CAMA

interact

exercise book-cahier d'exercices

name-nom *City of Windsor Workplace Learning*

subject-sujet *CAMA Awards of Excellence 2009*

8 Pages
51/2 X 81/2 • **13.97 X 21.59 cm**
ruled • ligne

Introduction

Recognizing the importance of developing and maintaining an educated, skilled and knowledgeable workforce, the City of Windsor's commitment to workplace learning continues to be an extremely important aspect of its Community Strategic Plan, under the pillar of Responsive and Responsible Government, that is, "Cultivate Administrative Talent – build and maintain a dynamic administrative team." With mounting financial pressures and budget constraints, the goal of providing a quality corporate training and development program has become increasingly difficult, yet imperative for the effective delivery of essential services particularly during economically challenging times. In the pursuit of efficiencies that are environmentally friendly and extend its reach to disseminate information to employees across the organization, the City of Windsor introduced e-learning to its curriculum. Although it began with an online, web-based PowerPoint presentation for new employees, it has now evolved to a highly sophisticated e-learning program. This was achieved through the collaboration of various stakeholders within the organization and through its private-public partnership with eSolutionsGroup.


While presented over several pages, text for this content submission meets the two (2) typewritten pages requirement. It has been spread over several pages to lend creativity to the submission.

Recognition of workplace learning/literacy, clear language and/or e-learning initiatives: this award will recognize leadership and efforts of new municipal workplace learning/literacy, clear language and/or e-learning.

Q. **1) What was the reason for planning a workplace literacy/learning, clear language, and/or e-learning program?**
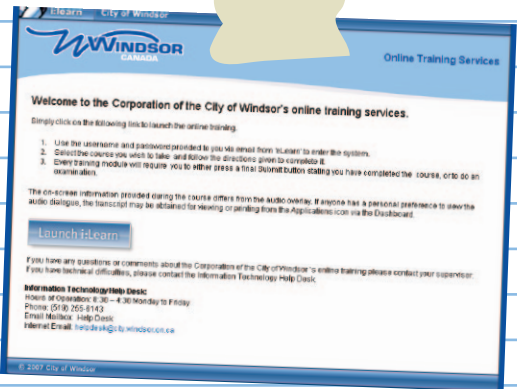
A.
- The project team had to develop, document and deliver an e-learning tool that would enable the delivery of education for the technology Acceptable Use Policy (AUP), Tangible Capital Assets Policy as well as for general orientation of employees new to the Corporation of the City of Windsor (CCW). These courses would service anywhere from 300 to 3000 employees.
- The team needed to ensure that the policy or orientation was delivered in a training format that included clear and consistent language that was easily accessible.
- Initial analysis revealed that it could take up to two years to train the entire CCW population due to staff availability, training resources and the multiple locations that housed the target audience.
- Therefore, a solution had to be implemented to reduce cost and minimize the need for physical training resources in order to deliver the policy in an efficient, consistent, cost effective manner.
- Since the launch of the application, employees are now able to take courses at their convenience using their Internet browsers on their computers located internally or externally.

Q. 2) **What partners(municipal stakeholders and communication)**
are in your committee?

A. Stakeholders and partners included:

- Human Resources –(Employment Services, Corporate
  Training and Staff Development team)
- Information Technology team
- Stakeholders for system users – Fire department,
  Information Technology department,
  Tangible Asset corporate project team
- Disability & Diversity Group
- Corporate Information Security Committee
- eSolutionsGroup Ltd.

Q. 3) **What goals did you set?**

A. The Corporation of the City of Windsor has policies and staff
orientation programs that need to be delivered to a mass
audience. It was important this happened consistently to minimize
risk to the organization, accelerate knowledge, growth and
retention in the work place, resulting in integrating staff more
efficiently.

- Develop, document and
  train in a corporate
  technology
  "Acceptable Use Policy"
  for 3000 employees,
  Tangible Capital
  Assets policy for 300
  professional and
  management staff, and
  provide orientation to all employees new to the corporation.
- Train the entire Corporate staff population in a consistent,
  cost effective manner

- Create an e-learning tool that can be reused for other training initiatives
- Solution includes employee awareness sign-off and statistical reporting for management.
- Support documentation to help use the tool itself.

Those high level goals translated into the following requirements:
- Utilize a secure e-learning web-based format that is accessible, anytime, anywhere via the Internet.
- This e-learning tool had to satisfy the need for consistent documentation, and delivery of the policy to the stakeholders and employees
- Tool to provide measurable metrics for participant tracking with employee sign-off.
- Introduce staff to change in policy and culture

Q. **4) Did you do a needs assessment to help guide the format of the workplace literacy/learning, clear language and/or e-learning program/policy?**

A.
- A business requirements document was created that underpinned the need to use the e-learning tool to satisfy the goals and requirements of the Acceptable Use Policy, Tangible Capital Assets Policy, as well as the employee orientation.
- A focus group study was conducted and the results revealed that the e-learning tool was the recommendation as well.

