

Committee:	Date:
Audit and Risk Management	13 th May 2014
Subject:	Public
Use of on-line training and lessons learnt	
Report of:	For Information
Chamberlain and Director of HR	
Summary	
<p>This report describes the lessons learnt from using the online training platform, CoreZone, for the delivery of the mandatory training on Fraud Awareness during the Autumn of 2013.</p> <p>The lessons learnt can be used to inform future training packages which are disseminated in this way and the monitoring of existing training modules which are delivered in the same way.</p> <p>Whilst using such an approach to cover all staff, it is essential that there is early and continuing engagement between the sponsoring department and HR so that the exercise is planned, co-ordinated, monitored and well communicated. Overall, despite some of the difficulties, it has been a useful exercise generating some good learning for those planning to use this method of training for the future.</p> <p>Recommendation</p> <p>Members are asked to note the report</p>	

Main Report

Background

1. This report sets out the lessons learnt from the use of on-line training for Fraud Awareness. It does not cover the issues relating to the levels of completion of the training which have been dealt with separately at this Committee. This report went to the Establishment Committee in February to inform them of the learning.

Current Position

2. In order to ensure that all staff are aware of the risk of fraud in the workplace and the signs to look out for, an on-line training package was developed by the Internal Audit team in conjunction with the CoreZone administrator in HR. This training was agreed for roll-out by the Chief Officers Group and deemed mandatory by this Committee.

Issues encountered

3. At the beginning of the exercise, the Internal Audit team assumed that all staff were already enrolled on the learning platform, CoreZone, and that it would be straightforward to produce accurate information about who had completed the

training. The team did not appreciate the link between Core Zone and iTrent and how completion could be monitored. They assumed that drawing the information from Core Zone would give an accurate picture. However Core Zone can only record who has completed the training, it is the upload into the training records in iTrent which can provide the data on which employees had not completed the training.

4. There was limited appreciation that on line training is not appropriate for all staff due to their access to computers. or because of their language skills.
5. The timescale by which the training had to be completed was initially short and there was limited communication before it was made available to explain its purpose and the mandatory nature of it.
6. Some staff had difficulty in accessing the learning platform either because they had not registered on it previously or because of technical limitations with the computer they were using.
7. It was not appreciated by the roll out team that Core Zone can be accessed outside of the COL systems via the internet .

Lessons learnt

8. There were a number of lessons learnt from the exercise which are summarised as;
 - a. At outset, ensure thorough understanding of how Core Zone works and interacts with iTrent so that completion can be monitored through the right system Understand the limitations of e-learning as a tool for all staff, particularly by staff lacking in language and/or IT skills or those with no or limited access to PC's;
 - b. Have a better communications strategy so that staff understand the different ways to access the system and the importance of the training rather than the compulsion.
 - c. Consider need for off-line training document from the outset, and where necessary, produce this prior to rolling out the on-line package;
 - d. Be more realistic on time-scales for completion of mandatory training courses by the entire workforce;
 - e. A management briefing note from the department responsible for the training, for discussion at team meetings, prior to commencement of training may have assisted in increasing completion of the training at an earlier stage;
 - f. Agree reporting expectations from outset for Committee, HR, Chief Officers, senior management so that it is clear what is required, when it can and will be produced and the relevant format of the reporting; and
 - g. Produce an Frequently Asked Question sheet for staff, this should detail the different methods of accessing CoreZone, the necessity of completing the evaluation form, checking completion, completing any part of the training or feedback form, who to contact for support with any issues that arise.

- h. Engage help on the content design of the training so that for example the evaluation form is linked direct to the completion as many people completed the training but not the evaluation form and therefore were not registered as completing the course.

Implications

- 9. This is not the only on-line training package that is mandatory for all or some staff so there are some useful lessons that can be used in rolling out other training and for monitoring the completion of them.
- 10. It is vital that there is proper preparation for a new piece of training which should include working closely with HR to agree a number of key issues including:
 - a. Is the training mandatory for temporary, contract and casual staff as well as permanent employees and if so, how will that be delivered and monitored;
 - b. delivering training to those without IT access;
 - c. recording the completion of the training on employees iTrent records, particularly where this is completed off-line;
 - d. how HR Business Partners can support training across departments and its completion.
- 11. There are wider implications also which include how mandatory training can be included in the initial induction of new staff and how training which needs to be completed at regular intervals can be supported. This needs to include reviewing other mandatory training to understand the take up, monitoring controls, completion rates, and lessons learned, in order to provide a clearer picture as to the challenges faced when introducing a mandatory training package and delivering it to an entire workforce.
- 12. Communication plans are an essential part of such training and should be planned in advance of requiring such training to be done. This could include emails directly to Chief Officers, emails to all staff (respecting what has been said about access), brief departmental management teams, and seeking support from HR Business Partners.

Conclusion

- 13. On-line training can be extremely effective however it does need to be planned, co-ordinated, monitored and well communicated. Overall, despite some of the difficulties, it has been a useful exercise generating some good learning for those planning to use this method of training for the future.

Background Papers:

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