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Implementation of Online Training Video Library in OLAR

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Problem

I work as a training technician in The Office of Laboratory Animal Resources at CU Denver Anschutz Medical Campus. One of my role as training technician is to help design, develop, and publish written and video training materials for the Office of Animal Resources (OLAR) and research staff.

The Office of Laboratory Animal Resources (OLAR) at CU Anschutz Medical Campus uses a training method for new hires and refreshment trainings for existing employees that rely upon repetition of information and demonstration in training, online training modules through skill port training system, in person and writing with some photos. The in person training involves providing the information in multiple formats by multiple people, have them practice the procedure, and have them demonstrate the procedure and answer questions about them. According to the information from the training program manager (Bell, Lorraine), who meet with all new hires to collect feedback, several of them did not rate the program very high which the most frequent complaint is disorganization on the part of the trainers or incomplete/conflicting information from multiple trainers. OLAR due to its continuous effort to improve the training program has started integrating training videos in order to have universal format and style for the training components and enhance the in-person trainings. The videos were delivered by burning on DVD and distributing to departmental managers, but few of the videos already produced were not being utilized. There was no online platform to organize the training videos and have them viewed by staffs as requested and as needed.

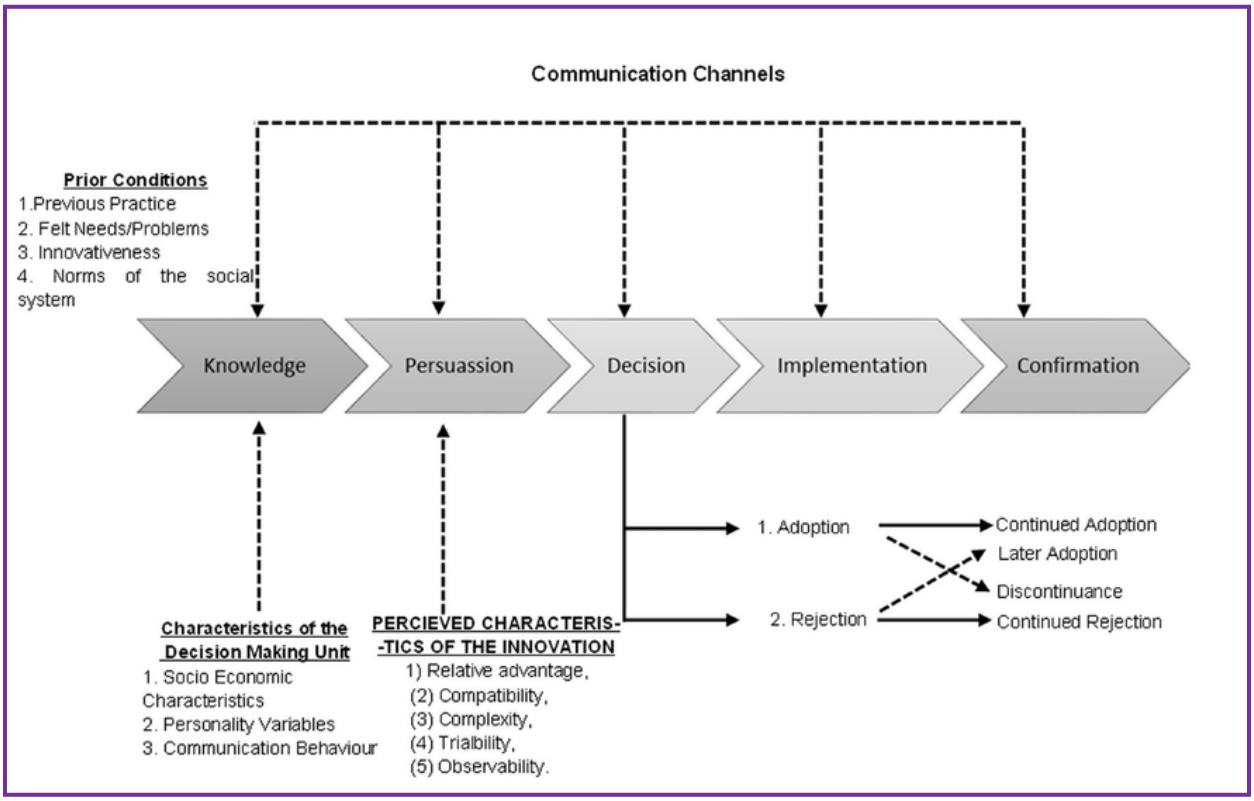
The purpose of this project was to address this concern by implementing an easy to use, appealing and universally designed training video library platform. The online video library will be used in new hire trainings by having new hires watch video of procedures before showing them the actual in person training. Providing online and in person training will make learning an active, adaptable process that keeps learners engaged and interacting for maximum instructional benefit (Savino, 2014), existing employees will use it to refer information's and remind them of procedures. OLAR has refreshment trainings that employees do on a monthly basis, some of the trainings are procedures which in this case trainers could use the library to request trainees to watch procedures prior to the in person trainings, and this will help to facilitate the training program. OLAR has five departmental work groups (Animal Care, Veterinary Technician, Facility Support, Cage Wash and Admin) to benefit from it, but the main focus of the project was on one, Animal care technicians.

