LaunchPad

Redesigning
Core New Hire Training
for
Constant Contact®

Project Plan by: TiAn Vetter
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Contents

Background

Constant Contact is an online marketing company that primarily works with small businesses, nonprofit organizations, and membership associations. The company's products help small businesses meet their marketing needs by using multiple campaign platforms and real-time reporting metrics. Constant Contact offers email marketing, social media marketing, online survey, event hosting and marketing, digital storefronts, and local deals tools.

The company currently employs approximately 1500 employees with an average hiring rate of 40 new hires each month. Each new employee, no matter their role within the company, is highly encouraged to attend New Hire training. Two specific roles, Sales Consultants and Support Representatives, are actually required to attend.

New Hire training has three different tracks. Everyone attends Core training, which is the first three days (shortened from five days from 2014). After Core training, Support Representatives attend an additional three weeks of Support specific training and Sales Consultants attend an additional week of Sales specific training. All other employees who are not in Sales or Support (engineers, designers, web developers, managers, financial analysts, etc.) attend one additional day of training within their respective departments. (View visual representation below.)

New Hire Training	**Week 1**					**Week 2**	**Week 3**	**Week 4**
Day(s)	**M**	**T**	**W**	**T**	**F**	**M-F**	**M-F**	**M-F**
General New Hires	Core			Dep.				
Support Representatives	Core			Support				
Sales Consultants	Core			Sales				

Business Case

In 2014, Constant Contact's New Hire Training Team surveyed all of the attendees of Core training from January through December. The team was looking to find out several pieces of information:

- how effective New Hire training was in preparing the new employee to be successful in their new role
- most valuable aspect(s) of New Hire training
- area(s) of improvement for New Hire training
- training expectations of new hires
- timeframe that a new employee makes a decision to stay or leave their new company

The surveys yielded the following results:

- new hires felt inundated with unnecessary information
- new hires felt confident to begin their new roles, but felt they lacked information about their specific department as well as information on the company structure

- all three new hire groups, General, Support, and Sales, felt that Core training was geared too much towards Support Representatives
- all new hires felt the Company Overview and Customer Experience lessons were most valuable
- 27% of new hires make the decision to stay with a new company within their first six months, 33% within their first month, and 16% within their first week

In January of 2015, the Learning Specialist from the New Hire Training Team, as well as the Director, participated in Core training with the perspective of a new hire. They then met with additional members of upper management and discussed the results of the previous year's surveys and the current Core training experience.

It was decided that there was a definite need to redesign the Core training program, which going forward, would be included in the larger training plan called "LaunchPad". The redesign would better align with the company's new goals and values for 2015, make for a smoother onboarding process for all new hires, ensure a successful start within their new roles, and help lower attrition rates.

Scope, Requirements, Constraints, Assumptions, and Exclusions

Scope

The scope of work for the redesign will include the identification of the knowledge, skills, and abilities required for each group of new hires (General, Support, and Sales) to be successful. It will also include an evaluation of how to effectively and efficiently teach the identified knowledge, skills, and abilities. A complete overhaul of all current training materials will be needed and an assessment of current time management will be conducted to judge whether allotted timeframes for each training session within Core training needs to be adjusted. The scope will then also include the actual delivery of the new Core training and evaluation of its success at a four day, 30 day, and 90 day mark.

Requirements

The project has several requirements to make it successful:

- During Core training, all new hires are trained the same, in the sense that trainers will not distinguish between General, Support, and Sales new hires. Therefore, all materials and knowledge must be presented in such a way as to be useful for every single new hire, no matter their role within the company.
- New hires must be made to understand the company's history, culture, goals, core values, and organizational structure.
- They must participate in a customer lifecycle experience and learn how to use the company's products.

- All new employees must complete Legal Compliance sessions (Information Security, Insider Trading, and Sexual Harassment).
- New Hire Training will need to work collaboratively with Subject Matter Experts (SME's), who will bring knowledge and experience from other teams and departments.

Constraints

The constraints for the project are as follows:

- The current Core training (as of 12/2014) is five full days and must be redesigned to fit within a three day timeframe. (This went into effect in January of 2015.) The three day timeframe is firm with no room for change.
- The redesign must be done completely by the New Hire Training Team's Learning Specialist, with no hired work (outside contractors).
- The redesign must be completed and ready to be implemented by April 6th.

Assumptions

The assumptions for the project are as follows:

- The redesign will completely replace all current Core training sessions and materials.
- The New Hire Training Team's Learning Specialist has the necessary skills and resources to complete the redesign.
- Ongoing maintenance of the new materials will be managed by the Learning Specialist.
- Current New Hire Training Team trainers have the necessary skills and resources to utilize the new training materials.
- The Learning Specialist will maintain proper judgment when spending New Hire Training Team funds, as there is no specified budget for the project and only justifiable expenses will be approved.
- All SME's and project team members will be available for required project meetings.
- Project team members will have access to all necessary resources.

Exclusions

The main exclusions for the project are as follows:

- Any and all department specific trainings will not be included in Core training.
- Core training marketing, training invitations, and informational emails will all be managed by Human Resources.
- All Legal Compliance sessions will not be redesigned as they are the property of the Legal department. They are managed and facilitated by Human Resources.

