Catalyst ® Virtual Academy (CVA) provides world-wide training on CSC’s global methodology

Problem

• Participation in training is increasing, but slowing down
• Constraints on CVA Leads’ time is threatening CVA success
• CVA Leads are increasingly unable to spend all the time needed to:
  – Develop course content
  – Update course content
  – Coach instructors
  – Train participants
  – Advertise to targeted audiences
• What is causing these constraints on time and how might the situation be improved?
Identifying Variables

We selected 3 key variables that illustrate the problem.

And the pain points:

- Participants
- Sessions
- Admin Hours

Many of the other variables were used in the simulation model.
Illustrating the Problem with the Historical Behavior of Key Variables

Referencing Modes

Administrative time is growing with the number of participants and sessions!!

Explaining the Reference Modes with a Dynamic Hypothesis

Create Dynamic Hypothesis
Simulating the Dynamics

Stocks

Participants
1. Potential
2. Taking First Course
3. Taking More Courses

Staff
4. Admin Support
5. CVA Leads

Instructors
6. Novice Instructors
7. Experienced Instructors

Training
8. Courses

The baseline simulation model can illustrate reference mode behavior

In the simulation run, the fear is realized – What, if anything, can be done to prevent it?
Simulating Administrative Hours Used

In 2011, the admin time flattens
- There are so many participants that there is not enough admin time to support them

In late 2012, admin time drops
- Because the number of participants drop

Improving Efficiency?

- “Admin time per session” is the biggest contributor to admin time
- Tools or better processes could lesson this time, or it could be done by another group and be near zero.
- Admin time per session was varied from
  - 0 hours/person (some other group does it) to
  - 4 hours/session (baseline) after 2011
- This may affect cost of service ($ per participant or per course) – a financial module is not in the current model
Effect of Improvements on Participants

As Admin time per session decreases, participation will increase since there is more time to spend on developing courses, training instructors, etc.

Eventually, even with better tools, increasing participation taxes resources
Even with admin done completely by another group, participation will swamp resources.

Available Hours | Hours left for management activities after time spent on admin
---|---
Required Management Hours | Hours needed to support creating and updating training, training instructors, and advertising

Identifying an Archetype: “Growth and Underinvestment”

Adding appropriate resources, when needed, helps maintain and nurture success!
Results

• Clients went from initial thoughts of incremental improvement to a radical change in program focus and redesign
• Moving from leader-led training to self-paced training, keeping new and fresh courses as leader led
• Investigating alternative mechanisms for administrative support, e.g., using a shared service model
• Changing staff and responsibilities

Client Voices

Responses during the modeling effort

“This is bringing out the dimensionality of issues that may be hidden. Humans don’t think this way -- all of this is what I know but I don’t know, it in relationship to other things I know.”

“It is crystallizing my thoughts.”

“We can now dialogue because of the level of complexity of the work we have done during this project. Every time we meet brings my thinking to another level.”

“We can use the model to support our strategic direction.”

Do the results leave a lasting impact?

One CVA Lead said that their mindset about how to think about CVA changed and he views new CVA activities in this light.