Intervention

The intervention of the change project was:

- Produce short videos with standardized instructions of the procedures
- Create channel in Microsoft stream to store videos
- Build a platform to organize and store video links that redirects users to Microsoft stream
- Host a training session to introduce the platform
- Provide continuous support

Implementation of the change was guided by Everett Rogers's Diffusion of innovation theory



A Model of Five Stages in the Innovation-Decision Process (Source: Diffusion of Innovations, Third Edition by Everett M. Rogers, 1983, Pg-165)

Goals of the project were:

1. Implement online training video library

2. Facilitate in person employee training

3. Improve OLAR training program

Videos

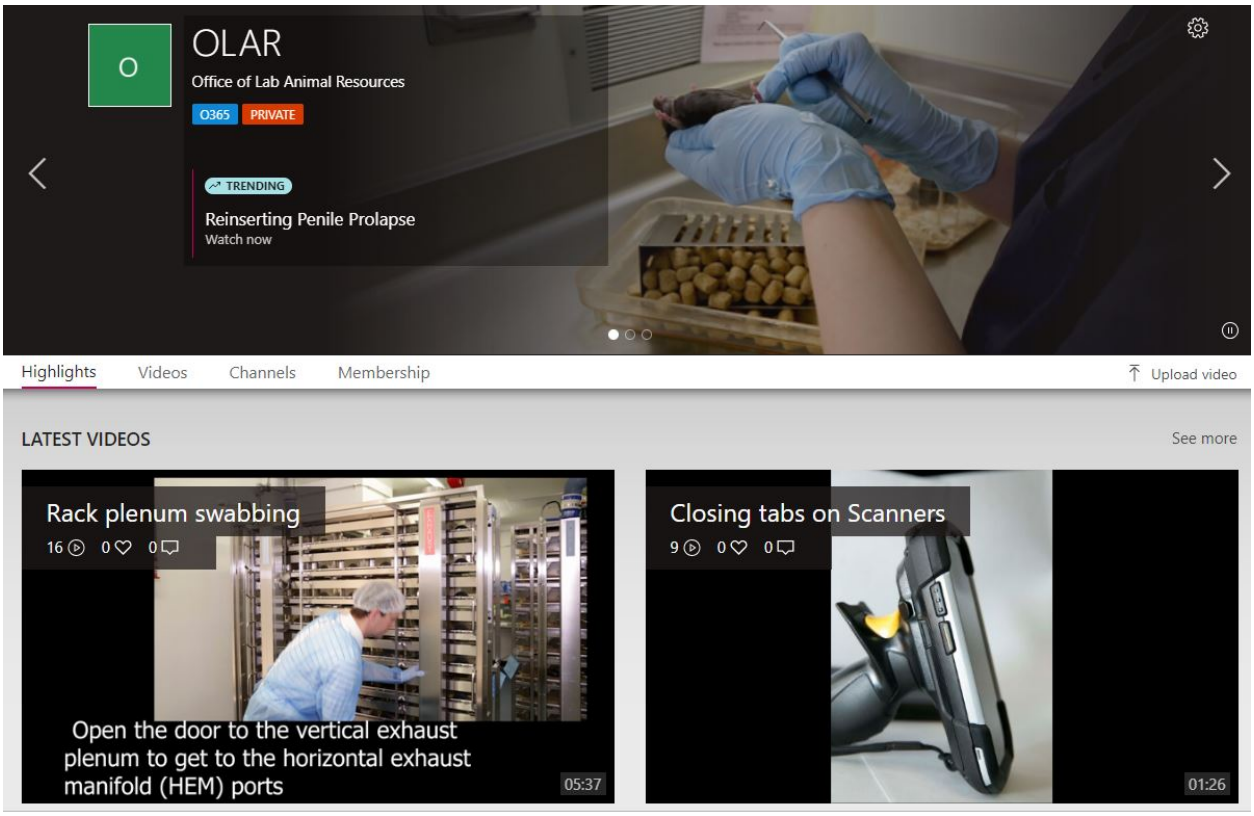
Video making was started prior to the project, but the way video was made and accessed was not engaging. Most videos were lengthy which resulted into an extended review process. Few of the video discs made were also placed with supervisors that employees needed to request access in order to watch them. According to the feedback the training program manager received from new hires, most new hires were not informed to watch the videos prior to the in person training.

