

# Global eLearning Intervention

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Institute for Learning & Performance Improvement

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24-January, 2002

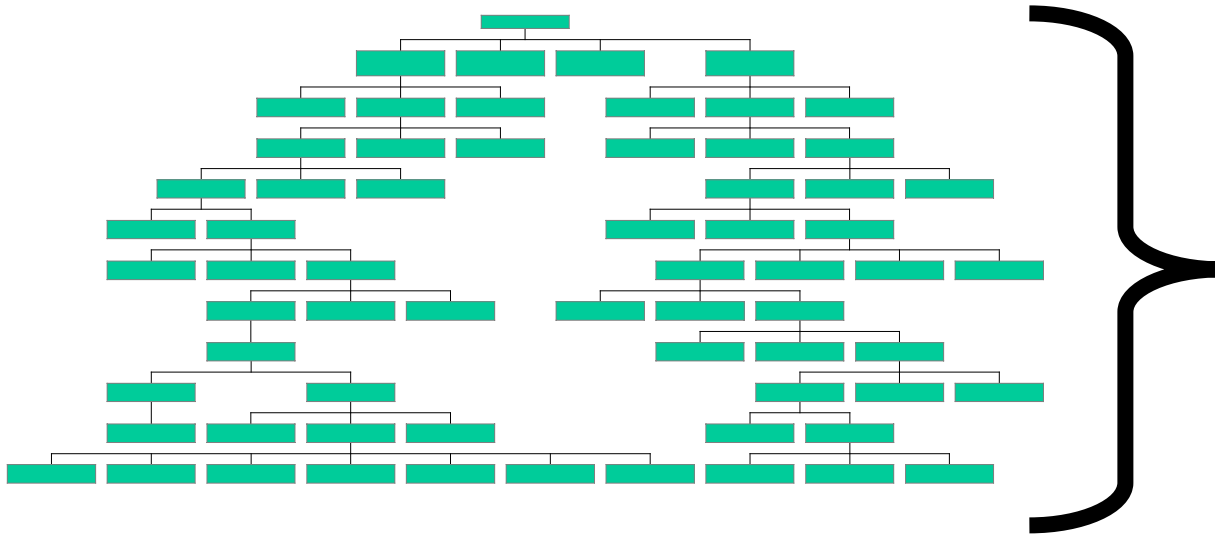


# Discussion Topics

- Business Drivers
- System Description
- Cost of Investment
- Results
- Future Direction



