

OUTSTART



US NAVY

Naval Personnel Development Command Leads the Revolution in Training with OutStart LCMS

The U.S. Navy has the enormous task of providing individual training to about 30,000 Sailors each year, totaling 3200 hours of instruction per year. Recently, the Navy launched a new educational initiative, called “Revolution in Training”, that employs online learner centric delivery to accelerate and improve the quality of learning while reducing the costs associated with traditional classroom learning.

The Naval Personnel Development Command (NPDC) is leading the Revolution in Training initiative with the focus on “providing the right training at the right time and in the right place for the right Sailor”, in an environment where Sailors can improve themselves and advance in the organization. The Navy launched this new initiative across the five Class A schools, where Sailors go after recruit training to receive basic technical knowledge for a job or specialized training. The Navy has more than 60 job fields from which enlistees may choose, from electricians and avionics technicians to cooks and military police. Navy class A schools are located on military bases throughout the United States, including Great Lakes, Illinois; San Diego, California; Newport, Rhode Island; and Pensacola, Florida.

THE CHALLENGE

The Navy began this new initiative with several key metrics in mind:

Improved “fleet readiness”

It was imperative that the Revolution in Training deliver improved performance to the fleet. Ultimately, the fleet wants a highly prepared Sailor that has passed through rigorous training and multiple performance tests. The Navy wanted to have a learning environment that identified Sailors’ knowledge gaps early in the training process and offered prescribed content that would ensure Sailors are getting the right information at the right time.

Accelerated learning

The Navy wanted to move from group paced, instructor-led training to a self-paced, learner-centric approach that would enable Sailors to proceed quickly through the curriculum. They sought a learning solution that would measure and build on Sailors’ prior learning with customized learning content, allowing the most dedicated and self-motivated Sailors to return to their posts sooner.

Reduced training costs

The Navy spends about 14 percent of its total annual funding, about \$10 billion, on training. With the Navy’s time-is-money mentality, less time in training translates into significant cost savings for the Navy. The Navy wanted to reduce costs associated with the traditional

classroom training by reducing staff, reducing the Sailors’ time spent in the training organization and ensuring access to training regardless of location or connectivity.

“OutStart LCMS enables us to author down to the learning object level. No other vendor can do that using a traditional methodology.”

Mary Louise Hutchings,
Vice President at JHT

INDUSTRY

Navy or Armed Services

SOLUTION

OutStart LCMS enabled the Navy to develop, manage and assemble learning content in a way that exceeded its expectations and desired metrics.

RESULTS

- Saved approx. \$8-10 million by reducing training time
- Reduced training time by 45%
- Saved approx. \$5 million by reducing course development time
- Reduced course development time by almost 50%
- Achieved blended learning by delivering content through the Web, print, CD, presentation, PDA, and SCORM

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THE SOLUTION

To achieve these metrics, the Navy's NPDC worked closely with Turtle Rattle Learning, Inc. (TRL), a provider of training and education services, and Jardon & Howard Technologies, Inc. (JHT), a provider of instructional design, graphic design, programming and program management, to help implement the new initiative. The Navy selected OutStart LCMS to provide an enterprise learning asset repository and provide the authoring and content management functionality for the Navy's Integrated Learning Environment (ILE). As a consultant to the Navy's ILE, TRL identified OutStart LCMS's authoring and aggregation capabilities as ideal for rapid content development and enterprise-wide reuse of common learning materials. TRL worked with JHT to develop a comprehensive analysis, design, and development approach that optimized OutStart LCMS while meeting the Navy's highly progressive instructional goals.

According to Jim Lacey, president of Turtle Rattle Learning, Inc., "We recognized OutStart LCMS as ideal for quickly developing and assembling reusable content, while providing the customized learning that really improves and accelerates training." Added Mary Louise Hutchings, Vice President at JHT, "OutStart LCMS enables us to author down to the learning object level. No other vendor can do that using a traditional methodology."

THE RESULTS

Saved approx. \$8-10 million by reducing training time by 45%

The Navy spends about \$10 billion on training each year, and wanted to reduce that metric by reducing time-to-competency. The Navy's move from instructor-led training to a learner centric online delivery approach that included prescriptive learning made a significant impact in reducing the number of training hours. For example, the IC school pipeline used to take

106 days to complete. Now, Sailors can graduate in as little as 38 days with the same or more knowledge. This reflects a 45% reduction in training time and 65% reduction of actual in-class training time overall that saves the Navy \$7,000 per Sailor without sacrificing quality.

With OutStart LCMS's prescriptive learning capabilities, Sailors can take assessment tests that identify what they do not know, and then receive a prescribed course of learning content that covers only those areas. After studying the prescribed learning content, Sailors can take another test to measure whether they have achieved proficiency. This approach ensures that training is more productive and efficient.

"About 25% of the Navy's learners are considered 'fast trackers' and excel at problem-solving on their own," said Lacey. "With their new elearning environment, these Sailors can progress through courses at their own pace and be rewarded by moving into their jobs more quickly." Other Sailors that need more help receive personalized courses and assessments that help them close their knowledge gaps and move to the next level.