The change project focused on making videos for the Animal technicians work group, and it will continue making videos for the specified work groups and all the other work groups in OLAR.

Some videos that required close up shot of procedures and voice overs were filmed by DSLR. Procedures that required medium and wide angle shots were filmed by a camcorder and Saramonic wireless mic was used to record voice on location. Adobe premiere pro was used for editing and a motion graphic template was used to create a simple title. Content for video was prepared based on policies and regulations that required management team to review in pre and post-production stages of the video making process. The new videos were short and made into chunks with the hope of minimizing the time it takes to make, review, watch and maximize retention.

Streaming

To make sure the content can only be accessed by the department, Microsoft Stream was used to store, group and set access permissions to secure the video files. Private group was created for OLAR and each produced video was uploaded in Microsoft Stream by clicking the upload icon and dragging the final exported video from the computer into the group. Permission was set by adding employees Office 365 credentials and granted a view access for all and edit access for the training program manager. The other advantage of Stream is adding an automatic closed-caption file making the video more accessible.



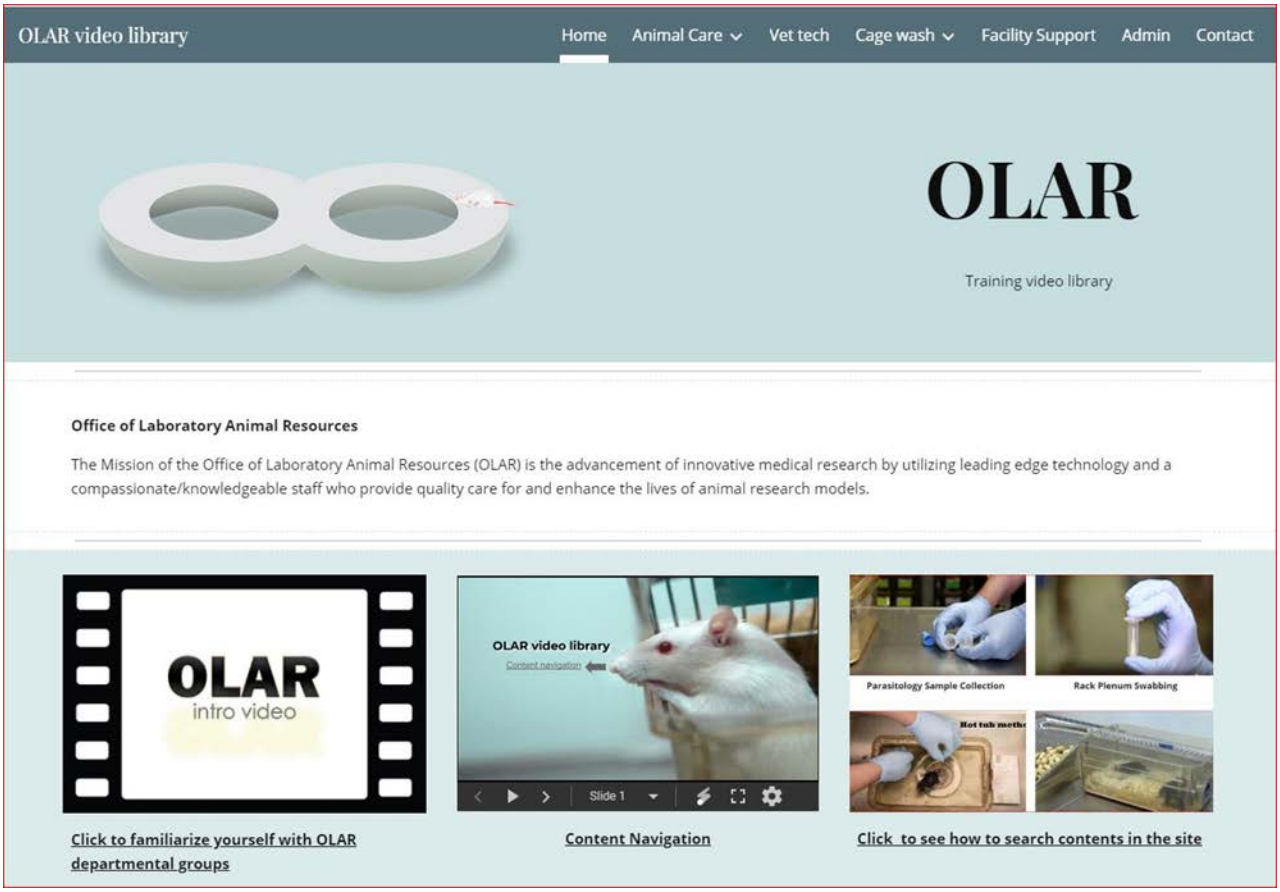
Microsoft Stream private group page

Website

I used Google Sites to create the video library platform. Even though the length of the project was limited to one departmental work group, Website was focused on constructing pages for all workgroups. Seven pages and two subpages were created as Home, Animal Care (with subpage - USDA Species, Cage Change, Racks, Health Checks and Room Maintenance), Vet tech, Cage Wash (with subpage - PPE, Dirty Side, Clean side and Troubleshooting), Facility Support, Admin and Contact. The Purpose of the Home page was to place an introduction video to help new hires familiarize themselves with what all OLAR departmental work groups does and some tips to help them on how to navigate contents in the site. I placed an image that I thought would describe the content, gave title and embedded the video link that I copied from Microsoft Stream.