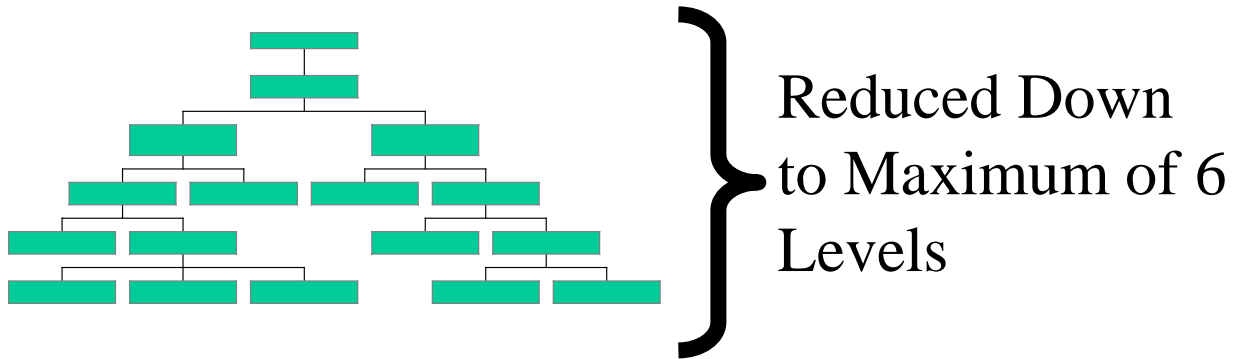
# Business Case



More Than 19  
Levels of  
Organizational  
Structure

**DOW**

# Business Case



**DOW**

# Business Case



**DOW**

# Business Case

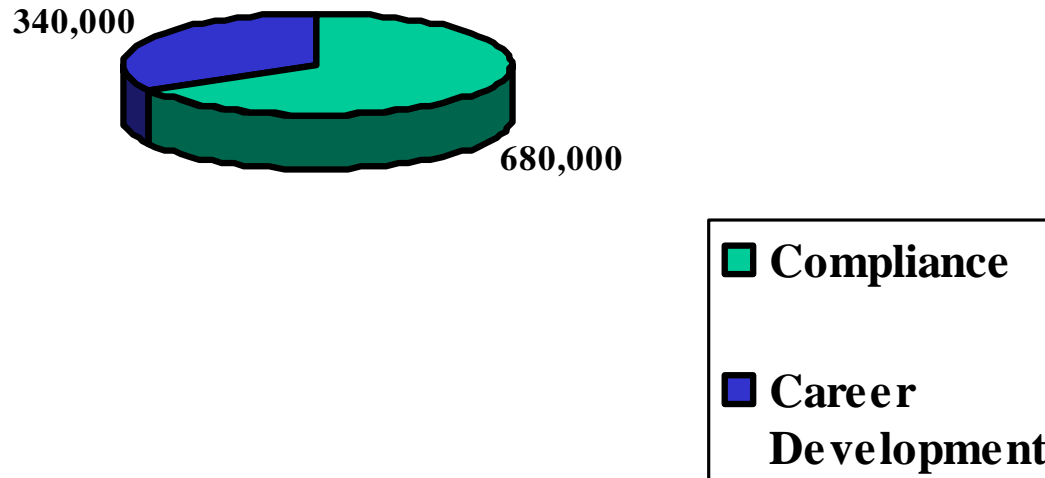
Corporate learning is undergoing a change From experimentation to cost reduction to speed to revenue

- From compliance to performance impact
- From technical training to career development
- From internal to extended enterprise
- From local to global to localized
- Convergence of learning, knowledge, and work
- From grow your own to strategic partnerships

