

2017 NASPE AWARD

Eugene H. Rooney, Jr. Award Nomination

Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

PROGRAM INFORMATION

Program Title: Delaware Learning Center Implementation

State: DE

Contact Person: Barbara McCleary

Contact's Title: Training Administrator

Agency: Office of Management and Budget/Human Resources Management

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NOMINATOR INFORMATION

Nominator: Amy Bonner Title: Deputy Director

State: DE Agency: Office of Management and Budget/Human Resources Management

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DETAILS

1. Please provide a brief description of this program.

The Delaware Learning Center Implementation Team is a cross-functional team of individuals from several State agencies including Office of Management and Budget (OMB) and the departments of Services for Children, Youth, and Their Families (DSCYF), Health and Social Services (DHSS), Transportation (DelDOT), Corrections (DOC), and Technology and Information (DTI). This team of Training Administrators and IT staff identified a need for a statewide learning management system, gained leadership support and funding, and then worked through several challenges and overcame barriers to move the State of Delaware from 45 separate and distinct ways of tracking training, ranging from paper files to outdated legacy systems, to a single centralized system that provides training resources to employees from any computer or device at any time. This single approach to manage the delivery, registration, approval, and tracking of training is enabling efficiencies in the delivery of training, promoting collaboration between state agencies, and enabling the tracking of critical certifications, such as those for nurses, security staff, and emergency personnel. Since implementation, the Delaware Learning Center is estimated to save the State of Delaware over a million dollars in implementation costs and thousands in annual maintenance and support. The solution is scalable and enables any State agency to fully use the system without any additional implementation or ongoing costs as compared to each agency having separate contracts. The result is a software as a service (SaaS) solution that resulted in several new best practices established during the implementation process and now used throughout the State. The response from State employees to the Delaware Learning Center has been overwhelmingly positive since employees can now search, request, register, and launch training, as well as print certificate of completion and transcripts at any time. The social learning feature allows employees that complete training to share articles of interest and best practices with one another. And, micro-learning is enabled through short videos available on-demand. The Delaware Learning Center offers the means to create learning content in forms most beneficial to the workforce of the future and provide the right training, to the right employees, at the right time. OMB's vision of "Working together to create excellence in state government" was realized by this team who initiated this project from concept to implementation resulting in the Delaware Learning Center.

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2. How long has this program been operational (month and year)?

Implementation of the Delaware Learning Center began in December 2014 with a phased or tiered approach to the implementation with the ability to "stand up" each agency's training administration portal as the agencies were ready. The DLC has been fully operational with all State agencies using the system since January 2016.

3. Why was this program created? (What problem[s] or issues does it address?)

For years, State agencies provided training to their employees independently of one another. In late 2012, Training and Organizational Development conducted a series of online surveys, focus groups, and demonstrations to explore the interest in a single learning management system to enable the registration and management of training across Delaware State Government. What we found were at least 45 different systems to track employee training with no single agency completely satisfied with their approach or system. With this supporting data, a LMS Sponsor Group was formed with representatives from OMB and DTI to use as a sounding board as we began the process to acquire an enterprise-wide learning management system. These sponsors met monthly and provided Training and Organizational Development's Section Administrator with advice and guidance on the DTI's Business Case process, architecture review board, and the budget process for new initiatives.

Through partnership and after several months of meetings with the agency Training Administrators from DSCYF, DNREC, DOC, DHSS, and DeIDOT, we drafted a list of our functional training system requirements. There were six challenges that we needed addressed by the system:

- (1) Available to State employees from any computer at any time,
- (2) User data to be populated automatically from our HR system, PHRST,
- (3) Easy sign-on to the system without another password (single sign-on process),
- (4) Automated approvals for all learning types,
- (5) Transferrable, meaning data moves with the employee throughout their career, and
- (6) Available to external learners such as healthcare providers, first responders, and other stakeholders of the state.

We contacted other States to determine which systems they used to track and manage employee training and asked about the successes and challenges of their systems. We also asked questions about system costs and how the system was managed. From this data, we estimated the cost of implementation and ongoing maintenance costs. From listening to other states we outlined best practices and finalized our functional training system requirements. We also determined that we wanted to system to be a Software as a Service (SaaS) system to enable employees to have access to the training from any computer at any time without the challenges of State firewalls.