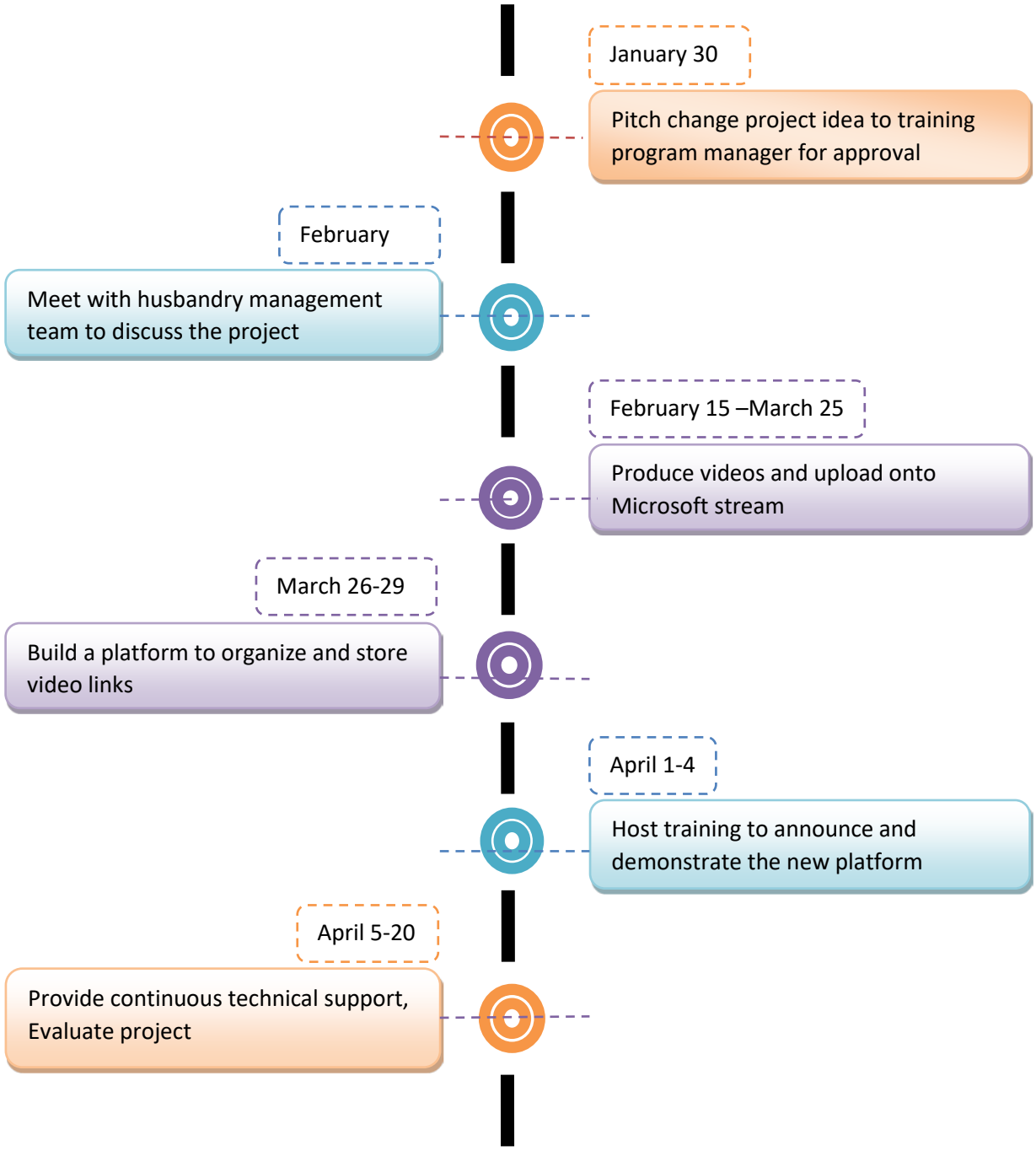
Website can be viewed, but accessing video content will require permission.

