Training Program Proposal

for **The Nevada Department of Conservation and Natural Resources**

By Group 3

Group 3 is a team of four instructional designers that create educational and training programs for state agencies and organizations in the state of North **Carolina.**

GROUP

INTRODUCTION

The State of Nevada has expressed that an improved education and training program will help guarantee employees that are better informed in public safety and federal regulations which may lead to improved employee retention, and professional development of current employees. The Nevada Department of Conservation and Natural Resources (NDCNR) has initiated a Request for Proposals (RFP) for the creation of an education and training program that meets their needs.

This proposal outlines how Group 3 intends to meet the educational and training needs of the employees specified by NDCNR and addresses other key items of importance such as our theoretically grounded training strategy, technologies utilized, timeline, program evaluation plan, and budget.

Group 3 uses the ADDIE (Analysis Design Development Implementation Evaluation) Instructional Design Model as a framework to structure our course design process. We will also outline our proposal using the ADDIE model in order to provide an outline that best represents our approach.

ANALYSIS

Intent

We have acknowledged that The State of Nevada's intent is to:

- Guarantee better informed employees
- Increase retention rates
- Provide professional development

Target Audience

- Prospective Employees
- New Employees
- Returning Employees

Scope of Training Program

- Safety
- Public Service
- Legal
- System Overview
- Employee Responsibilities, Duties, and Opportunities
- Payroll, Code of Conduct, Benefits, and Professionalism
- Leadership and Growth

Instructional Resources

- CANVAS Learning Management System (LMS)
- Multimedia Assets (Illustrations, graphics, video, text, audio)
- EdPuzzle

Human Resources

- Tour Guides
- Multimedia Designers
- Permanent Employees
- Volunteers
- Safety, Legal and additional appropriate subject matter experts

Technology Resources

- Computer Systems for each location
- Internet Access for each location
- Wi-Fi for each location

Budget

+ **Multimedia Artists** $21,000

+ **Instructional Design** $24,000

+ **Hardware / PCs** $46,000

+ **Canvas** $8,000

+ **Returning Employee Training Stipend** $5,000

Estimated Total: $104, 000

Timeline

Nov. 5 - 18

Contact parties involved, initiate project management with Asana, work with SMEs to decide what information will be included in the course and begin prototyping with multimedia artists / designers.

Nov. 19 – Dec 2

Development of Safety & Regulation Modules

Dec 3

Submit Safety Course for feedback, and evaluation (Alpha Testing).

Dec 4 - 17

Make modifications to Safety Module based on feedback / Development of Prospective Employees Modules

Dec 18

Submit Modified Safety Module / Prospective Employees Modules for Alpha Testing

Dec 19 – Jan 1

Development of New Hires Module

Jan 2

Submit New Hires Modules for Alpha Testing

Jan 3 - 16

Development of Returning Employees Module

Jan 17

Submit Returning Employees Modules for Alpha Testing

Jan 18 - 25

Volunteers, Permanent Employees, & Returning Employees Participate in Beta Testing

the training program

Jan 25 – Feb 4.

Modifications & Improvements for Prospective Employees Module based on Alpha and /

or Beta testing feedback.

Feb 5 – 16

Modifications & Improvements for New Hires Module based on Alpha and / or Beta

testing feedback.

Feb 16 - 28

Modifications & Improvements for Returning Employees Module based on Alpha and /

or Beta testing feedback.

Mar 2 - 6

Final Review of Training Program & Submission of Evaluation Plan

Learning Environment

The training program will be fully online in order to provide flexibility of training scheduling requirements and accommodate employees from every location.

However, it is recommended that employees, especially prospective employees receive a tour of the location they intend to work for, so that they may have a personal experience with their work environment. This provides employees a relatable experience / visualization as they participate in several portions of the training program (such as safety).

All colleges and universities that offer online learning curriculums typically make use of a learning management system (LMS). Some of the most common names are Blackboard, Canvas, and Moodle. Group 3 has selected Canvas because it is free, but also provides paid options should those features be beneficial for this training program.

We have selected an LMS due to functionality, and overall housing capabilities that can best provide a consolidated platform meeting the State of Nevada's intent.