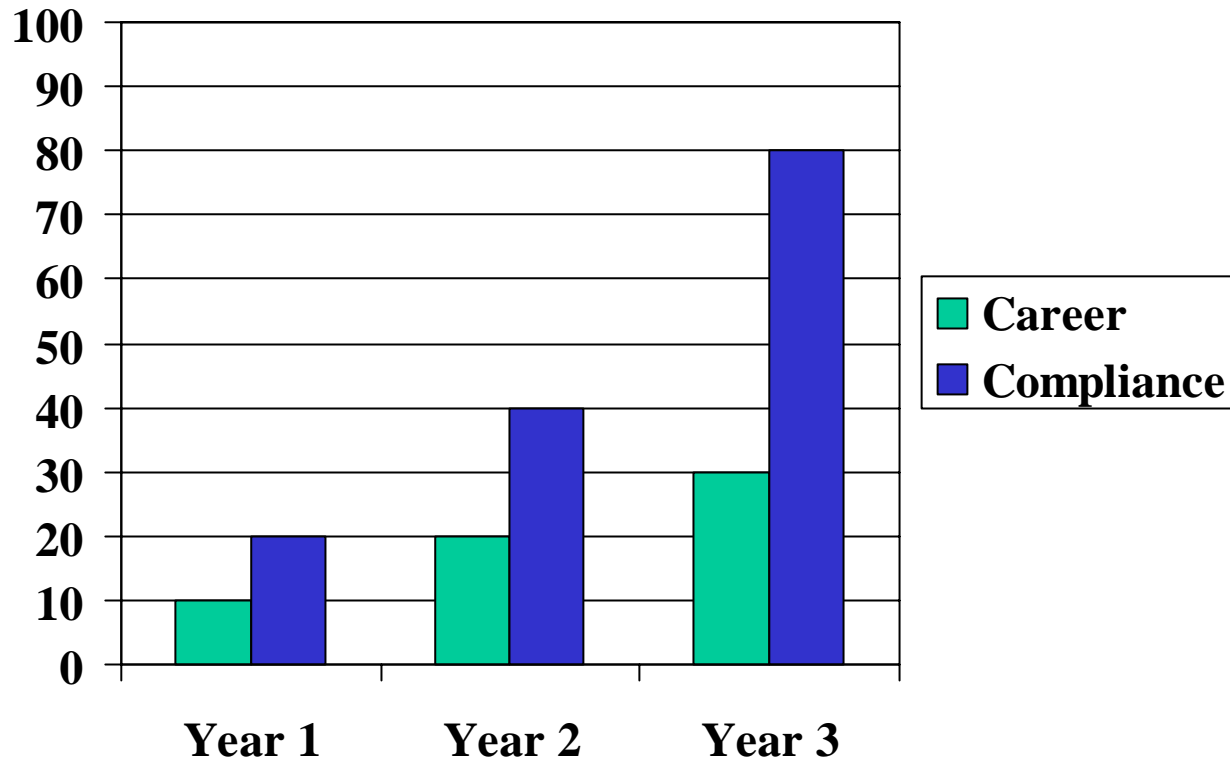


# Business Case

More than 1 Million Training Hours



# Business Case



# Business Case

- Delayered Organization(80/20)
- Competency Driven Model
- Learning Organization Goals