https://sites.google.com/view/olarvideolibrary/home



OLAR Training Video Library Home Page

Project Timeline



Evaluation Plan

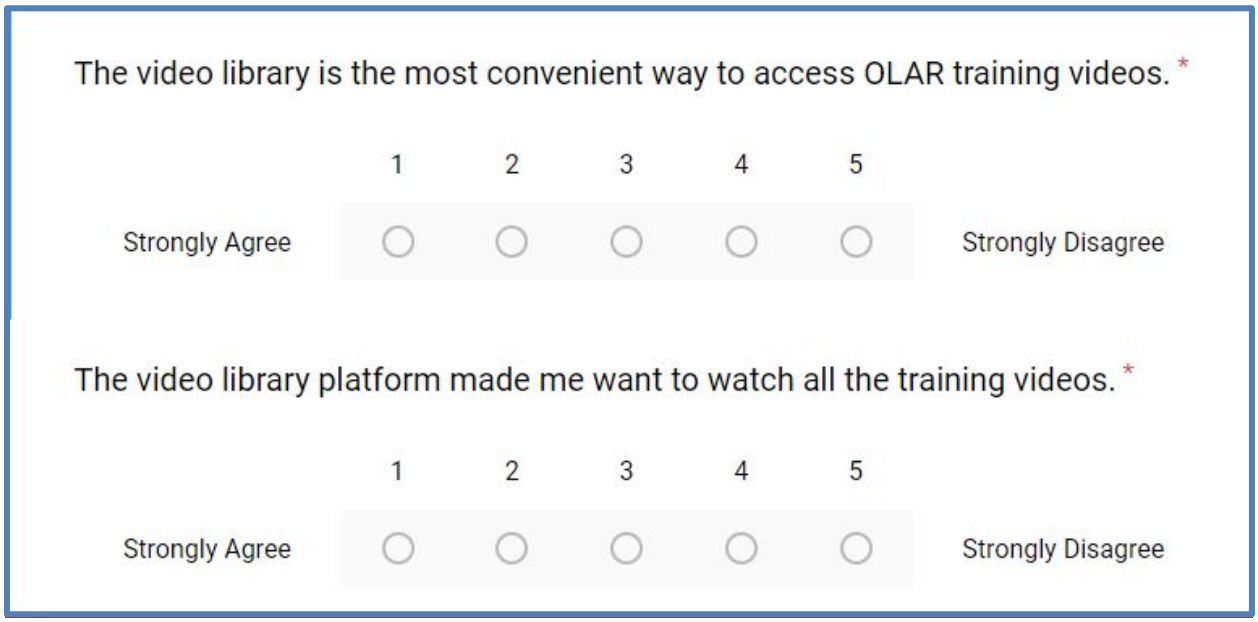
To measure the expected outcome of the intervention, its significance, learnings and identify areas of improvement. I performed summative evaluation at the end of the project implementation.

It consisted of a survey and feedback from the management team with a plan to conduct another survey with employees after a complete implementation of the site to all departmental groups. Survey was made to measure how well the new training video library platform has gained acceptance by the management team.

Based on Rogers five perceived characteristics of innovation I prepared five questions:

1. The video library is the most convenient way to access OLAR training videos
2. The video library platform made me want to watch all the training videos.
3. The video library platform is easy to navigate and effortless to use.
4. I would like this platform to be the only way to access OLAR training videos.
5. I would have no difficulty explaining the rest of the team how the video library platform works.

Google form was used to make the survey and measured on a five point Likert scale.



I also prepared feedback survey with questions:

- Do you think new hires will have difficulty accessing the video files in the video library platform?

- Do you believe watching videos prior to the in-person training will reduce the time trainees spend performing the in-person training?
- Are you happy with the training video library platform?
- What improvements would you recommend on the platform?

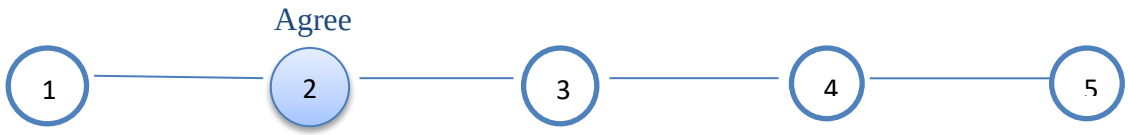
I also placed a form on the contact page of the website for a continuous feedback after the video library is placed for use so that a continuous feedback could be received and the library platform could be improved accordingly.

