NASPE Innovative State Human Resource Management Program Submission

Mandatory Online Training Program for Louisiana State Supervisors

Louisiana

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1. Please provide a brief description of this program.

The Comprehensive Public Training Program (CPTP) for the state of Louisiana provides mandatory Supervisory training for 9,949 state agency supervisors. The program is housed within Louisiana State Civil Service (SCS). SCS decided to streamline processes and save budgetary dollars by investing in an online solution for the instructor-led state supervisory training. The CPTP staff completed a conversion of all Mandatory Supervisory Level 1 training courses to an online format accessible through a global Learning Management System. The new online training for Supervisors includes a course program of five online courses with an interactive hands-on instructor led capstone training workshop that allows supervisors to practice and apply the skills and knowledge they acquired through the online learning courses. The courses are scenario based and provide real-world examples that allow supervisors to problem solve and participate in solutions to real problems.

2. How long has this program been operational?

The program has been active since January 1, 2012.

3. Why was this program created? What problems or issues does it address?

The Mandatory Online Training Program for Louisiana State Supervisors was created to provide training consistency to state supervisors and save on costs accrued by offering these courses in an instructor led format.

The program addressed the following issues:

- **Improved Training Costs** – Producing any type of training is time consuming, with mandatory supervisory e-learning each time the course is accessed the return on investment improves based on the production costs vs. the number of users. Cost savings are also noticeable through decreased travel, instructor time and payment, reduced needs for materials and training classrooms, and improved or more efficient performance.
- **Increasing Productivity** – Because e-learning is not reliant on an instructors' time or travel plans for students, we can control the impact on production by training supervisors during down times. Supervisors have the option to take the training at their own convenience and learn at their own pace.
- **Standardization** – Even if you have a great instructor, there is no guarantee that courses are presented the same across each session. The e-learning courses have allowed us to standardize the consistency of delivery of content and compress delivery time. By using a blended learning approach and combining e-learning with a facilitated session and interactive case studies, it allows us to maintain consistency for each learning experience.
- **Improved Retention** – The combination of multimedia and online instructional design with practice case studies and scenario based learning can increase retention and produce results. By allowing users the "freedom to fail" and try again to complete a scenario or difficult task, we are allowing the supervisor to analyze every possible solution to find the right one. This continual cycle of learning increases retention and improves productivity.
- **Constant access to resources** – Learners do not have to depend on notes or rely on memory, they can access the online learning reference materials anywhere, anytime, and any place.

4. **Why is this program a new and creative method?**

With the rapid evolution of multimedia and creativity in online learning, this new approach has become widely recognized for its benefits. A mixture of self study and online learning is the newest way to get the best learning outcomes. This program changed the way the state of Louisiana viewed training. Supervisors now have learning and references at their fingertips. We can address several key needs through a mixture of distance learning and self-study. The days of waiting for a class to come available or trying to crunch in requirements in order to meet qualifications are a thing of the past.

5. **What was the program's startup costs?**

The startup costs for the Mandatory Online Training Program for Louisiana State Supervisors were minimal. The CPTP staff houses several talented e-learning developers so costs associated with software and photo resources were all that was needed to set this initiative in place. Total estimated startup costs: $4,200.

6. **What are the programs operational costs?**

Operational costs of the program are minimal. As the majority of the state's supervisor

population is located in or near Baton Rouge, where the CPTP trainers are also domiciled, the need for lodging, mileage reimbursements and meal per diems are limited to those workshops delivered significantly outside of the Baton Rouge area. Workshops held in Baton Rouge take place in CPTP facilities. Facilities for the workshop outside of Baton Rouge are provided by other state agencies free of charge. As a result, the estimated yearly cost to facilitate up to 36 capstone workshops accommodating up to 1,440 participants is approximately $2,400 per year. A breakdown of these costs is included in the table below:

Operational Cost per annum	
Instructor Travel[i]	$1304
Instructor Lodging[i]	$504
Instructor Meals[i]	$490
Material Costs (training supplies and reusable class resources)	$100
Total Cost	**$2398**

    i. Travel, lodging and meal per diem rates specified by the Louisiana State Travel Office

7. <u>How is this program funded?</u>

CPTP is funded by fees assessed by each state agency employing classified employees, a percentage based on the amount of their classified salary budgets.

