

**“We are very happy with the way [consultant] developed the module... overall he hit 99%. Which in my book is great!”**

*~ Project Manager*

## CHALLENGES

Update an existing training certification program to support a major new software release

Streamline the existing training to remove redundancy and improve learner attitudes and engagement

Completing the project before an upcoming software release

## APPROACH

Identify the Knowledge Transfer team's vision for the program

Perform initial analysis to discover challenges that learners face with the current program

Divide the work among the client and consulting team for cost savings and a collaborative, time-saving effort

Break e-learning into modules based on job roles to reduce total seat time per learner

## RESULTS

Instructionally sound facilitator-led training materials, with learning objectives and relevant activities / assessments

Streamlined e-learning program that reflected learning objectives, eliminated redundancy and focused on key role-based tasks

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The work was impeccable, and it was done so fast! I wish I had your “secret sauce” for meeting these tough deadlines with such great work!

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*~ Project Manager*



## HEALTHCARE IT COMPANY NEEDS AN UPDATE AND AN OVERHAUL

A large information technology and services company in the healthcare industry had a major software release in the near future, and they needed to update all of the existing training materials.

The client's Knowledge Transfer team developed and delivered the instructor-led training and e-learning to both internal and external customers in a university type certification model. The program for the existing software consisted of two five-day workshops (one for technical training and one for end user training) and 40 hours of e-learning. In addition, learners were required to complete over 270 use cases that directed them to complete specific tasks in a training software environment. The client knew they could streamline this training to make it less redundant, and they wanted to improve the learners' perception of the training.

The Knowledge Transfer team was spread thin because of their multiple responsibilities, so they asked Michaels & Associates to help them enhance the integrity of the certification program while updating it for the new software version.

### SPOTLIGHT

The renewed training materials are developed to accompany a major software release for the organization's award-winning enterprise application system. Designed to support medical and dental claim processing, this next-generation software enables customers to efficiently manage all levels of healthcare personnel and ensure that the right people have the information they need in real time.



### LEARNER CHALLENGES CALL FOR CHANGE

Key stakeholders in the Knowledge Transfer team met with Michaels & Associates to identify challenges with the certification program and formulate goals for the redesigned version: They wanted to:

- Better orient learners to the certification program and set expectations for what they will experience.
- Incorporate software updates in the instructor-led training and case studies.
- Increase instructional soundness of the training by adding:
  - Behavioral learning objectives.
  - Relevant learner checkpoints.
  - Appropriate assessments that reflect the learning objectives.
- Remove unnecessary redundancy in the e-learning track so it complemented, instead of repeated, what was presented in the instructor-led training.
- Redesign the program to be more seamless blended learning.

To expedite the development process, ensure a quality program and reduce costs, consultants and client SMEs formed collaborative teams to divide and conquer the updates and enhancements. These teams worked together to create the design documents and identify the learning objectives. They continued to stay in close contact while developing the training materials.

### A BLENDED SOLUTION AT 20% OF INDUSTRY COSTS STREAMLINES TRAINING BY 50%

The Knowledge Transfer team focused on updating the use cases to eliminate redundancy and system errors, and Michaels & Associates was tasked with overhauling the facilitator-led and e-learning components of the program.

#### Facilitator-led Training Changes

To update the existing instructor-led training, Michaels & Associates reviewed the new release enhancements and existing training materials. Then we worked with SMEs to determine the learning objectives for all 40 lessons in the two week-long courses. We added the learning objectives to the existing student guides and overhauled the in-class activities and final assessment to reflect these objectives.



We also added new screenshots (which were provided by SMEs), field descriptions and explanations to the guides and PowerPoint slides for the system updates.

All of this work was performed in approximately four hours of development per one hour of seat time, saving the client over 80% of the typical new course development time—based on industry standards.

### **e-Learning Changes**

Michaels & Associates worked closely with SMEs to identify learning objectives for the e-learning and determine content to trim from the existing course. We also helped identify the learners' primary job roles, which we used to break the e-learning into nine role-based modules. With the new modules, learners were only required to complete the training that pertained to their jobs, instead of sitting through the entire program. Of course, the client's employees who supported the software were required to complete all of the e-learning modules.

Consultants at Michaels & Associates also identified the primary tasks performed by each job role and used that information to identify which use cases to practice in each module. We included references to the use cases within the e-learning so learners could practice new system tasks as soon as they learned them. Learners were also quizzed on those skills throughout the training, instead of just at the end of training.

Because the client was focused on cost savings, Michaels & Associates developed design documents and storyboards, and the client's media team programmed the final courses in Articulate. The storyboards were created using PowerPoint and included graphics and on-screen text so they could easily be loaded into Articulate. The client's media development team loaded the storyboards into Articulate, added appropriate interactions and recorded the audio.

By focusing on job roles and condensing the amount of e-learning, Michaels & Associates' consultants were able to reduce total e-learning seat time from 30 hours to 10 hours. Most learners, however, would only complete about 2-3 hours of the e-learning, based on their job responsibilities. In addition, because the consultants identified the most important use cases to practice, time spent completing these activities was reduced by over 50%.

This was the first project between Michaels & Associates and the software company, and the end result definitely surpassed the client's expectations. By dividing the work and streamlining the existing training program, the client realized cost savings and could proudly offer an effective certification program that could be easily maintained for future releases of the software.