

Working with SME's to deliver e-learning success A Mohive customer case study

Case Study



Statsbygg acts on behalf of the Norwegian government as property manager and advisor in construction and property affairs. Like many government departments it has many formal processes, however within this environment one training manager has developed a project management model that delivers e-learning courses quickly and efficiently.

Statsbygg's portfolio of responsibilities is as follows:

Property Management

The property portfolio consists of government and cultural buildings, colleges and public administration buildings, royal properties, embassies and

diplomatic residences abroad. Totalling approximately 2.3 million m² of floor space, in Norway and abroad.

Construction

Statsbygg is responsible for organizing, planning and completing building projects within set frameworks for budgets, time

limits and quality. The buildings must meet quality requirements pertaining to architecture, functionality and environmental concerns. Statsbygg's annual building budget is approximately 315 million Euros.

Consultancy

Statsbygg offers consultancy and assistance in civil engineering and technical matters to ministries and other governmental organisations. Statsbygg also cooperates with the public administration, and advises on assessing property as well as planning and acquiring property.

Choosing Mohive

In 2005 Statsbygg chose Mohive eLPS as their cornerstone for e-learning. Kari Barlaup from Statsbyggskolen has been the key champion for this project, as a leader in e-learning, she saw the need for creating learning in an easy and efficient way.



We have a large organisation spread all over Norway which makes the learning process somewhat difficult.



A key decision factor for choosing Mohive eLPS was that it allowed Statsbygg to include several SME's (Subject Matter Experts) from within their own organisation to develop content.

Initially, Kari attended training courses with Mohive, which she saw as a great opportunity to obtain fresh ideas and new ways to use the eLPS. She has since then been responsible for training the employees within Statsbygg on how to use the system.

Project Management:

The process began three years ago with one e-learning course, and has now expanded into a series of different courses with content from several departments. From the very first project it has been a success and there is a broad agreement that Mohive delivers benefits to both company and employees.

Kari trialled several different approaches to collaborate with the SME's in order to produce courses. Taking the learning from these initial courses, Kari has now developed a project management model that manages the content development that is optimal for Statsbygg. And as a result of this evolution her role has evolved from author to project manager.

An outline of this Project management Model is as follows:

Step 1 - Planning

At the start of every new project, Kari develops a description of the course content with learning objectives and a definition of the target group. She then creates the structure of each course in Mohive, with chapters and sequences. Finally, she schedules time for the first workshop with the SME's she wants to have involved and develops a detailed time schedule for the project.

Step 2 - Workshop management

Training & Writing content

The first workshop the SME's sit at their computers and Kari walks them through Mohive. Following this introduction they are given the responsibility for bit size pieces of content (usually one chapter in each course). Their chapter contains the content for the area they are responsible for.

Case study



For many of the SMEs it was a relief to just be responsible for one chapter, instead of the whole course. And they felt it was a relief to be able to discuss different topics with the rest of the group within the workshops.



In this first workshop they agree on the dates for the next workshop. Kari has found that getting this agreement from the team motivates them to be more committed about finishing the work they were responsible for - in a shorter period of time.



Encouraging people to collaborate is important to us, group training the SME's has been a great success, as the workshops are a great opportunity for them to use each other to bounce ideas as well as giving them access to a e-learning specialists like myself to get guidance from during the process.



Follow up meeting

In the next workshop SME's share content developed since the previous workshop, expanding their knowledge and experience with content creation.

Kari also experienced that most of the questions and problems that come up while the participants are creating content, are best solved in the workshop environment as everyone is able to make use of the information shared. In addition, it nurtures a more creative environment to sit together and lounge ideas, ultimately

delivering a better outcome in course content.

Depending of the size of the course and the experience of the SME's they can continue this cycle of workshops until the course content is completed.

Step 3 - Quality Assurance

1st. Review

After the content is created Kari assesses it adding her comments.

2nd. Review

Another review cycle is launched, enabling other specialists within the company to provide feedback. This quality assurance is an important part of the process as it enables Kari and her team to include input from people other than the SME's.



Our employees are always eager to be involved, however prior to them participating I confirm with them if they are willing to contribute and I brief them about the course. I then send them a link to the appropriate course and ask them to feedback on areas such as, total impression, how long time did it take to run through the course, what do they feel is missing, which areas need more development, etc.



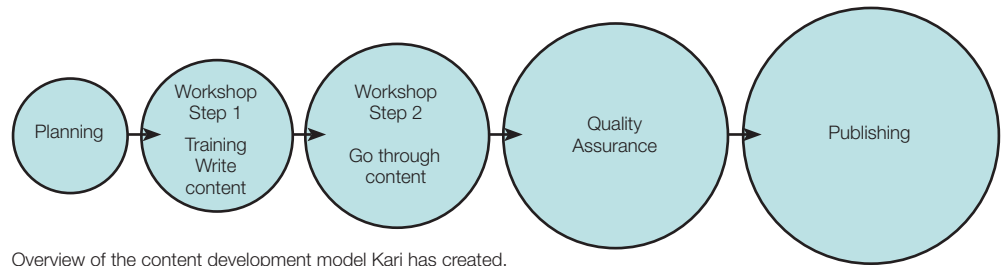
Step 4 - Publishing

When the course had been through the quality assurance it is published by Kari. As Statsbygg has courses both on their intranet for their own employees and on their website making them accessible for their suppliers.

Results

Statsbygg has found that the Mohive solu-

Case study



Overview of the content development model Kari has created.

tion enables them to involve many more participants in the course creation, and still use less time from planning to publishing. And because it is quick and easy, the Mohive system has also helped to promote 'sharing of knowledge' culture within Statsbygg, which is a powerful and important unexpected benefit.

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Another important outcome was fostering of shared of knowledge which is very important in any organisation.

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Summary

Statsbygg has now successfully created several courses and is constantly involving new people in the process to nurture the

'sharing of knowledge' culture. This review highlights the importance of project management to deliver e-learning success in large complex enterprises.

The Mohive workflow delivers an excellent project management capability through an easy to follow process. As illustrated these good project planning habits can be applied to develop customized project management models, as Kari has done within Statsbygg. Both Kari's model along with the Mohive's workflow capability can be easily leveraged to assist any large enterprise to efficiently develop e-learning.

The workflow in Mohive makes the project management so much easier and is a key for success.

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