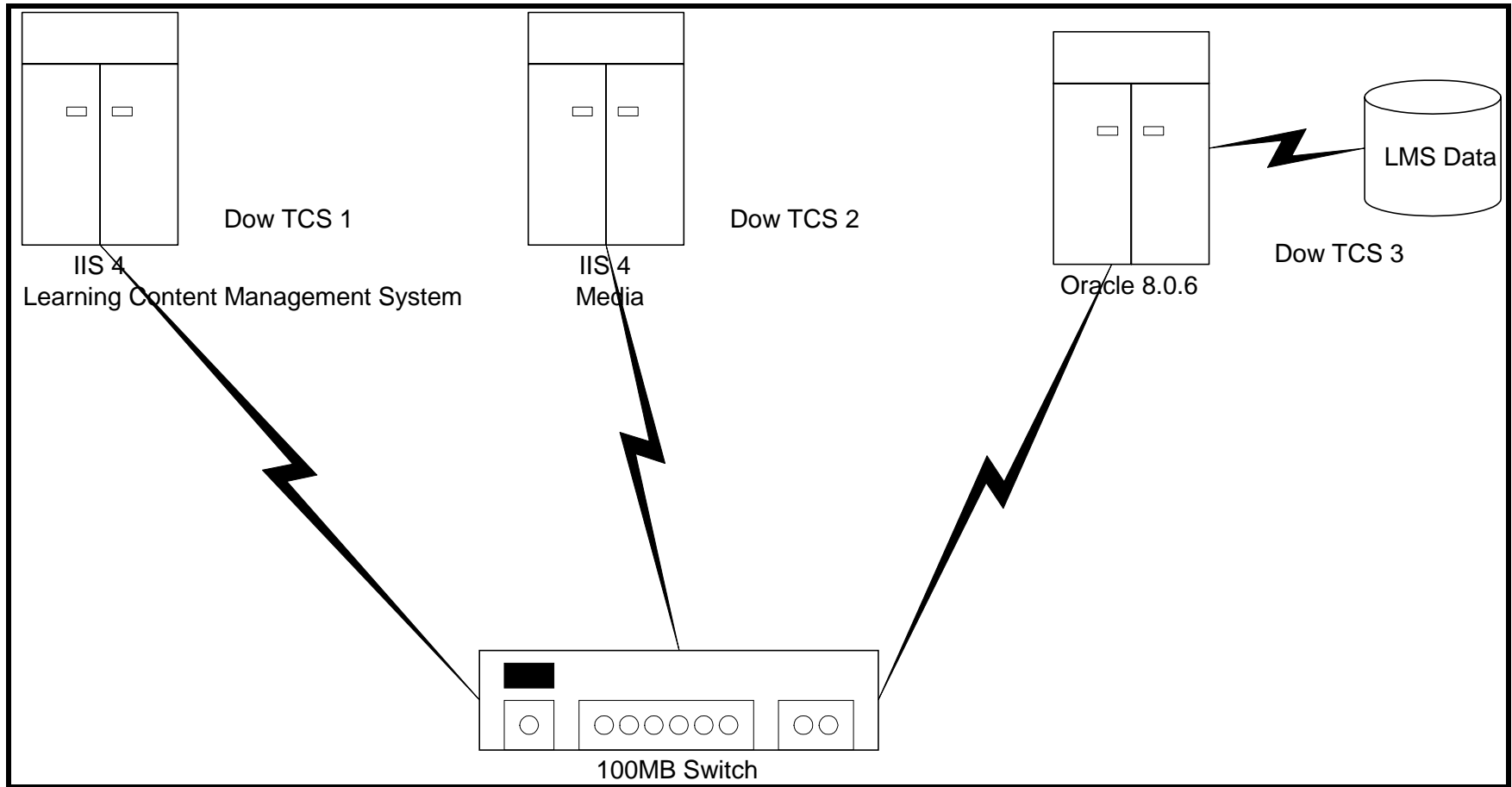


# System Description

- **One entry point for all web-based training.** As a result of taking one course, employees know how to access future courses and are familiar with the standardized navigation system.
- **626 courses and 208,464 course completions recorded in 2000.** Courses range from Cost Accounting to Hazardous Materials Handling; from Respect & Responsibility to Chemistry at Dow.
- **Courses in eight different languages.** Languages include English, Dutch, French, German, Spanish, Portuguese, and Italian. And in Asia, employees can choose to use and view Kanji characters on the screen.
- **Operation from one server.** Through our global network, we are able to streamline maintenance, quickly update course content, and add new courses.
- **Linkage to PeopleSoft.** When an employee finishes training, a record of completion is automatically transferred to his or her permanent employee training file in PeopleSoft.
- **Convenience.** Employees learn when the knowledge is needed, rather than having to wait until a classroom session is offered.
- **Level II post-assessments.** This process measures employees' level of understanding of particular subject matter upon completion of each course.



# System Topology





# Employee Information

Welcome Jon Monday, January 07

**People Success 1.3 - Upgraded Employee Development Section**  
 It is now easier to find resources which meet your development needs! (click here)



## A "One-Stop Shopping Center" For A Successful Career At Dow

### Global People Success Finder

<p><b>Performance Expectations</b></p> <p>This component helps employees understand what is expected of them in their job, what they need to do, what knowledge, skills and behavior are required and how their work will be evaluated.</p>	<p><b>Compensation</b></p> <p>This component provides the resources, processes and tools to reward and recognize employees based upon their performance and contributions to Dow's success.</p>	<p><b>Development</b></p> <p>This component helps employees plan their careers, and strengthen skills for their present job, as well as for the future.</p>	<p><b>Opportunities</b></p> <p>This component is all about putting the right people in the right jobs at the right time.</p>
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### Key People Leader Tools

### Functional People Success Finders

- EH&S
- Finance
- Human Resources
- Information Systems
- Manufacturing & Engineering
- Public Affairs
- Purchasing
- Research & Development
- Supply Chain
- Marketing & Sales
- New Business Development

### Employee Information

- ▶ Benefits
- ▶ FAQ
- ▶ Forms
- ▶ HR Service Center
- ▶ Policies and Programs
- ▶ Related Links
- ▶ Surveys and Reports
- ▶ Who to Call

Site Search



Human Resources

Content Steward: Julie Bruder



**DOW RESTRICTED**  
December 17, 2001



sync toc

- Welcome to People Success Finder
- Performance Expectations Overview
- Job Families
- Competencies**
- Define Development Stages
- Diversity
- Global People Policies
- Competency Matrices
- Functional Specialist / Functional L
- Technician / Technologist Compet
- Administration Competency Matrix
- Global Leadership Competency Ma
- Competency Profiles
- Managing Performance
- Compensation
- Employee Development
- Opportunities
- Functional People Success Finders
- Key People Success Tools
- People Leader Tools
- Site Search
- Questions & Comments
- People Success Language Selection
- People Success - English
- People Success - Nederlands



# PEOPLE SUCCESS FINDER

## GLOBAL COMPETENCIES



If all of People Success begins with Performance Expectations, then all of Performance Expectations begins with Competencies.

A competency is the required combination of knowledge, skills and behavior that is critical for both organizational and employee success.



