

ASTD TechKnowledge 2008 Conference & Exposition

Session W204

# Using Performance Simulation to Implement a Human Capital Management System

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# Learning Objectives

- Evaluate appropriate methodologies for driving adoption of a Human Capital Management System in your organization
- Evaluate how Performance Simulation in a major change initiative can be used in your environment
- Identify areas requiring new behaviors in your organization and assess the impact of Performance Simulation in effecting behavior change

# Session Overview

- Background on ADP and LearningEDGE
- The Challenge: What was the problem to be solved?
- The Vision: Using simulation to drive behavior change
- Simulation Demo
- What is Simulation and why is it effective?
- Conclusions and next steps
- Q&A

# About ADP

- Business outsourcing solutions:
  - HR, payroll, tax and benefits administration solutions
    - *Pays 1-in-6 US private sector workers*
  - Integrated computing solutions to auto, truck, motorcycle, marine and recreational vehicle dealers
- Founded in 1949
- 37,000 associates
- \$8 billion in revenues
- 585,000 clients globally



# Commitment to Talent Development

- Continuous associate development, succession planning, career-pathing and recognition of superior performance
- Critical components of:
  - Employer of Choice
  - Consistent revenue and earnings growth
- #1 Operating Principle – Planning Growth, includes:
  - Strategic Directions
  - Innovation/Selectivity & Focus
  - Business Plans
  - ***Associate Development***

# Supporting ADP's Commitment

- Performance & Learning Steering Committee
  - The study
  - Relevant recommendations included:
    - CLO
    - Global Learning & Performance Organization
    - Enterprise eLearning
    - Common Core Competency Model
    - HCMS

# ADP's HCMS: LearningEDGE

- LearningEDGE =
  - Saba LMS
  - Saba LCMS
  - Saba Competency Management
  - Saba Collaboration
  - ITG Competency Model
- Status of ADP's deployment:
  - Project kick-off in March 2005
  - 30,000+ associates in North America and India provided access by September 2007

## Welcome to My LearningEDGE!

### 1. About This Site

At ADP, you can learn something new everyday!

Welcome to LearningEDGE, a comprehensive system designed to ensure that all ADP associates do just that.

Your use of LearningEDGE will greatly enhance your Education, Development, Growth, and career Enrichment. Through this state-of-the-art tool, you can find the classroom events, e-Learning courses, books, job aids and other offerings that will help you deepen and expand your knowledge, skills and abilities. Browse the vast learning catalog, explore the ways to strengthen your competencies and build your career.

To learn more about LearningEDGE:

1) Input one of the following courses in the Catalog Search Title field:

- LearningEDGE Overview
- LearningEDGE for Learners
- LearningEDGE Navigation
- LearningEDGE for Managers

2) From the search results page, click on Search in the Action column.

3) Click on the Launch link to access the course.

To search additional reference materials in our e-Learning Center, please click on the following link: [Find an Answer Now.](#)

### 3. LearningEDGE Support

Click here to access [LearningEDGE Support.](#)

### 5. Current Enrollments

### 2. Search Tips - Need help finding a course?

**Tip 1** - Enter the wild card % in front of your search criteria to return courses containing the information you entered. For example, enter "%project" to view any courses containing "project" in the course title.

**Tip 2** - Enter the corresponding naming convention standards to view courses in a particular organization. For example, enter "ADPU" in the Catalog Search Title field to view all courses offered by ADPU.

- ADP University: **ADPU**
- Dealer Services: **DS**
- ES Canada: **ESCAN**
- HR Shared Services: **HRS**
- India: **IND**
- Major Accounts: **MA**
- National Accounts: **NAS**
- Small Business Services: **SBS**
- TotalSource: **TS**
- TRPS PreEmployment Services: **PES**
- TRPS Retirement Services: **RS**
- TRPS Tax and Financial Services: **TFS**

### 4. Catalog Search

#### Advanced Search

Title

ID

Keyword

Search Learning Catalog

Browse Learning Catalog

# LearningEDGE Curriculum

- For all associates:
  - LearningEDGE Overview
  - LearningEDGE Navigation
  - LearningEDGE for Learners
- For managers only:
  - LearningEDGE for Managers

# Good News

- eLearning works
  - Associates can perform key tasks
- Marketing helps sustain awareness
  - e.g., Flash email
- LearningEDGE use is mandatory for some
  - e.g., Corporate
- LearningEDGE contributed to the success of important initiatives
  - e.g., ISO 9000

# But...

- Uptake too slow, usage numbers not growing
- LearningEDGE = Huge change to ADP's learning management process
  - Managers must now take an active role in their associates' development via LearningEDGE
  - Managers couldn't figure out how to make the system work for them in their daily coaching opportunities

# The Challenge (and Opportunity)

- Providing learning tools to help with the learning management ***process*** was easy
  - The presenting challenge was (and still is) ***behavioral***
- Simulation chosen to offer managers practical application before talking with their associates
  - Alleviate fear and increase comfort level
- Expected result is increased usage.
  - Bonus result is managers more engaged in developing their associates.

