pennsylvania deployed the Enterprise Learning Management System. E-LMS software was resurrected from the Commonwealth's implementation of another enterprise project. Even prior to the current economic situation, Pennsylvania has always endeavored to maximize existing resources.

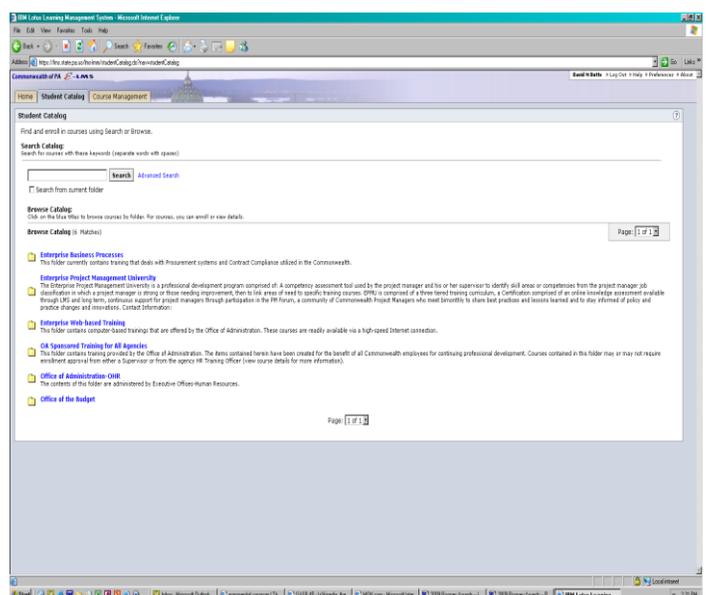
Implementation of E-LMS leveraged existing technology investments and resources to provide a robust application that meets enterprise training needs in a more timely and efficient manner and the needs of vastly diverse agencies with extremely wide-ranging training requirements.

The philosophies guiding E-LMS are:

- To inexpensively author, distribute, and track results for computer-based training to all employees
- To establish standards for training delivery, tracking, and scheduling for over 80,000 employees in 32 agencies.
- To integrate with existing human resource systems
- To leverage existing technology investments
- To utilize out-of-the-box functionality to the greatest extent possible.

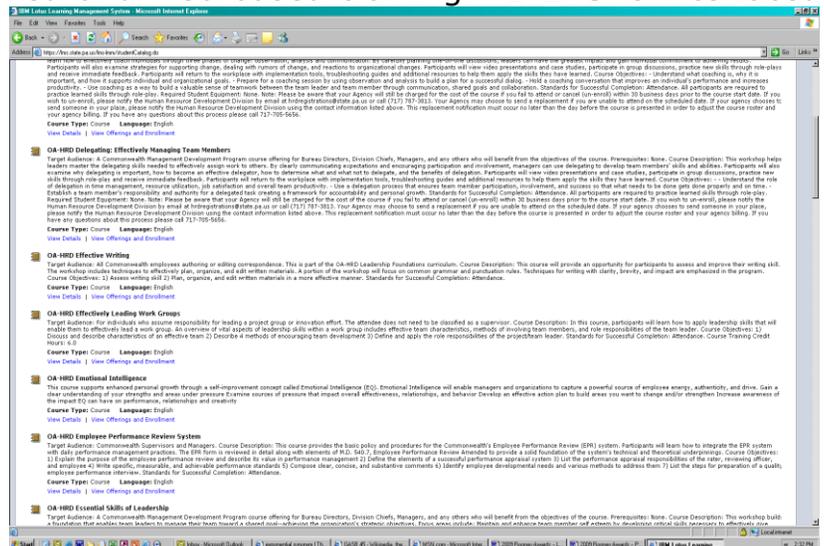
E-LMS's out-of-the-box functionality has allowed for innovative flexibility without the expense of costly software customization. Integration with existing human resource (HR) systems has provided the automation necessary to successfully manage E-LMS with minimal staff at both the enterprise and agency levels. It was determined at inception, that compiling or storing training data without the ability to extract data and measure metrics of success would be meaningless. Additionally, the ability to integrate with HR data quickly became apparent to employee development. This integration with HR data has allowed for a robust and comprehensive reporting tool that continues to evolve, meeting the needs of hundreds of users.

The use of E-LMS to deploy web-based training at the enterprise and agency level has grown enormously. This aspect of E-LMS alone has provided the commonwealth the ability to quickly and effectively meet mandated training needs in a cost effective manner. Most significant is the new ability to reach thousands of remote employees with training initiatives, which, in the past, took months or years to manually deploy in field locations, and required thousands of dollars in travel costs.



Narrative: PA Enterprise Learning Management System

1. Please provide a brief description of this program. Enterprise Learning Management System (E-LMS) is the Commonwealth of Pennsylvania's standard learning management solution. E-LMS provides a rich application that supports industry standards of both internal and external development of learning coursework, as well as a repository for course content. E-LMS provides a full range of functionality, including course scheduling, enrollment approvals, and tracking of course completions for instructor-led and web-based training. E-LMS is interfaced with HR systems to roster and track commonwealth employee learning, training, and development. E-LMS also offers commonwealth business partners access to information and training opportunities. Additionally, a stand-alone reporting solution, with extensive reporting capabilities, is part of the value added from the continuity of service established by E-LMS and integrated systems.