Dow has identified eight Global Competencies applicable to all Functions. These are characteristics that should be shared by all employees, regardless of job family. They are:

- **Initiative.** Takes independent action; attempts to influence events to achieve results; seizes opportunities in a responsive manner; has a bias for action and taking appropriate risks.
- **Innovation.** Generates novel and valuable ideas or applies existing ideas in new ways; applies creativity to solve problems or to develop new or improved products, processes or services.
- **Interpersonal Effectiveness.** Values people; relates and communicates well with all kinds of people; builds appropriate rapport; listens, understands and responds to others' concerns; builds effective relationships.
- **Leadership.** Influences and guides others toward identifying and achieving vision and goals; provides purpose and direction; motivates and enthuses others.
- **Learning.** Seeks opportunities to develop personal abilities; improve individual performance and reach full potential; develops the ability of others to perform and contribute to the organization; promotes an environment that fosters the development of others.
- **Market Focus.** Knows the market forces affecting businesses and customers; anticipates and identifies what customers need and value; targets which customers to serve; changes products and services to meet those needs faster and better than anyone else while maintaining economic profit.
- **Teamwork.** Contributes to effective team output by cooperation, participation and a commitment to shared vision and goals.
- **Value Creation.** Maximizes value, in terms of economic profit, of Dow's businesses; participates, as appropriate, in the development and execution of the value-maximizing strategy for business(es); aligns individual goals with organizational and business objectives; looks to add value with every activity; appropriately challenges non-value



Learn@DOWnow

Good Afternoon Jon

Walker

(Student Instructor Admin "U074922")



Select your preferred language:

English

Set

- Online Enrollment
- Utilities
- Read messages
- List of students
- Custom reports
- Logout

Classes you are already enrolled in:

Classes Valid Period

- [EH&S Spanish Translation Review Class](#) -
- [European Dangerous Goods](#) -
- [Overview of Six Sigma](#) -

Classes Enrolled as Instructor:

- [Cause and Effect Analysis User](#)
- [Japanese Translation Pilot](#)
- [Presentation Skills Training Pilot](#)

Courses you have successfully completed:

Courses Dates



learn@downow

**Goede middag Jon**

**Walker**

(Leerling Instructeur Admin

"U074922")



es de taal van  
de voorkeur:

itch

Set

**Klassen (cursusgroepen) waarvoor je al  
ingeschreven bent:**

**Cursussen die je succesvol  
doorlopen hebt:**

**Klassen**

**Geldigheidsduur**

**Cursussen**

**Datum**

Online Inschrijving

Utilities

Lees Berichten

Lijst met studenten

Uitloggen

[Delfzijl Procedure 2.00 en 2.01 -  
Veilig Werk en Veiligheidswacht](#)

[Delfzijl Procedure 3.00 - Veilig  
Entree](#) 1/1/2002 -  
12/31/2002

[ITU Inspektions und  
Instandhaltungs Modul](#)

**Classes Enrolled as Instructor:**

[Openen van leidingen en apparatuur](#)



# Cost of Investment

Between the two complementary systems, learn@dow.now and the PS Finder, Dow has invested approximately \$1.3 million and currently allocates roughly \$600,000 to annual licensing and operational costs, to support learning and growth in employees and to ultimately support the Dow Value Growth Culture.



# Results

Dow set certain objectives: financial cost savings, acceptance and high utilization by employees, and standard, high quality training content. Financially, learn@dow.now provided Dow with a cost savings of \$3.5 million in 1999 and increased savings in 2000 to \$30 million, clearly reaching the goal of adding value to the organization.

Manual vs. Automatic Record Keeping	\$844,279
Reduction in Delivery Cost	\$3.1 million
Reduction in Material Cost	\$5.2 million
Reduction in Learning Interventions	\$20.8 million
<b>Total Cost Benefit</b>	<b>\$30 million</b>



# Results

**Manual vs. Automatic Record Keeping** – looks at the difference between the previous cost to develop and deliver a course in a classroom setting, and the cost to develop and deliver the same content as web-based training. Web-based training is automated and therefore requires much less administration time.

**Reduction in Delivery Cost** – compares the cost of classroom facilities and facilitators with the cost to deliver similar content on the web. Because web-based training leverages quality content to all sites globally without use of classrooms and facilitators, delivery costs are significantly reduced.

**Reduction in Material Cost** – compares the cost to develop printed materials for classroom training with web-based training. There are no printed class materials, such as notebooks or handouts with web-based training. If a participant needs to refer to a subject or course, they simply go back on-line to access the materials.