# LearningEDGE Curriculum

- For all associates:
  - LearningEDGE Overview
  - LearningEDGE Navigation
  - LearningEDGE for Learners
- For managers only:
  - LearningEDGE for Managers
  - LearningEDGE Associate Development Simulation

# Simulation Demonstration

LearningEDGE Simulation - Microsoft Internet Explorer

**ADP** LearningEDGE | Associate Development Simulation

## Angela and Peter Stop By

The video will play automatically. To pause or listen again, click the "Pause" button in the lower left navigation bar.

*Click "Next" to continue.*

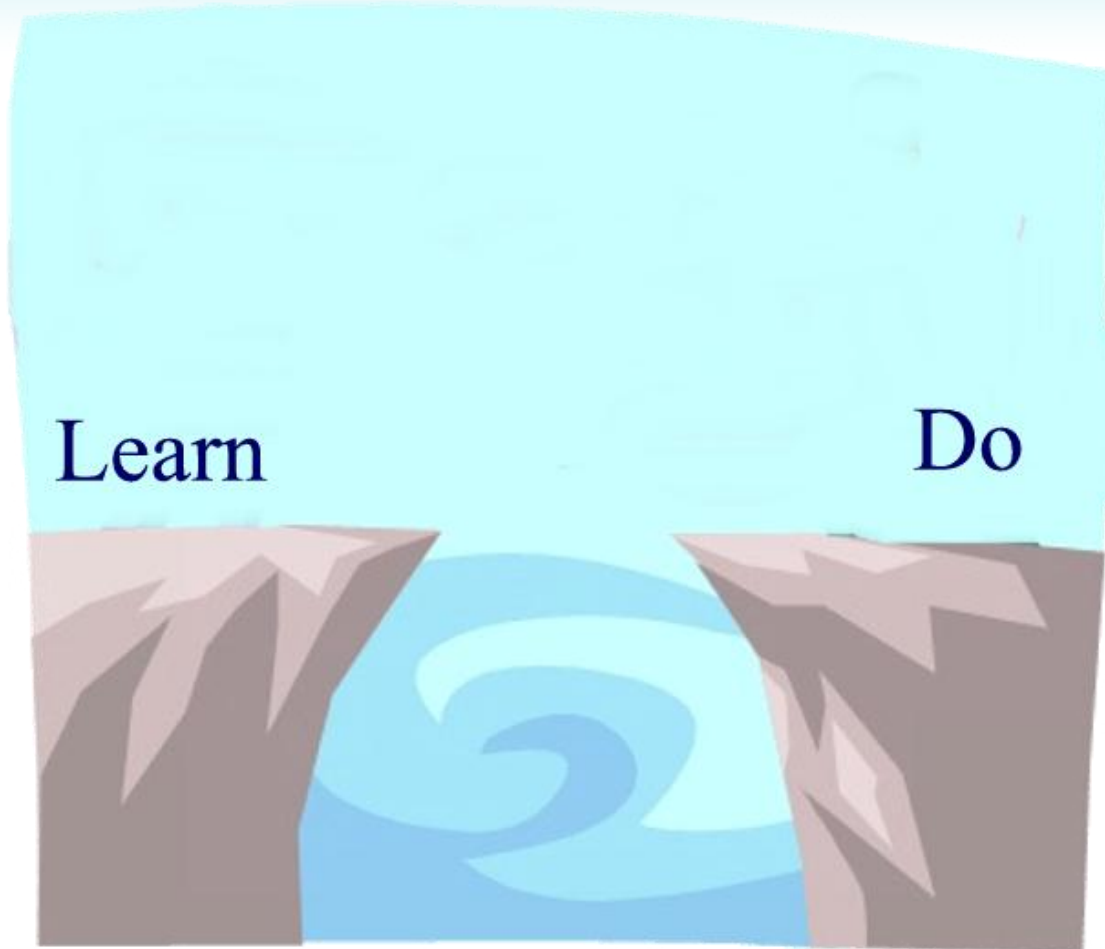
Now this is just a first draft, mind you. I'm sure the final version will be much more substantial. Oh, well—I don't want to take up too much of your time. I'm sure we'll be talking.

**Peter:** Hey, I just wanted to tell you that I started to work on my Learning Plan, and then I looked at last year's objectives, and honestly, nothing is really different. Feel free to change it if you need to. I'm sure whatever you add will be fine.