Functionality considered:
- Multimedia Content Delivery
- Assessment / Tracking methods,
- Course Structuring
- Discussion / Communication
- Content Permission

We have also found that an LMS may be mutually beneficial for employees who have enrolled in online courses before or have not. Employees who have experience with an

LMS may feel comfortable navigating the platform, while employees who have not enrolled in an online course can become familiar with a platform that is widely used and therefore increasing their technical literacy. Additionally, a Canvas instructor will be invited to teach and guide returning employees in order to make them subject matter experts of the Canvas platform so that they can be the individuals who take the initiative to help and mentor new employees on the platform. This is highly useful to not only enrich our returning employees, but so that new employees are comfortable with the platform and do not have any doubts or usability concerns left unanswered.

Content Delivery Formats

Following the recommendations of many psychologists, educators, instruction designers, etc. Group 3 will deliver information and content through multiple representations. We intend to work with multimedia designers to create content that includes audio, images, and video representation. We agree with many experts that the more senses involved in learning, or the option of, can increase learning effectiveness (Cairncross & Mannion, 2001).

Content Delivery Structure

The training program will be structured in stages. For example: Prospective Employees will be able to access overview of the system, responsibilities / duties of their position, but will not be able to access additional course material until they have successfully completed this stage of employment training. However, once the employee has completed the course, they will have access to all course content in case they need to revisit / review something.

Assessment Methods

The State of Nevada intends to have better informed employees and have a training program that can also help them select which employees to maintain or even provide full-time opportunities. Group 3 has determined that well-informed employees are not

products of declarative knowledge (facts knowledge such as knowing a regulation). In order to capture the thoughts, feelings, and knowledge of the various employees Group 3 will also implement questions that require reflective thinking. Incorporating questions that require the employees to elaborate on their knowledge can help the employee's retention and ability to apply that knowledge (Seybert, 2002). The training program should encourage employers to be able to know the 'why', as opposed to just knowing the 'what' or 'how'. Knowing the 'why' is a level of knowledge comprehension typically expected of well-informed individuals or individuals in leadership positions.

An example of our assessment strategy is to use EdPuzzle which allows the incorporation of questions inside video content to ask employees to reflect on, for example, a situational question based on a scenario in the video.

DEVELOPMENT

Management and Collaboration Strategy

The process to develop a course is one with many moving pieces. Group 3 will use Asana which is a popular project management application to continuously track our development progress. This platform allows us to tend to due dates, comment, monitor, structure our training program, upload documents and multimedia files, and other useful tools to manage the development of this training program. All individuals involved in the development process of the course will make use of Asana so that all parties are constantly informed on changes made, dues, and other information that may need to be distributed to everyone involved.

IMPLEMENTATION

Feedback, Troubleshooting & Remediation

As part of the implementation process during the development of the training program, Group 3 will consult volunteers, permanent employees, returning employees, and The Nevada Department of Conservation and Natural Resources upon completion of the first module of the course (safety). We intend to receive feedback for the safety course as litmus test of what can be improved upon in preparation for other modules of the training program.

EVALUATION

Testing the Learning Environment

Group 3 recommends that volunteers and permanent employees participate, encouraged / required to participate in the training program in order to receive immediate feedback from individuals who will operate in similar conditions and environment. Course material such as safety is appropriate for all employees, therefore feedback from volunteers and permanent employees can help improve the course by the deadline.

Measurements of Success

Employee retention rates are linked to several factors. This training program manages to target several factors and measuring the success of these factors is important to fulfill not only retention rates, but the other 2 outcomes desired by The State of Nevada.

Research indicates that resources are important to employee retention (Kossivi, Xu, & Kalgora 2016). Given that this training requires the usage of a device (preferable a computer) to complete the course as identified in the budget, computer availability for

each park will be recommended. This allows individuals to complete the program on-site posing flexibility, but also benefits individuals who may not have immediate access to a computer and internet.

Informational resources are also important to employees. CANVAS offers many communicating methods such as discussion forums, and chat system. By providing users a centralized platform that allows them to ask questions, search for posted answers, and view posted important websites, links, and other information can increase the employee's confidence that they are able to obtain answers to questions that they may have regarding the training / course material.

Scheduling surveys that provide the following feedback can be helpful:
- Experience with CANVAS
- Ease of Navigation
- Discussion Forum Activity
- Training Content Helpfulness
- Training Location Preferences (On-Site computers, or at home)
- Social Inclusiveness

Lastly, assessment results and duration of completion will be observed in order to determine if the information is helpful for the employees to perform in assessments, but also to determine if the course may need to be reduced in order to reduce the amount of time it takes for most employees to complete the program.

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