Sailors can be involved in a training simulation, then easily leave the application to take a quick assessment test, and then go right back into the simulation. "We are really impressed with the level of granularity that OutStart LCMS provides with its prescriptive learning tools," added Lacey. "By giving Sailors this level of flexibility and control of their online learning experience, the Navy has reduced its training hours while at the same time, improving the quality of their training."

"This level of speed and quality of training is required by the new specialized ships that can be configured based on a specific threat", explained Hutchings. "When Sailors are assigned to a new ship, they need immediate training to work on a ship outfitted with equipment they've never seen before. They now have "Just in Time" training and can even download customized training to their portable device."

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Jim Lacey,
President, Turtle Rattle Learning, Inc.

Saved approx. \$5 million by reducing course development time by almost 50%

First, TRL worked with the Navy to identify the common, recurring training requirements across all five A-Schools, as well as the unique training elements of each school. They discovered that of the 3200 instructional hours required in the first 5 courses, about 500 hours were common and could be reused. While traditional content development with LMS delivery would have required the developer to build all 3200 hours of content, OutStart LCMS authoring results in Sharable Content Objects (SCOs) which can be assembled and reused dynamically. This reuse capability ensured significant savings in both time and money for development of the 3200 required hours.

CASE STUDY

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The Navy originally estimated it would take years to develop all the required hours of course content. In reality, it only took 7 months from the initial content analysis to the first Sailors graduating from the courses, showing a significant reduction in course development time. The actual development time was about 4-1/2 months. This time savings resulted in an approximately \$5 million cost savings.

"In total, we have satisfied some 5,000 hours of instruction with 800 redesigned hours of stand-up and paper-based instruction to web-based elearning in 20 months," said Hutchings. "Traditional methods could have required up to 8 years."

To achieve fast and consistent authoring, the Navy used OutStart LCMS's template-driven environment that allows instructional designers, course developers, and subject matter experts with no programming knowledge to rapidly develop learning content. Reuse is promoted from the start because content is stored as SCOs. And because OutStart LCMS's repository of reusable learning objects is searchable, developers can find and reuse relevant existing content when building courses, rather than having to develop content from scratch. Because the Navy's content is stored in a single virtual repository in OutStart LCMS, any changes to that content only need to occur once, regardless of how many times and to how many formats that content is delivered. Changes are automatically

propagated through to every place that the content is used. These efficiency gains increase as more content is created and stored in the repository.

Also, developers could start building course content very early in the process based on the instructional design. Since presentation is separated from content, they don't have to worry about the final look and feel, as that is all customizable and applied at delivery time. They also don't have to spend time checking their content for SCORM compliance. All content created in OutStart LCMS is SCORM 1.2, and SCORM 2004 compliant, and OutStart LCMS can ingest SCORM content created by any tool and manage it, maintain it, and assemble it for delivery.

"We would have had to hire a slew of programmers for a project on this scale," said Hutchings. "OutStart LCMS shortened the development process considerably by allowing us to author down to the smallest SCO level for maximum reusability. Also, everything we exported is automatically SCORM compliant, saving even more programming time."

Achieved blended learning and improved knowledge analysis

The Navy realizes that every Sailor learns differently. OutStart LCMS supports personalized learning by serving up content to each Sailor based on his/her profile and learning needs, and

delivering through a blend of channels. OutStart LCMS taps into the Navy's learning content at a single source, and delivers it as native content through the Web, print, CD, presentation, PDA, and SCORM. The Navy has also improved the way it can identify knowledge gaps early in the learning process and address them immediately. "For the first time, the Navy can monitor the Sailors' progress at the learning- activity level, rather than just seeing who completes graduation at the end of the training," said Lacey. OutStart LCMS tracks all learner interactions and reports on results. This information shows the Navy where learners are and how it impacts their job performance.

Using OutStart LCMS's configuration management functionality, the Navy can track where changes in curricula have impacted time to train. Tweaks and improvements can be made immediately, based on analysis of which learning objects are slowing Sailors down. "The ability to manage content at this level is unprecedented," added Lacey. "We refer to it as 'mass customization', in that we can create remediation loops that automatically trigger based on how a Sailor performs with the content. Each Sailor could theoretically take a unique path through the material. We can make changes to the content within 24 hours of when we receive the feedback from the Sailors," said Hutchings. "We can add to a simulation or beef up content immediately. We make the changes, export it and upload it literally overnight."

ABOUT OUTSTART

At OutStart, we're out to solve a big problem.

Most organizations possess a wealth of underutilized collective intelligence around their products, services, and processes. This underutilization negatively impacts employees, customers, and partners, costing precious time and money while hindering performance. Said simply, "what your people don't know will hurt you."

OutStart's social business software and learning systems act like a lifeline: connecting people to the know-how, creativity, and learning they require to be efficient, effective, and agile.

Since its inception in 1999, and backed by leading venture capital firms, OutStart has matured into a profitable and rapidly growing company with an impressive range of customers, who are surpassing their expectations and delivering exceptional business results. The company is honored to have customers like Autodesk, BB&T, Boeing Company, BT, CVS Caremark, DIRECTV, EDS, Internal Revenue Service, Lufthansa, McDonald's, MetLife, Prudential, TiVo, Australian Defence Force, U.S. Navy, UK Ministry of Defence, Verizon Wireless, and Yum! Brands.

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