Q. **5) What does the program/policy include?**

A. The delivery mechanism E-learning Tool includes:

- Interactive multimedia for
  student engagement
- Audio director
- ASL (American Sign Language)
- Quizzes – spot checks, audit tools
- Navigational tools such as steps,
  pause (bookmarks), table of contents,
  session status, and save session
  functionality for self-paced learning

- Storage of a multiple
  course directory at the
  same URL
- Students can view their
  personal completed courses
  library
- Real-time management audits
  of staff education and
  progress

Q. **6) When did you begin the initiative?**

A. The original online inhouse learning tool to service the employee orientation initiative was launched in 2005 through the corporate intranet. This then evolved to the need for an e-learning tool to communicate the policy and an enhanced module is scheduled to launch quarter one of 2009.

CONCLUSION

While conventional methods of training and educating employees still have a prominent role, they are not always the most practical or efficient way to communicate information to a large target group. In such instances, e-learning has provided an innovative and scaleable approach to workplace learning using existing computer technology that is highly accessible, environmentally friendly and cost-effective. Effective e-learning also allows for self-paced learning, greater absorption of information through multimedia delivery and real-time tracking and accountability. Inclusion is an important objective for e-learning, as part of the City of Windsor's Learning & Development Opportunities Program. Union employees, particularly those on the road, can access critical corporate information and educational content from wherever they are, at the time and location (office, home or on the road) most convenient to their schedules.

February 18, 2009

Reference No. 200001

CAMA Awards of Excellence
PO Box 128, Station A
Fredericton, New Brunswick, E3B 4Y2

To Whom It May Concern:

Re: 2009 Awards of Excellence for Municipal Workplace Literacy & Learning Achievements

As a global engineering company with close to 3,000 employees in over 90 offices around the world, Conestoga-Rovers & Associates believes that online training is paramount to productivity and the continued health and safety of staff. E-learning initiatives, such as those developed by the Corporation of the City of Windsor with the assistance of eSolutionsGroup, better engage employees and more effectively deliver programs in a cost-effective and timely manner.

Through e-learning initiatives, the City of Windsor continues to build upon its long-term commitment to workplace learning as a critical element of its Community Strategic Plan. Based on the program's results, I agree with Mr. John Skoroboahacz, Chief Administrative Officer in his appraisal that "e-learning at the City of Windsor will continue to grow, and it presents an opportunity for continued workforce training innovations in the future".

At CRA, we are committed to the communities in which we work and believe that initiatives such as this are crucial to setting the stage for greater productivity in the future. This is an essential step during tough economic times.

As an Ontario-based company with offices in Windsor, we support the City of Windsor's application for the "2009 Awards of Excellence for Municipal Workplace Literacy & Learning Achievements" based upon its highly sophisticated training delivery system for 300 to 3,000 employees.

Sincerely,

CONESTOGA-ROVERS & ASSOCIATES

Ed Roberts, B.A.Sc., P.Eng.
President, Conestoga-Rovers & Associates

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THE CORPORATION OF THE CITY OF WINDSOR

February 17, 2009

CAMA Awards of Excellence
PO Box 128, Station A
Fredericton, New Brunswick, E3B 4Y2

To Whom It May Concern:

As expressed by many of our employees at various forums and focus groups, I too am impressed and excited by the novel ideas and initiatives put forth and created by our staff across the Corporation of the City of Windsor relative to training and development. Specifically, I am very pleased with and in full support of the e-learning courses that have augmented our already extensive portfolio of workplace education programs.

These are trying times for all, inclusive of the municipal sector, which demand exploring new ways of providing services given current fiscal restraints and the increasing needs of our communities. This is not the time to erode the progresses that have already been made over the years in establishing a nationally renowned training and education curriculum for City of Windsor employees. Rather, the current reality presents a challenge that requires the proverbial "out-of-the-box thinking" to maintain and enhance the distribution of information and knowledge. Only by sustaining and continually improving quality training and development programs can we continue to develop a highly skilled workforce equipped to meet the ever-growing needs of our community through exceptional service.

With the introduction of e-learning as a viable alternative to traditional ways of training, we have been able to:
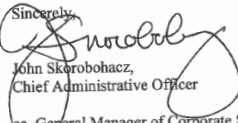- provide a comprehensive overview of the corporation and its values to new employees, and supplement a facilitated orientation and customer service session;
- achieve cost efficiencies by reducing the need for training facilities and by having fewer external and internal facilitators;
- increase effectiveness by communicating current policies and technical information quickly across the corporation;
- improve accessibility and scope through the City's computer network, making it available to the various employee groups;
- enhance availability by enabling staff to complete the e-learning courses at their convenience, accommodating varying work schedules and commitments;
- accommodate employees to learn at their own pace and allow for review; and,
- make a contribution to "green" initiatives by reducing or eliminating the volume of paper that is commonly associated with other forms of training.

Based on the results achieved to-date, I am confident that e-learning at the City of Windsor will continue to grow, and it presents us with an opportunity for continued workforce training innovations in the future.

As Chief Administrative Officer, I fully support the City of Windsor's application for the "2009 *Awards of Excellence for Municipal Workplace Literacy & Learning Achievements.*"

Should you require additional information, please feel free to contact me directly at (519) 255-6439 or by e-mail (jskorobohacz@city.windsor.on.ca).

Sincerely,

John Skorobohacz,
Chief Administrative Officer

cc General Manager of Corporate Services
Executive Director of Human Resources
Executive Director of Information Technology

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