

## Intranet roll-out and IT end user training

### ▶ Introduction

**85 locations, 800 one-to-one sessions, over three countries, delivered within 7 weeks, contributes to three fold increase in usage of e-learning.**

The Forestry Commission is the Government Department responsible for forestry throughout Great Britain. It has a Board of Commissioners with duties and powers prescribed by statute which, following Devolution, they exercise separately in England, Scotland and Wales. The Board consists of a Chairman and up to ten other Forestry Commissioners, who are appointed by the Queen on the recommendation of Ministers.

The Forestry Commission has two executive agencies, Forest Enterprise (launched on the 1 April 1996) and Forest Research (launched on the 1 April 1997), which work to targets set by Commissioners and Ministers.

Forest Enterprise is responsible for the management of 800,000 hectares of forests and woodlands owned by the nation. It aims to deliver multiple-purpose benefits by the efficient and sustainable management of the public forest estate.

Forest Research aims to deliver high-quality scientific research and surveys, to inform the development of forestry policies and practices, and promote high standards of sustainable forest management.

Evaluation in March 2003 found the following approach contributed to a three fold increase in Internet usage, a two fold increase in Intranet usage and a two fold increase on items published on the Intranet.

### ▶ Requirement

The requirement was to deliver awareness of Outlook, the Intranet and use of the Internet primarily for business use but also for personal use where it contributed to improved work and life balance. This requirement soon developed beyond the original specification to include future developments that would affect end users.

▶ **Solution:**

To deliver to the correct level of learner ASC recommended using a one-to-one approach immediately following an awareness presentation to embed the new approach into working practices.

The plan to deliver 5-10 minutes instruction with each presentation attendee if they chose to do so. This combined with e-learning courses from their existing supplier following the one-to-one sessions would be a powerful delivery mechanism to obtain learning outcomes.

Following the one-to-one sessions people used e-learning for additional learning opportunities and assess further their personal skills gap as the one-to-one sessions encouraged thoughts around additional benefits to be gained from learning.

ASC undertook the logistical planning to cover all 85 locations targeting as many people as possible. This included collating all contact information into a single central source, event management and rescheduling to accommodate participant changes.

All levels of employees were targeted with a hard / soft marketing approach using the message "THIS SHOULD BE MANDATORY BUT IT'S NOT" with a campaign title of the In / Out programme (Intranet / Outlook) providing the emphasis on quick one-to-one sessions similar to visiting their GP.

A team of two trainers delivered the required elements at each location. In most cases, each location took three to four hours as related problems were identified and had to be resolved before effective one-to-one tuition could be delivered.

▶ **Benefits**

- ▶ People found the short sharp drip feed approach most suitable for their needs and requested similar "surgeries" in the future.
- ▶ Approximately 800 people received one-to-one tuition over a period of seven weeks at locations spread across three countries.
- ▶ Feedback to date is positive with people taking time to personally contact Forestry Training Services with strong positive comment.
- ▶ Delivery of time saving tips changed the whole approach by the majority of people who were taking the long road to achieve tasks e.g., a person taking 40 minutes each week to email data to groups of people reduced to 30 seconds, which prompted a "changed my life" comment. This was typical of the benefits replicated across the organisation with positive comments, email and feedback regarding the time being saved from managers and individuals. Combined this saved the organisation many hours of employee time.
- ▶ Micro Training needs were identified that presented barriers to effective use. These would normally fall out with standard needs identification processes. The majority of these benefited from immediate delivery to meet need.
- ▶ P.C. Problems resolved on-site during walk abouts, again these presented barriers to effective usage.
- ▶ Creation of a feedback culture to develop the use of the Intranet and Outlook.
- ▶ Improvements to the search engine enable this functionality to become a valuable tool.
- ▶ Delivery of tuition at time of need identification reduced the training delivery cycles to immediate.
- ▶ Usability issues were identified and fed back for changes to overall structure of Intranet to improve navigation.
- ▶ Managing expectations became more solid as perceptions were answered with facts relating to training and IT.
- ▶ Internal contact database updated to 90% accuracy as part of marketing and walk abouts.
- ▶ Bottlenecks identified for communication between offices and departments.

If you would like further information on developing high performing teams in your organisation contact Alan Sneddon on 01236 737 897.