Milestones

Milestones	Timeline
Perform a needs assessment within Constant Contact's corporate training program and identify area(s) for improvement to Core sessions	Friday, January 16, 2015
Meet with two panels (recent new hires and experienced employees) to elicit feedback	Friday, January 23, 2015
Participate in February's Core training	Monday, February 02, 2015
Outline business case and proposed solution with Director	Friday, February 06, 2015
Identify project team	Monday, February 09, 2015
First meeting with project team members and SME's	Friday, February 13, 2015
Produce project plan with scope statement	Monday, February 16, 2015
Begin work on module revisions	Wednesday, February 18, 2015
Modules due to Director for feedback	Friday, March 20, 2015
Survey drafts due to Director for feedback and approval	Friday, March 20, 2015
Meet with Director, re: Core modules	Monday, March 23, 2015
Meet with Director, re: surveys	Tuesday, March 24, 2015
Core Demo and familiarize trainers with new modules	Monday, March 30, 2015
Implement 'new' week one of New Hire Core training (Phase 1 of LaunchPad)	Monday, April 06, 2015
Week 1 Survey (sent at the end of Core training)	Thursday, April 09, 2015
Evaluation of Core redesign	Friday, April 10, 2015
30 Day Survey (sent 30 days after start date)	Wednesday, May 06, 2015
90 Day Survey (sent 90 days after start date)	Monday, July 06, 2015

Stakeholders and Communication Plan

Stakeholders

The stakeholders involved in this project are:

- Constant Contact's Executive Team
- Constant Contact's Department of Training & Employee Development
    - Department Director
- New Hire Training Team
    - Learning Specialist
    - Trainers/Facilitators
- Subject Matter Experts (SME's) from various departments
- All current employees
- All future new hires
- Customers of Constant Contact

Communication Plan

The Learning Specialist will schedule weekly meetings with various project team members and SME's to review various steps and progress made on the redesign. The Learning Specialist and the Training Team Director will meet bi-weekly for project updates until revision work is due to Director for feedback. Upper management (executives) will receive informal monthly project status reports from Training Team Director. An informal walkthrough of all redesigned modules will be performed with Training Team Director and the trainers/facilitators prior to implementation. There will be various informal meetings with various stakeholders requesting feedback on the redesign throughout the entire process.

Meetings	**Date/Frequency**	**Format**	**Content/Materials**
Director meetings	biweekly, as needed, and when deliverables are due	face-to-face, phone, Skype, instant messaging, and email	emails, Box documents, Storyline eLearnings, PowerPoint presentations, Photoshop & Illustrator images, etc.
Project team meetings	weekly and as needed	face-to-face, phone, Skype, instant messaging, and email	emails, Box documents, Storyline eLearnings, PowerPoint presentations, etc.
SME meetings	weekly and as needed	face-to-face, phone, Skype, instant messaging, and email	emails, Box documents, Storyline eLearnings, PowerPoint presentations, etc.
Demo & "train the trainer" sessions	3/30/2015	face-to-face and Skype	Storyline eLearnings, PowerPoint presentations, handouts, etc.
Evaluation of Core redesign	4/10/2015	face-to-face and Skype	Box documents, survey results, handouts, etc.

Personnel, Roles, and Responsibilities

The bulk of the responsibilities for this project belong to the New Hire Learning Specialist.

Personnel	Roles	Responsibilities
Shawn Pruitt *Senior Director,* *Department of Training* *& Employee Development* *Boston, MA*	Senior Director, Quality Assurance	Performs needs assessment, ensures quality standards are being met, final say on all revisions, and manager of three main team members
TiAn Vetter *Learning Specialist,* *New Hire Training Team* *Loveland, CO*	Project Owner, Project Manager, Instructional Designer, Content Designer, Researcher	Performs needs assessment, researches training materials, meets with SME's, keeps track of time and costs, designs content, builds modules, etc.
Christine Lindon *Trainer,* *New Hire Training Team* *Loveland, CO*	Facilitator, Researcher	Executes training program, facilitates specific modules, researches training materials
Mary Barquett *Trainer,* *New Hire Trainer* *Boston, MA*	Facilitator, Researcher	Executes training program, facilitates specific modules, researches training materials
Various subject matter experts from different departments *Loveland, CO &* *Boston, MA*	Facilitator, Researcher, Instructional Writer, Subject Matter Expert	Facilitates specific modules, researches training materials, contributes deep knowledge of various subjects, writes job-aids and contributes other instructional materials

Work Breakdown Structure

- Analysis
  - Meet with panels
    - Summarize feedback
  - Analyze 2014 survey results
    - Summarize feedback
  - Participate in February's Core training
    - Identify strengths and weaknesses
- Design
  - Identify project team
    - Debrief on responsibilities
  - Produce project plan
    - Deliver to Director
  - Outline course modules
    - Identify different types of learning to be used
    - Eliminate modules no longer being used
    - Feedback from Director
  - Identify needed SME's
- Development
  - Work on modules
    - Revise current modules
    - Develop new modules
    - Develop non-digital materials
  - Draft post-training surveys
    - Deliver to Director
    - Feedback from Director
  - Revise all work based on Director feedback
- Implementation
  - Core demo
    - "Train the Trainer" session
    - Feedback from Director
      - Make any necessary revisions
    - Feedback from trainers
      - Make any necessary revisions
    - Feedback from SME's
      - Make any necessary revisions
  - Use new Core modules with April new hires
- Evaluation
  - Send week 1 survey
  - Evaluate new Core program
    - Feedback from Director
    - Feedback from trainers
    - Feedback from SME's
  - Send 30 day survey
  - Send 90 day survey

Task Schedule