**Reduction in Learning Interventions** – standardization of learning across the globe.

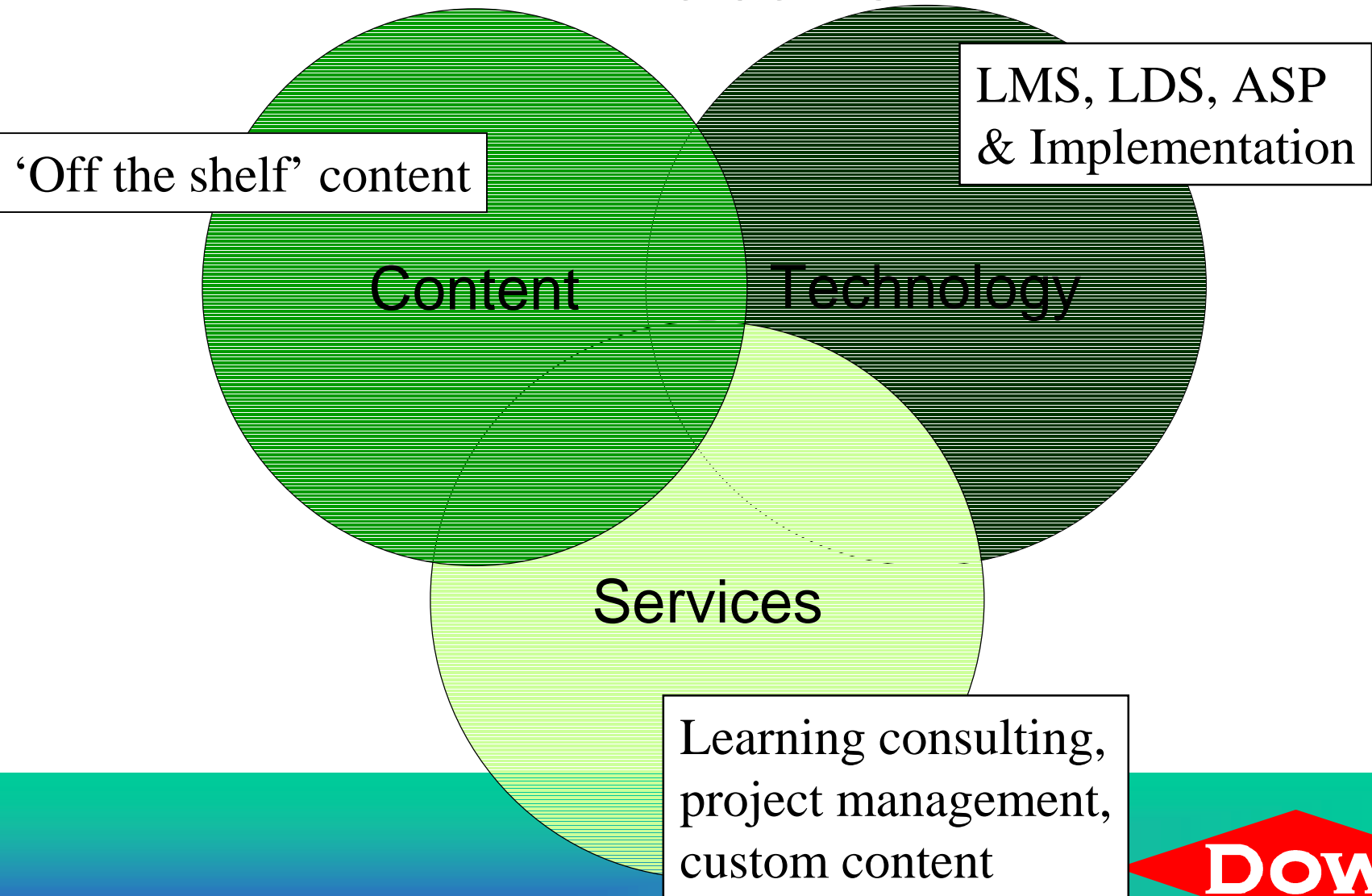


# Lessons Learned

- Content is King & Infrastructure is the Court Jester
- Everyone is an Instructional Expert
- A Common Delivery Vehicle is Priceless
- KISS on the Authoring Tools but be Prepared for the Technoids



# Future



**DOW**

# The fragmented eLearning market is converging

