

Enterprise Learning Management System



AUTHOR: BRANDY MENG, DAS - HRSD
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*ENTERPRISE LEARNING MANAGEMENT SYSTEM
BUSINESS CASE*



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1. OPPORTUNITY/NEED

1.1 DESCRIPTION OF THE NEED

Currently there are approximately 36,000 employees working in over 100 state agencies in Oregon. Agency size varies from the largest, Oregon Department of Human Services (DHS) with over 9,000 employees, to very small boards or commissions with only two or three employees. Most of the larger agencies have a training department, and there is also a central state training function operated out of the Oregon Department of Administrative Services (DAS). Agencies currently register and track training participants using database software or a manual process; class registration is done on-line in very few agencies and manually in most agencies. There is currently no automated sharing of class information allowing employees from one agency to register and attend classes offered by another agency, and there is no tracking system allowing an employee's training history to be available to other agencies were that employee to transfer. Therefore, the state of Oregon does not have the ability to effectively and efficiently manage the training and development needs of the enterprise.

1.2 SOURCE OF THE OPPORTUNITY/NEED

In 2001, DAS on behalf of an intra-agency committee drafted a Request for Information (RFI) to identify training tracking system packages that could be used by agencies in the state of Oregon. The RFI was published; responses were reviewed but not pursued due to lack of funding and technical infrastructure at the time.

Although a statewide enterprise Learning Management System (LMS) was no longer being pursued, DHS still had a need for a department-wide LMS. Therefore, DHS formed a committee to explore the Department's business needs and requirements for an LMS solution. DHS invited representatives from DAS to participate in the committee to present the statewide prospective on both requirements and the potential for a statewide enterprise LMS.

In 2003, DHS secured the funding to begin the procurement process for purchasing an LMS for the Department. DHS established a steering committee including representative's from DAS to determine the LMS business requirements and criteria for the statement of work that would meet both DHS' needs and the needs of the enterprise. DHS in coordination with DAS developed and issued the RFP.

In August 2004, the state of Oregon awarded a statewide price agreement for a LMS to Meridian KSI. The LMS provides the technological tools and infrastructure that bring together and automate many of the key learning resources and processes, and integrate and standardize such things as learning assessments, course registration and delivery, content integration, record keeping, etc. across all boundaries of the enterprise.

2. BUSINESS CASE

Learning management and competencies/skills management is critical to developing organizational capabilities. Learning must be tightly integrated with employee performance and development, and correlated with improvements in critical operations. A key enabler to achieving greater workforce

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performance is integrating an LMS to other enterprise-wide systems. Incorporating learning throughout the enterprise drives employee performance to new levels, which can have a dramatic impact on the bottom line. By leveraging data across the state, an agency can tie learning to its various HR activities, such as performance tracking, career development, and succession planning. But equally important, is the ability to tightly link learning initiatives with key business operations to increase customer satisfaction and overall results.

DAS recognized the importance of learning management and competencies/skill management by identifying two goals in their Strategic Plan for the next five years that directly address these needs. One of DAS – HRSD's strategies is to optimize performance through streamlining and integrating business processes. Another action DAS – HRSD identified is providing tools for assessing enterprise workforce needs and models for addressing future needs statewide.

In alignment with DAS' Strategic Plan, an enterprise LMS will centralize training information into one system therefore reducing the duplication of information across agencies, streamlining and integrating processes, and providing a tool for assessing enterprise workforce needs and models for addressing future needs statewide.

3. POTENTIAL SOLUTIONS

The potential solutions came from the DHS Information Resource Request and the Feasibility Study and Cost/Benefit Analysis report that was completed in May 2004. DAS participated in the process to present the statewide prospective for selecting a solution that was extendible to the needs of other agencies.

Four options were considered in determining the recommended approach:

1. **Option 1 – Buy and Implement a System:** Many products that would meet or exceed DHS' and other agencies needs were readily available in the marketplace. The cost of these systems varied widely, as did their ability to expand to adapt to changing business environments. The purchase and implementation of a pre-existing, industry-proven product made it feasible for DHS to meet their necessary timelines.
2. **Option 2 – Upgrade the Existing System:** The current system DHS used was based on non-standard software. The use of the software greatly limited the Department's ability to provide ongoing development and maintenance. There were concerns about the ability of the non-standard software to continue functioning as the foundation of an enterprise application. For these reasons, upgrading the existing system was deemed to be an unacceptable alternative.
3. **Option 3 – Build a New System:** Learning management systems are extremely complex. To ensure the scalability of the LMS purchased, the system must meet widely accepted industry standards. It was not deemed to be with DHS' mission to build an IT application when there are many products readily available within the marketplace that will meet DHS' and other agencies needs.
4. **Option 4 – Use a System Available from another Agency:** During the course of the requirements development effort, the committee considered solutions available in other Oregon state agencies. ODOT was the only agency that had a system that was robust enough to meet the defined requirements. ODOT's LMS was purchased through an RFP process, but was not purchased via a statewide price agreement. Therefore, DHS and other agencies could not

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purchase that product unless going through another competitive bidding process. The committee also investigated options with partners in the state of Washington as they attempted to satisfy their similar learning and training needs. The committee determined that an interstate agreement would not be more expeditious than going through a competitive bidding process.

4. APPROACH

The approach taken was issuing an RFP for a LMS package that met the identified business and technical requirements for DHS and other agencies. Once the contract was awarded in August of 2004, DHS was the first agency to purchase and implement the LMS.

In August 2006, DAS – HRSD was able to purchase an enterprise license in order to implement the system statewide. The enterprise license will allow each state agency to create a uniquely branded site of the LMS while still sharing the consolidated database. Currently, DHS owns the LMS. Ownership of the system will be switched over to DAS when the statewide rollout to other agencies begins. The hardware and software used for the system is located at the State Data Center.

5. IMPLEMENTATION

In August 2006, DHS and DAS developed an interagency agreement where DAS could purchase an enterprise license and domain manager to implement the system statewide under DHS' current contract with Meridian KSI. DHS will complete department-wide implementation in March 2007 and will finalize additional modifications in the summer of 2007. DAS will begin planning for statewide implementation in the summer of 2007. A detailed schedule will be developed once DAS begins the planning phase of the project.