



E-LEARNING FOR THE WORKPLACE: CREATING CANADA'S LIFELONG LEARNERS

CALIAN **CASE STUDY #8**

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Effective practices in developing and supporting Internet-based corporate learning, training and development initiatives.

BACKGROUND

Calian employees are encouraged to share and build knowledge in order to solve problems. Training activities are part of the corporation's culture that has led to positive impacts for both employees and the company.

Calian recognizes that some learning is best done in the classroom, while other learning is best done using personal Intranet sites, or public and private active server pages (ASPs). As such, learning activities at Calian are tailor-made to match the needs of all employees using multiple learning platforms and delivery approaches. Nevertheless, being a Web-centric company, Calian eventually posts all learning on the Intranet.

DRIVERS OF E-LEARNING AT CALIAN

Through online training, Calian has been able to:

- ▶ increase the performance and productivity of employees;
- ▶ reduce costs and eliminate traditional barriers to learning and sharing information like time, distance, and space, and;
- ▶ develop employees who are better equipped to participate and succeed.

CALIAN'S USE OF E-LEARNING

Calian recognizes the importance of aligning its learning solutions to the needs of its employees. By using a range of learning platforms and learning technologies, Calian has been able to harness the power of the Web to empower its employees through effective learning activities. Some of the learning platforms used at Calian include:

- ▶ learning management systems (LMS);
- ▶ information learning technologies (ILT);
- ▶ content and knowledge management systems (CMS & KMS);
- ▶ customer relationships management systems (CRMS);
- ▶ business to business supply systems (B2B);
- ▶ enterprise resource planning (ERP); and
- ▶ SAP (service infrastructures).



myCalian.com

One Web-based tool that has had a significant impact on Calian's culture of learning has been its Intranet site, myCalian.com. This Intranet portal fosters collaboration, encourages creativity and enables employees to nurture ideas. It sets the look, feel and tone for employees and draws them in to a host of Calian-based learning activities and postings, including: education and training opportunities; employee services; orientation; business unit functions; and a calendar of events.

KEY CHALLENGES

- Overcoming corporate and employee attitudes that training is not a real part of a business strategy.
- Marrying learning to the corporate vision.
- Rationalizing the business case for learning and training, and then justifying it through revenue streams.
- Getting the organization to look at e-learning as an ongoing process rather than a one-off event.
- Timing learning strategically—although e-learning offers flexibility in the development and delivery of learning programs it is sometimes difficult to design and develop the right training programs at the right time.
- Ensuring that the material posted on the Web is up-to-date and current.
- Having the proper infrastructure in place to make the e-learning experience as effective as possible.

PRIMARY BENEFITS

E-learning has brought many benefits to Calian, including:

- ▶ Efficient, convenient and effective knowledge transfer to managers and employees who need it, when they need it (e.g., self-paced, consistent messages, and customized learning).
- ▶ Job effectiveness of employees is increased because all employees can access the same information at the same time.
- ▶ Content quality is consistent and can be updated quickly and easily.
- ▶ Travel expenses, classroom scheduling and costs (e.g., printing, course management, and instructor per diems) are greatly reduced or eliminated.
- ▶ E-learning offers a good return on investment. After an initial up-front investment there is a diminishing cost structure per contact associated with the e-learning activity.