With the details of the system outlined and estimates of the system implementation and ongoing maintenance costs, we scheduled several meetings with leadership to discuss the opportunity. With support of OMB/IT, the project was identified as one of the top IT projects for OMB. Meetings continued as we worked for support of DTI, PHRST, and the other State agencies, all the while working

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with OMB to secure funding for the project. Once funding we secured, the process began to formally define the project and begin the RFP process

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

The mission of the team was to implement an enterprise-wide learning management system for all State agencies to put training at the fingertips of all State employees. HRM's Training and Organizational Development determined through surveys that there were at least 45 different systems across the State, varying from paper files to antiquated agency-developed systems, used to track training for over 25,000 State employees and external learners. This project was initiated by the Training and Organizational Development team as a collaborative process to provide a means for all State agencies to deliver and track training cost effectively while also meeting the individual training needs of the agency. Implementation of enterprise systems are not typically a collaborative approach that involves stakeholders at all levels. What was unique and creative about this system implementation was the partnership involving training administrators, HR Managers, IT Managers, HR System administrators, Supervisors, and Leadership. The user adoption rate of the system from state employees to training administrators has been amazing with over 183,000 training completions in 2016.

We learned early on that collaboration with key stakeholders was the catalyst to persevere as obstacles were encountered and overcome during the RFP and implementation process. These partnerships enable us to implement a system with acceptability across State agencies. We attended monthly HR Roundtable meetings providing updates on the project implementation to HR managers and met with leadership teams, PHRST key end users, DTI, and others upon request providing demonstrations of the system and answering questions to gain buy-in. We created a dedicated email mailbox for the Delaware Learning Center for users' questions throughout implementation. Several online courses were developed for employees, supervisors and training administrators. Workshops were provided to training administrators to support their learning and implementation of the Delaware Learning Center (DLC). One-on-one training sessions are provided as requested to assist in the onboarding of training administrators. And, historical learning data migration services are provide to agencies wishing to bring historical data into the DLC.

To keep everyone informed during implementation, weekly meetings were held with the project team to review the project tasks and status to ensure the project implementation was on time and on budget. Huddles, or impromptu meetings, were held as needed throughout implementation as challenges were encountered to remove barriers and ensure the project proceeded forward. Monthly updates were provided in person with project sponsors and Training and Development staff, in addition to weekly report updates, to ensure all those involved in the project were kept up to date and issues addressed as needed. The spirit of collaboration continues as monthly Governance Council meetings with Training Administrators of the large State agencies and monthly DLC Administrator Forums with all DLC training administrators (60 total) are held to keep open the lines of communication open and enable efficient implementation of new system functionalities.

The Delaware Learning Center implementation encountered several firsts, initially creating challenges but ultimately were overcome and resulted in improvements for the benefit of the State and future system implementations:

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1. **Cloud Terms & Conditions:** this initiative was one of the first central procurements to center on Delaware's Cloud First policy utilizing Delaware's Cloud Terms and Conditions. Through collaboration with the Department of Technology and Information (DTI), we revised and finalized the requirements. Pre-award negotiation rested heavily on new Cloud Terms and Conditions for the Software as a Service (SaaS) solution, and became a benchmark for the State's future vendor relationships.
2. **PHRST Date Feed:** The data transfer file of user data from the State's single HR system, PHRST, directly to the Delaware Learning Center was also a new innovation for the State. In cooperation with Government Support Services we implemented and signed a Business Associate Agreement developed specifically to ensure data security form each point. This agreement became a part of the formal contract agreement and is now used in other State contracts.
3. **Credit Card Processing:** Enabled for external learners to purchase training in the Delaware Learning Center. This required extensive process negotiation with the State's Treasurer's Office, DTI, GSS, and the awarded vendor to enable this process all within the awarded solution. A template was created to enable State agencies to request a merchant account to expedite the process of account creation and setup specifically for the Delaware Learning Center.
4. **State Single Sign-on:** There were no systems that matched employee IDs with employees' State email accounts, which is required to enable a single sign-on system. The PHRST system did not house State email address for employees. A new field called Business Email Address was identified in PHRST and dedicated for State email addresses. This new field would be a required field to be populated by the agency's HR Office staff and is now used by other systems such as e-STAR the State's timekeeping system.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

Cost of implementation was \$222,000 for an enterprise system available to all State employees. Since we moved to a Software as a Service (SaaS) solution, the system was implemented and continues to be maintained by existing training unit staff. And, since the system can be support solely through training administrators, there is no need for IT Support Staff or IT infrastructure needed to maintain the new system or legacy systems. We are able to get IT out of the business of managing data related to training and back to support critical IT infrastructure.