8. <u>Did this program originate in your state?</u>

CPTP is housed within SCS. State Civil Service staff develops online learning and present courses on Civil Service rules, policies and specialized training for Human Resource professionals.

The programs primary purpose is to maintain a fully integrated program dedicated solely to providing a full range of workforce development initiatives necessary to meet the learning and development needs of managers and supervisors within state government.

The CPTP program was established by the legislature in 1979 to "upgrade professional, technical, and managerial skills of state employees." All state employees are eligible to participate in appropriate classes with permission from their state agencies. This program originated in the state of Louisiana.

9. <u>Are you aware of similar programs in other states? If yes, how does this program differ?</u>

After careful research, it appears that online learning initiatives are widely used by a majority of the states in the U.S. Human resources topics such as Ethics and Sexual Harassment are popular courses delivered via e-learning to cut down on training costs for state entities. A majority of state universities offer executive coaching and leadership training for state supervisors, however we are not aware at this time of another state funded program housed in civil service that has similar requirements to the Mandatory Online Training Program for Louisiana State Supervisors.

10. How do you measure the success of this program?

Prior to launch, CPTP staff members conducted intensive focus group testing to ensure the new course structure met and in some cases exceeded the needs of state supervisors. This ensured that our department's course developers built solid courses that addressed scenarios realistically for maximum benefit for students. Since the launch of this program, CPTP members utilize several different methods to measure the program's success, including post-course evaluations, soliciting student feedback through in-person conversations, as well as conversations with training coordinators and HR leaders that observe both the feedback from students as well as supervisory reactions to the program. As the program matures, we intend to implement additional measurement techniques to continue observing how participation in this program is better preparing supervisors in the state.

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

Since the program launch, more and more supervisors are accessing and completing course requirements. Overall feedback has been positive and no changes have been needed to address any major concerns. We attribute this to the CPTP team's intensive focus group testing before the program launched. Currently, the CPTP program only offers Level 1 requirements in this format. As feedback and results return, CPTP intends to conduct further needs assessments to evaluate how other programs within the minimum supervisory program can be improved through use of this blended learning approach.