2. How long has this program been operational (month and year)? E-LMS has been operational since March of 2004. Since that time, E-LMS has grown and continues to evolve to meet the needs of the Pennsylvania state training organizations and business partners.

3. Why was this program created? (What problem[s] or issues does it address?) Prior to the March 2004 rollout of the commonwealth's E-LMS, Pennsylvania did not utilize an enterprise learning solution to manage and track employee course registration and training records. This created a tracking, registration, and record keeping environment that varied radically across agencies under the Governor's jurisdiction. As a result, numerous problems surfaced as commonwealth agencies attempted to manage their employee's training records. Record keeping varied from paper and pencil to non-scalable training systems that were customized for the needs of individual agencies. Integration with existing human resource systems did not exist, and training records did not easily follow employees as they moved from one agency to another. E-LMS has unified record keeping processes; it also solved the problem of training records and employee development progress being lost as employees moved from one agency to another.

A manual registration process for enterprise and agency course offerings is time consuming and labor intensive. Course offerings and registration tracking managed through E-LMS is automated with checks and balances. The process also involves an employee supervisor with a level of approval which promotes supervisor involvement in the training process. Course tracking and management is simplified

through automated notification of enrollment confirmation, logistic changes, and waiting lists.

Reaching remote training audiences with a unified message was time consuming and resource laden. E-LMS has allowed the Commonwealth to launch policy driven communications and learning opportunities using web-based training strategies.

4. Why is this program a new and creative method? The E-LMS implementation provided a cost effective method to categorize, deliver, and track an assortment of training initiatives to a mass audience at both the enterprise and the agency level, while utilizing and integrating with existing HR systems. Implementation required identifying a centralized approach to solve a myriad of issues and concerns, while simultaneously meeting the varied training needs and requirements of individual agencies. This single training management and delivery system automatically rosters 60,000 commonwealth employees and contractors that have access to email in 32 agencies.

5. What was the program's start up costs? In 2003, the IBM Lotus Learning Management System was purchased and used for an enterprise implementation that required both the deployment of web-based and instructor-led training. Upon completion of the enterprise implementation, the IBM Lotus Learning Management System software license was upgraded to an enterprise-wide processor-based license. The cost of the initial upgrade was \$60,963. An additional \$49,429 was also allocated to this initiative to cover the cost of three IBM servers.

It is important to note that with the exception of one staff member, all staffing requirements were assumed by existing commonwealth personnel, and no contractors have engaged in the implementation of E-LMS.

6. What are the program's operational costs? An annual maintenance renewal of approximately \$83,000 is required for the IBM LMS software.

7. How is this program funded? The cost of the annual maintenance is absorbed by the Office of Administration.

8. Did this program originate in your state? We are not aware of any other states implementing an enterprise learning management solution prior to March 2004.

9. Are you aware of similar programs in other states? If yes, how does this program differ? Several other states have contacted the commonwealth seeking information regarding implementation of an enterprise learning management solution. However, details of successful implementations in those states have not been provided.

10. How do you measure the success of the program? We can measure success by the number of instructor-led sessions and web-based trainings deployed through E-LMS. When looking at the number of sessions that have reached

audiences not before reachable at low cost, there are significant cost savings in terms of productivity and expenses in delivery of web-based training, in addition to liability mitigation due to enhanced delivery and tracking of training.

Since inception, 2,718 different instructor-led courses have been tracked using E-LMS. E-LMS has also been used to host and track 73 web-based courses reaching 763,694 participant sessions. Many of the courses offered include mandatory compliance courses that, prior to being available, would have required classroom participation and travel. With E-LMS, the courses are now offered online and are tracked automatically. It is estimated that significant savings in travel, classroom time, and administrative costs are a minimum of a million dollars a year. E-LMS has also been used effectively to address the demands of high profile initiatives to rapidly provide a full training curriculum to thousands of commonwealth employees and business partners from many agencies and local jurisdictions. Examples of these include the Commonwealth Workforce Development System, Supplier Relationship Management, and the initiative for Finance Transformation.

11. How has the program grown and/or changed since its inception?

E-LMS has grown and evolved significantly since it was implemented in 2004. The most obvious area of growth has been in the area of E-LMS reporting. An external reporting application has been built to address the various needs of agencies. As we move forward with this initiative, we feel confident that we will continue to enhance and refine the reporting application to address future requirements.

The commonwealth is also in the process of creating a data repository to store training records that were created prior to the implementation of E-LMS. The external reporting application will link the training data from this repository with training data currently stored within E-LMS, to create one comprehensive training record for each employee.

Since inception, E-LMS has seen a significant increase of agency usage of web-based training. This increase is due to system socialization and technology education. Additionally, economic circumstances have encouraged leadership to seek new and innovative methods of maintaining a well developed and efficient workforce. E-LMS continues to provide communication and development solutions through progressive web-based training initiatives.