6. What are the program's operational costs?

Annual cost of \$258,000 provides licenses for 20,000 users. These users have access to all training made available to them including classroom, online, videos, assessments, certifications, and materials. By taking an enterprise-wide approach to implementing a learning management system, the State of Delaware has saved over \$2 Million in implementation costs and annual maintenance costs. This single solution is scalable and enables each State agency to fully use the system without additional implementation or ongoing costs as compared to each agency having separate contracts. eCommerce capabilities of the system enable the State to eliminate the need for third party systems to charge and track conferences and seminars open to stakeholder external to the State.

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7. How is this program funded?

This program is funded through existing resources in the Office of Management and Budget.

8. Did this program originate in your state?

9. Are you aware of similar programs in other states?

If yes, how does this program differ?

There are other states and other organizations that have implemented learning solutions; however most of them implemented their solution to a portion of their State (few agencies) or to a limited number of training providers. We implemented a truly enterprise solution for State of Delaware government agencies and the courts providing the capability of all of our State agencies not only use the system but to manage their training in the system. The training transcripts of our State employees move with them as their careers progress with the State of Delaware. The management of the system continues to be a partnership across State agencies as we leverage the system to provide training to State employees and our stakeholders.

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

The greatest success of the Delaware Learning Center implementation is the consolidation of 45 outdated systems for tracking employee training to a single statewide system that enables State employees to search, request, register, and launch any type of training. Supervisors can run reports, view employees' transcripts, and assign training to employees. The system supports social learning through a function called Connect, provides training to external learners, and enables credit card processing for conferences and workshops, and for classroom training. The system is available 24/7 from any computer anywhere, Single Sign-on is enabled, a nightly feed from PHRST to ensures employee data is up to date, approvals for training and email notifications are automated, training data is available to the employee anytime and moves with the employee throughout their career with the State, and external learners can use the system to receive training from the State. By taking an enterprise-wide approach to implementing a learning management system, the State of Delaware has saved over \$2 Million in implementation costs and annual maintenance costs. This single solution is scalable and enables each State agency to fully use the system without additional implementation or ongoing costs as compared to each agency having separate contracts.

User and Agency adoption of the Delaware Learning Center is impressive with the following results:

- 23,000 Active Users (State employees and external learners)
- Over 189,000 State employees, contractors, and stakeholders registered for training this fiscal year with the most dramatic increase in online course participation with over 127,000 users having completed or are in progress of completing online training.
- 92% - completion rate for online training courses

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- All executive branch agencies, elected offices, and the judicial branch used the system as part of the required Securing the Human – Cybersecurity training. The only organizations not using the DLC organization-wide are National Guard, School Districts, Charter Schools, and Higher Education.
- 30 training providers fully functioning in the Delaware Learning Center including: DHSS (9 providers), DNREC, DSCYF, DSHS/DSP, DOC, DOL, DelDOT, Fire School, OMB (providing leadership, communication, interpersonal skills, pension, HR, and financial training).

During implementation, we identified additional opportunities to cut costs such as loading data ourselves rather than using an engineer load provided by the vendor. We negotiated this and other cost savings that enabled us to keep the project within budget.

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

Since the initial implementation, we have enabled content publishing capabilities to create our own training content and publish it in the Delaware Learning Center. Social learning collaboration capabilities were enabled through Connect Communities

True partnership and the spirit of collaboration has increased trust with State agencies and across agencies. Using a single system to provide training to employees has opened up the opportunity for collaborate even more in opening up training to other State agencies, sharing online training resources, and training materials. Recruitment and retention is a major challenge facing state government and is expected to continue in the coming years. Opportunities come from knowledge and the Delaware Learning Center is preparing our workforce for the future by providing training resources at their fingertips.

We have been asked by other States to share our successes and challenges through participation in meetings, webinars, Communities of Practice meetings, and email inquiries. Most recently we provided a presentation on leveraging constituent relations for external learners and a forum for public sector administrators on gaining buy-in and engagement during system implementation.

The vision of the Office of Management and Budget is “Working together to create excellence in state government”. This project supported OMB’s vision and three of OMB’s goals: (1) Establish and maintain OMB as an integrated service organization (2) Provide leadership for state government in the management of resources and assets. (3) Provide an environment that builds performance excellence through diversity, trust, cooperation, innovation, empowerment, learning, and employee recognition. The work of this team exemplified leadership through collaboration and partnership with State agencies as we worked to acquire and implement a system for the benefit of all agencies. As a result, this team was recently named the recipient of Delaware's Governor's Team Excellence Award for 2016.

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