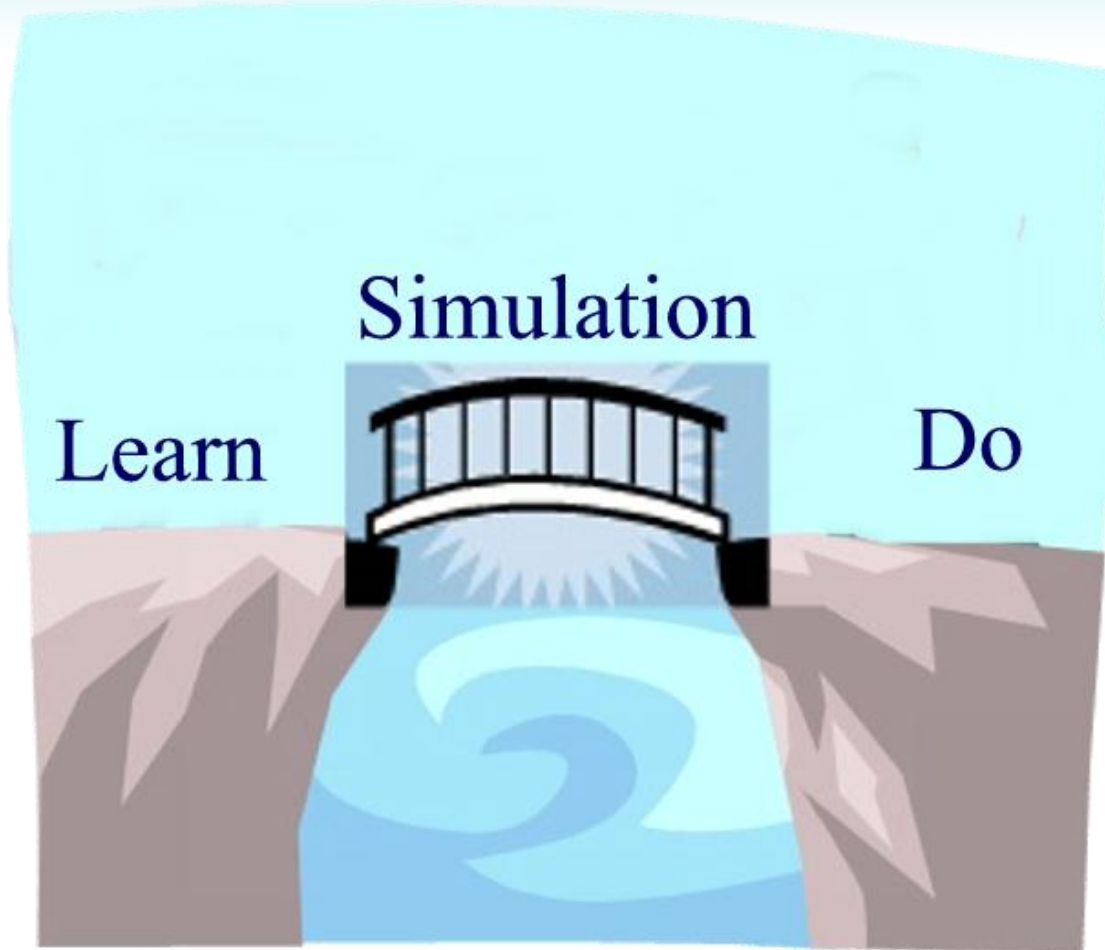
SIMULATION PROGRESS [ ]

Done Internet

# The Learn-Do Gap



# The Role of Simulation



# How do you close the gap?

- Context
  - How does it impact my role and the roles of others?
- Application
  - What do you expect me to do?
- Practice
  - Try it out in a safe environment
- Example
  - What does it look like when I do it right/wrong?
  - What is the impact of different approaches?

# What is Simulation?

Simulation is a realistic, controlled-risk environment where users can practice behaviors and experience the impacts of decisions

- Learn-by-doing
- Application of Learning
- Performance Support/Reinforcement

# Why is Simulation Effective?

- Good simulation is immersive; gains and keeps attention
- Real life environment
- Learn by doing
- Illustrates Best Practices
- Requires critical thinking and problem-solving
- Can focus on trade-offs and impacts, not just right/wrong answers

# When Should I Use Simulation?

Simulation is most effective for content that is:

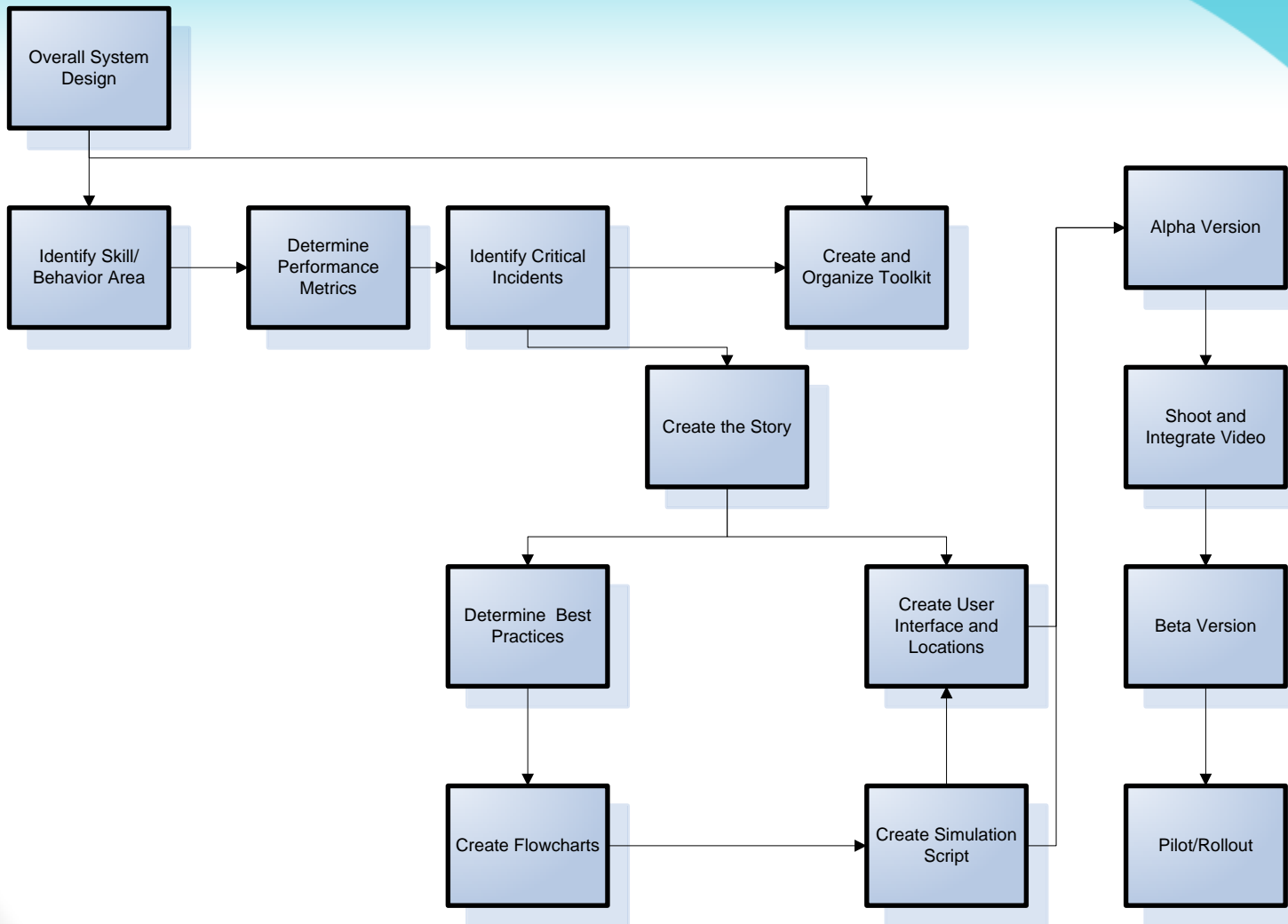
- Behavioral
- Observable
- Has defined consequences and implications
- Process or System Driven

# When Should I Use Simulation?

## Effective Applications for Simulation

- Skill Application/Capstone
- Change Management
- Process Comprehension

# Design & Development Process



# What makes a good simulation?

- Immersive
  - Feels like doing the job, not like taking training
- Performance-based/Behavioral
  - Simulation is about *doing* the job
- Driven by real-life metrics
  - Metrics come first, and success is measured the same way it is in real-life
- Real-life conflicts and trade-offs
  - The same things that make decisions difficult in real life are in the simulation
- Storytelling
  - Users are drawn into the story and make decisions to create a good outcome

# How is Simulation Rolled Out?

- Blended Learning Methods
  - Simulation-Centered Learning/Performance Support
- Classroom
  - Team-based
- Competitive
  - Leader Board
  - “Game Night”
- Event-based
  - Sales Meetings, etc.

# Where is ADP now?

- Overall satisfaction YTD is 4.37 out of 5.0
- Feedback very positive –
  - Scenarios closely resemble real situations at ADP
  - Managers will repeat simulation to see the impact of different decision paths
  - Provides practical guidance on how to work with associates all year on development planning and review

# Job Aid: Simulation Design Process

