



Maricopa County

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▶ THE COMPANY

Maricopa County's desire to provide the highest possible standards in public service and to ease the administrative overhead of training led it to SumTotal's Learning Management System (LMS) for a comprehensive online learning environment.

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CASE STUDY

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▶ THE CHALLENGE

Maricopa County, Arizona, needed to make training easily available for its 12,000 employees in 45 departments dispersed throughout the greater Phoenix area. County employees are required to take courses, complete exams monthly or annually, and become certified or recertified regularly; however, Maricopa lacked a unified management system to monitor training and certification status. Many departments managed their own training databases, and it was a challenge to integrate information to deliver the most effective training. Maricopa's paper-based registration was time-consuming, its tracking of coursework and exams inconsistent, and employees' transcripts often lagged behind their latest certification.

The county needed consistent training for all employees and information for the professionals who continually refine and optimize employee programs. Maricopa County's desire to provide the highest possible standards in public service and to ease the administrative overhead of training led it to SumTotal's Learning Management System (LMS) for a comprehensive online learning environment.

▶ THE ALWAYS-ON DEPARTMENT: DELIVERING TRAINING TO THE FIELD

"Eight-to-five training just doesn't cut it here," said Barbara White, LMS administrator for Maricopa County. "Many of our departments staff 'round the

“ *Employees love the new system. More than half our departments used the LMS within the first six months of deployment, and positive employee feedback will help that number to increase rapidly. Convenient access to training using the LMS is helping Maricopa County achieve enterprise integration at both the technology and organizational levels.* **”**

– **Barbara White**
LMS Administrator
Maricopa County- Jare

clock and we have mobile employees and telecommuters. To implement consistent, enterprise-wide training programs, we knew we had to come to employees, not the other way around."

With the LMS, both mandated continuing education and recertification and optional career enhancement opportunities are more accessible to the county's dispersed workforce; employees may browse course offerings, identify dates and locations, and register over the Web. The LMS automatically routes the

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registration request to the appropriate supervisor. Upon course completion, the employee's transcript is automatically updated and both the employee and management have access to it.

▶ **CUSTOM REPORTING: THE POWER OF KNOWLEDGE**

The LMS supports managers' knowledge of employees' skill sets by providing powerful custom-reporting capabilities. Managers have online access to transcripts and may request workforce profiles based on variables such as workshift or current certification levels. "Reporting capabilities are a great strength," White said. "The ability to define new fields and to query to very fine levels of detail means we can provide department managers with precise information when they need it. County Human Resources has a unified view of employee transcripts, and department managers are beginning to use the power of custom reports." Timely reporting to county departments supports good working relationships and improved integration of dispersed departments into the enterprise.

▶ **TRAINING TO THE DESKTOP: SEAMLESS LEARNING**

The Sexual Harassment and Workplace Violence courses are examples of self-paced learning opportunities where productivity is enhanced when employees can learn at their desks. Self-paced learning makes positive use of short time fragments throughout the work shift—allowing an employee to progress in a desktop course and easily set it aside if required—and from home during evenings and weekends. Providing Web-based course registration has helped fuel a 375% increase in registration for this course.

Instructor-led courses such as CPR and First Aid are also administered through the LMS, providing the same easy registration process and automated transcript updates.

Most departments' core training requirements are now administered through the LMS to provide an enterprise view of employee skills. A monthly stay-current exam required of the hospital's nursing staff can now be taken online and is managed within the LMS. The Maricopa County Management Institute's training programs for managers and supervisors are also administered in the LMS, providing competency assessment and evaluation of management skills.

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▶ THE FUTURE: MANAGING FOR PERFORMANCE

Performance Management Planning allows employees and their supervisors to match career goals with training options using the LMS. Maricopa County's Learning Resource Network promotes the LMS and advocates for the online learning environment; eventually, the county would like the LMS to build and manage performance plans for all employees online.

"Employees love the new system," White said. "More than half our departments used it within the first six months of deployment, and positive employee feedback will help that number to increase rapidly. Convenient access to training using the LMS is helping Maricopa County achieve enterprise integration at both the technology and organizational levels."

A recent study conducted by Syracuse University and Governing Magazine found that Maricopa's "strong training programs" had "vastly improved employee morale." The county's innovative approach to training also contributed to its recognition as one of the best-run counties in the United States. This strongly suggests that Maricopa County's approach is paying off.

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For more information, please contact us at +1 650 934 9500, or toll-free at +1 866 768 6825.

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