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| **Shook Hardy & Bacon** |
| **C**hallenge | **A**ction  | **R**esult |
| Most companies out there would agree that the largest challenge regarding Learning & Development is time - there is never enough. So how do we reach all those employees that need training but remain respectful of their time to perform individual job functions? In response, we challenged ourselves with creating engaging and informative learning video segments, which embrace microlearning as a technique, to inform and educate while reaching across geographic and firm wide staffing levels. To accomplish this challenge we knew that we would have to create a manageable process for authoring on demand learning materials for the entire organization and require only five minutes of time to complete that training; select topics that enhance with both technical and non-technical (soft skills) needs and engage departments and practice groups in developing these training resources. | In response to the challenge of limited time, one of our most successful endeavors has been the Learning Byte program. This program is based around the creation of a one to five minute video which presents to employees of Shook a learning opportunity each week. The content of the video could be a tip for better organizing our Outlook inbox, how best to use custom internal software or how to best interact with co-workers. Over the last two years, 101 videos have been created with over 16,000 unique views firm wide. On average, 200-250 employees view the new Learning Byte each week, which represents nearly 1/5 of the total workforce. Over the past year we have expanded our capacity to create Learning Bytes by creating a full video production studio in our Kansas City office. The Learning & Development team utilize current video editing software (Camtasia and SnagIt) and video recording hardware (Canon DSLR, iPhones, Panasonic video recorder and a wide variety of sound recording devices) to capture and produce on demand videos within one week. The video production studio also includes a teleprompter, green screen and basic lighting to meet almost all of our needs. The L&D team then partners with the firm help desk to gather top technical issues for the organization, allowing the creation of targeted training to address these current concerns. We then work with our Knowledge Management team to integrate these topics with their courses and resources and to expand our reach. Initially, we developed a detailed plan using OneNote concerning how to produce a complete Learning Byte from the ground up. The process provides step by step details, beginning with the script and team review and ending with steps for submission to our Intranet. As the process improves, the OneNote notebook is updated to include those changes and impacts. Finally, Learning Byte videos are available in the Learning Management System for on demand access for all employees firm wide. | The Learning Byte program has had wide reaching results, but the most important has been the ability to educate the firm's populace on current or upcoming changes in technology and addressing issues that might be experienced by the firm. Since each video is produced just a few days before they are posted, the topics of these videos can be relevant to the populace. As an example, let's say the IT Department notices that a large percentage of the firm is incorrectly saving documents to the Document Management System, and these errors have just occurred within the past week. IT will relay this pattern to the L&D team and we produce a video on how to properly profile and save a document. The result is properly identifying and correcting a problem before it becomes a widespread issue that might create hours and hours of work to correct. The ability to solve problems while they are occurring is one of the primary goals of the Learning & Development team at Shook and is only possible given our ability to quickly adjust our resources. Since deployment in January 2015, over 100 videos have been produced and shared Firm wide, creating an additional 6.75 hours of on demand training available to all employees. On average, each learning byte will see 225+ plus views at launch, or around 20% of the entire workforce. Website metrics consistently list Learning Bytes in the top three most viewed items on the firm’s Intranet. Employees from various departments and offices are featured in these weekly videos, increasing exposure of those individuals and departments, and also creating a personalized touch that many viewers see positively. Overall, 1,150 employees (out of 1,300 total employees) have viewed at least three Learning Bytes within the past 3 month |