Screenshot of LEO with Supervisory Group 1 courses listed:
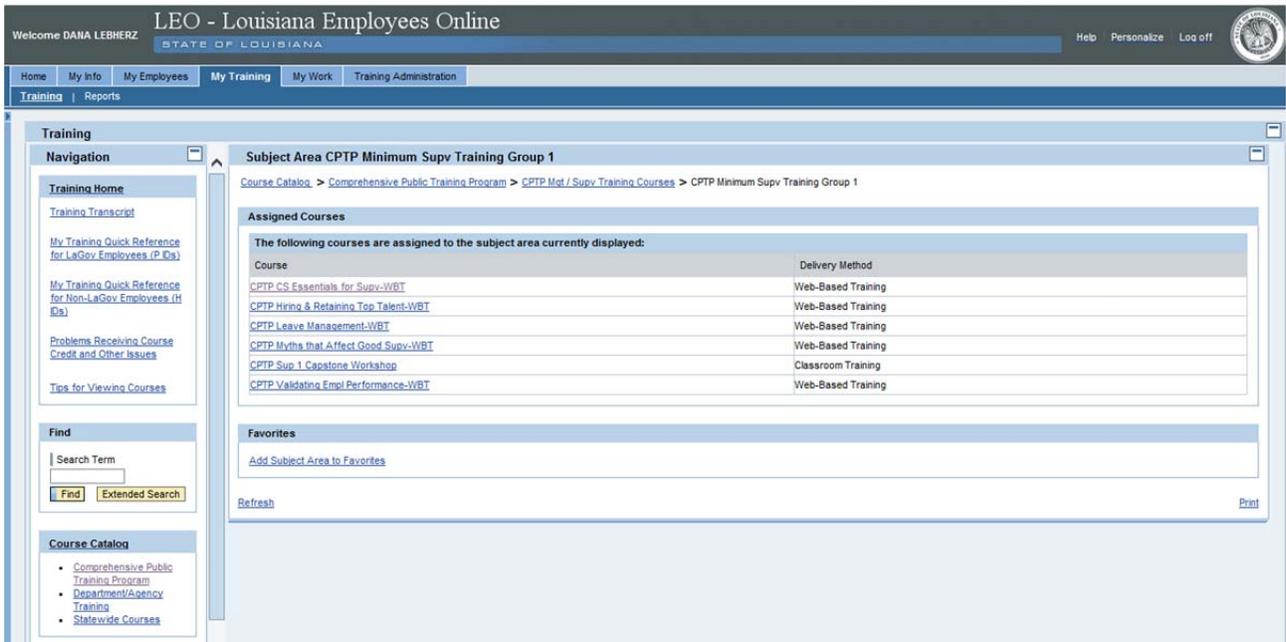
Screenshot of the course menu in Civil Service Essentials:
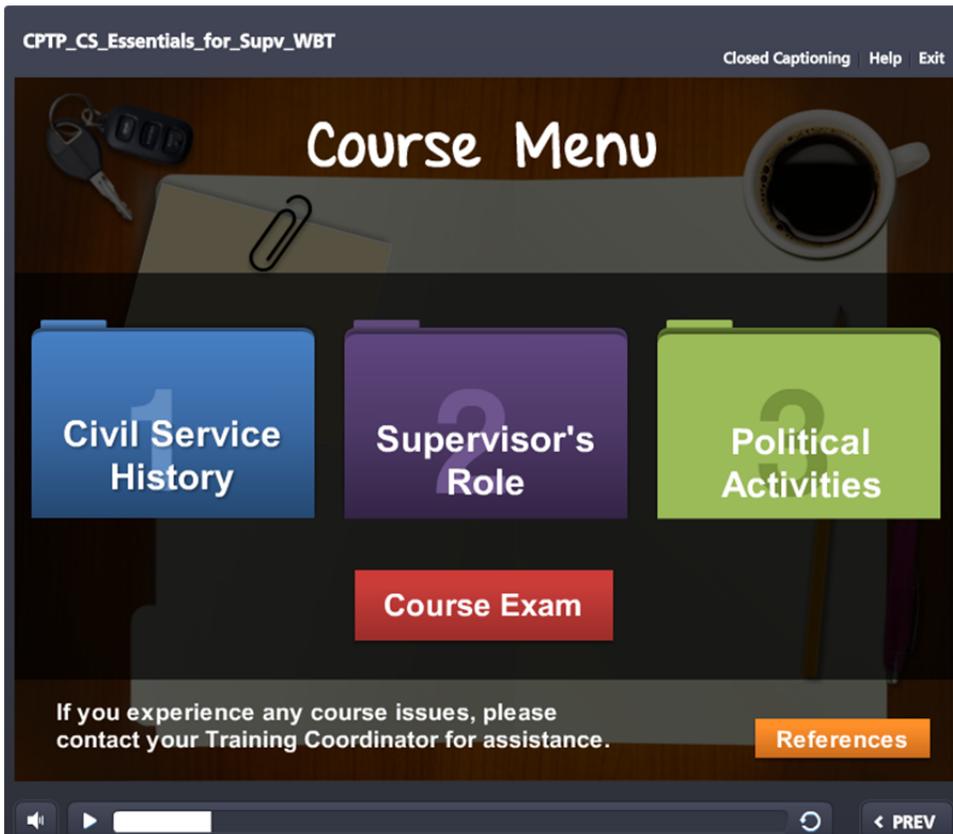
Screenshot of the opening slide of the Common Myths Course:

Screenshot of the quiz slide in the Leave Management Course: