

# ITS Strategic Roadmap – FY16

## *Learning Management System (LMS)*

Author: Dawn Clark & Cyndy Maddox

Date last updated: 3/23/15

### Background

One of the first victims of the Great Recession for many governments was ongoing training opportunities for many Metro employees. Since then the growth of online training as a viable and cost effective alternative to classroom-led training has been significant.

A learning management system, or LMS, is instrumental in delivering course content delivery, student admission, training events, training record management, skill gap analysis, and virtual training (example: for HR employees, FMLA Certification).

Metropolitan Government (Metro) departments and agencies have much experience developing training, including online training such as the Basic Security Awareness Training (BSAT) program created by HR and ITS, and training in various applications using the Oracle User Productivity Kit (UPK). Metro departments want to leverage that expertise further to reduce travel costs, employee expense and provide the custom training necessary.

All employers are regulated by law to ensure that they are training employees and managers to maintain a safe, non-discrimination and harassment free workplace. This is accomplished by mandatory training to make sure all employees understand their rights and responsibilities. Human Resources are responsible for Metropolitan Government of Nashville & Davidson County employee compliance. Training is a Human Resources function, however employees in varying departments need various training that should also be maintained by their Human Resources.

In addition to training development and training delivery, the tracking of training provided is of interest as well, especially when employee certification is required. In some departments, such as the Nashville Fire department, they must maintain detailed records to meet regulatory requirements.

Demand comes from several departments including Fire, Health, Sheriff's Office, Library, Convention Center, HR and ITS and the overall System requirement can be summarized as:

- 1) A learning management system which manages employee training records and classes;
- 2) A training development platform that is SCORM (the major industry standard for web-based learning) compliant;
- 3) A training delivery mechanism, typically through a web-browser.



There has never been an enterprise learning management system (LMS) within Metro. Currently, HR is tracking information security awareness training through EBS, Metro's HR system, and other required training with other tools like Access. ITS is providing online training alternatives to several enterprise wide systems (EBS, ESS and iProcurement), but they are not being tracked in any way or scheduled through an overall LMS.

The primary stakeholders are: Metro government departments and agencies who want online classes; HR as a major developer of training; Metro 3 for its video production capability; and all employees who can receive training.

## Current Strategic Drivers

1. **Customer Demand: Custom web-based training (Game Changing)** – Demand is coming from several departments who want custom web-based training for their departments. Employees are more tech savvy and expect the training to be at their fingertips when they need it.
2. **Limited Training Funding Available (High)** – As is the case within and outside of Metro, there are many cost considerations for training. From facilities to staffing to development and maintenance of training programs, we continue to be required to do more with less and the proper LMS can allow us to do that.
3. **Regulatory Compliance Obligations (Medium)** – Regulations around training required for individual or departmental certification have specific controls and processes that must be addressed to realize appropriate levels of compliance with applicable laws, standards, and regulations. Legal obligations in HR related cases within all departments are crucial in times of challenges from employees, candidates or the public.
4. **Cloud Systems (Medium)** – The widespread public acceptance of cloud for services that employees and citizens use every day, along with the potential for positive financial impact and increasingly effective cloud vendor security stance make it a viable potential direction.

## On the Horizon Strategic Drivers

1. **Pending administration change (Game Changing)** – As a new LMS moves us into a new direction with an enterprise learning management system within Metro, the new administration could have different views on the use of technology in this area.



### Short Term Goals (0-6 months) 7/1/15 – 12/31/15

#	Goal/Objective	Est. Start	Est. Duration
1	Investigate potential LMS options and course development options.	7/1/15	3 months

### Medium Term Goals (6-18 months) 1/1/16 – 12/31/16

#	Goal/Objective	Est. Start	Est. Duration
1	As a result of analysis of LMS options, request funding in the FY17 capital budget.	2/1/16	1 month
2	Initiate and complete a formal Request for Proposal (RFP) for an LMS and training development solution.	7/1/16	3 months
3	Based on results of the RFP, implement the selected LMS and associated systems.	10/1/16	9 months

### Long Term Goals (18-36 months) 1/1/17 – 6/30/18

#	Goal/Objective	Est. Start	Est. Duration
1	Plan for and migrate existing training systems from other departments into the new LMS enterprise.	7/1/17	3 months