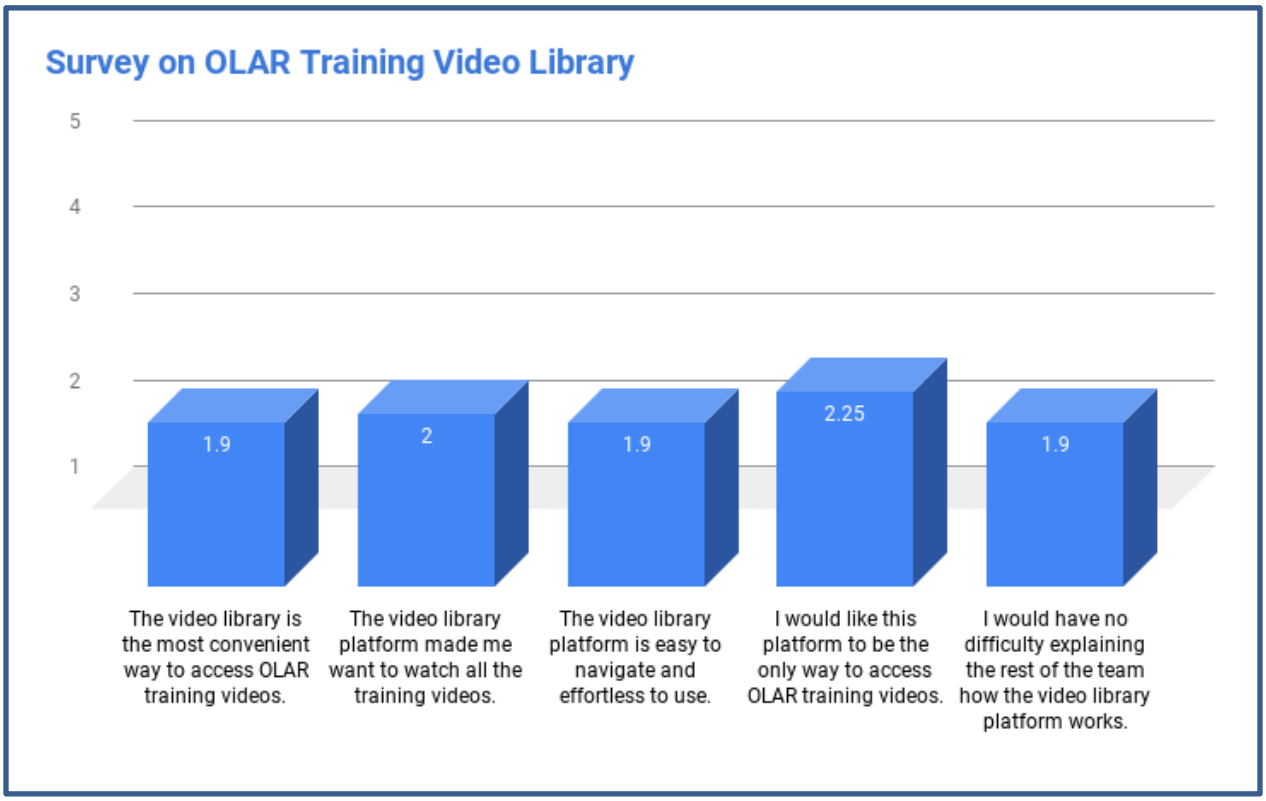
Findings

The management team opinions were measured on a five point Likert Scale with verbal responses from Strongly Agree to Strongly Disagree with an assigned numerical value:

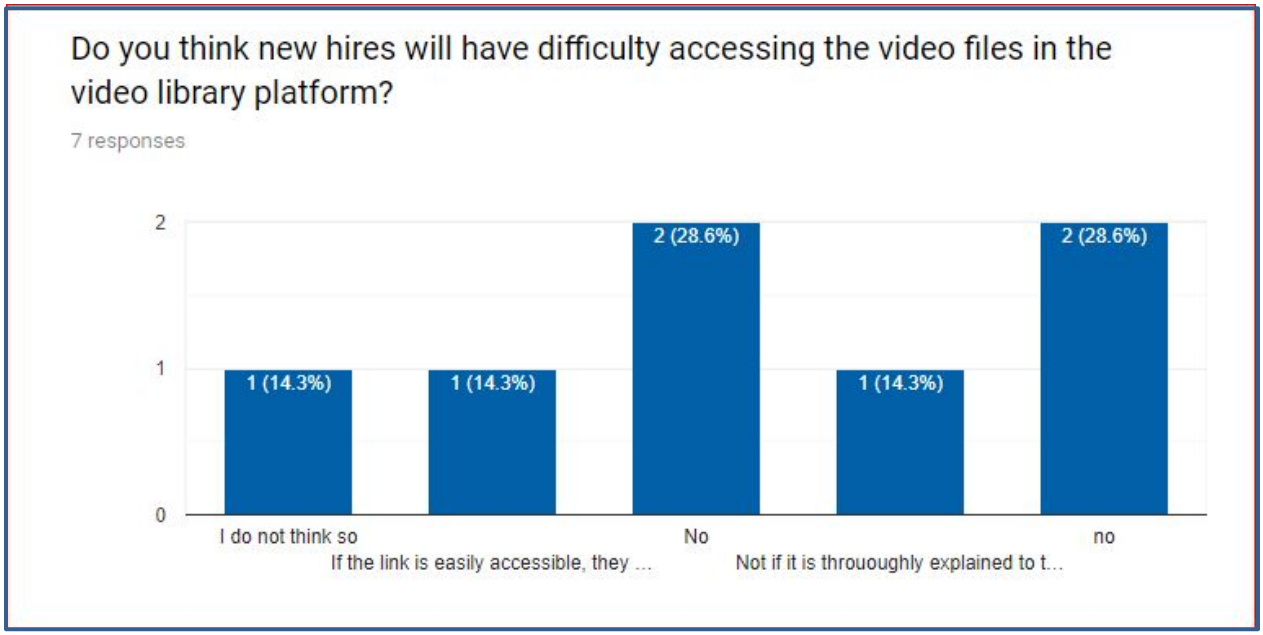
1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly Disagree

The mean response of twelve respondents was calculated as seen on the graph down below. Almost all the mean response was calculated to be around 2 indicating that the management team agree with the introduction of the new video library platform.



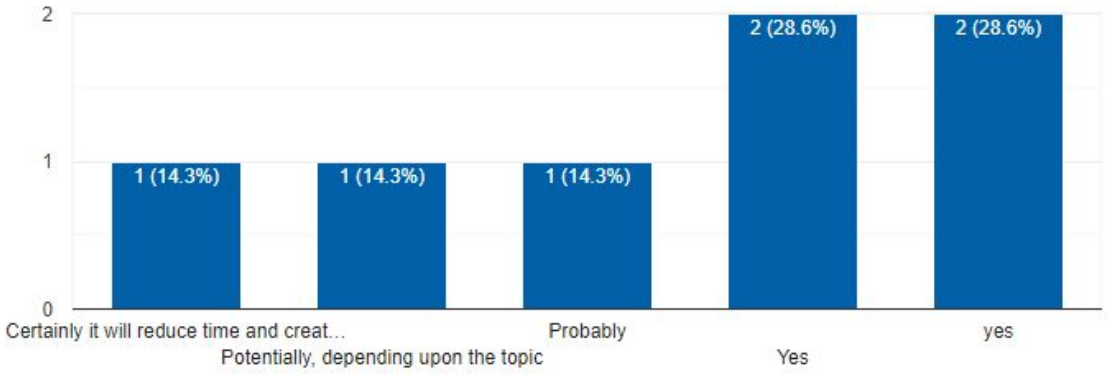


Seven responses were also received on the feedback survey from the management team as shown down below.



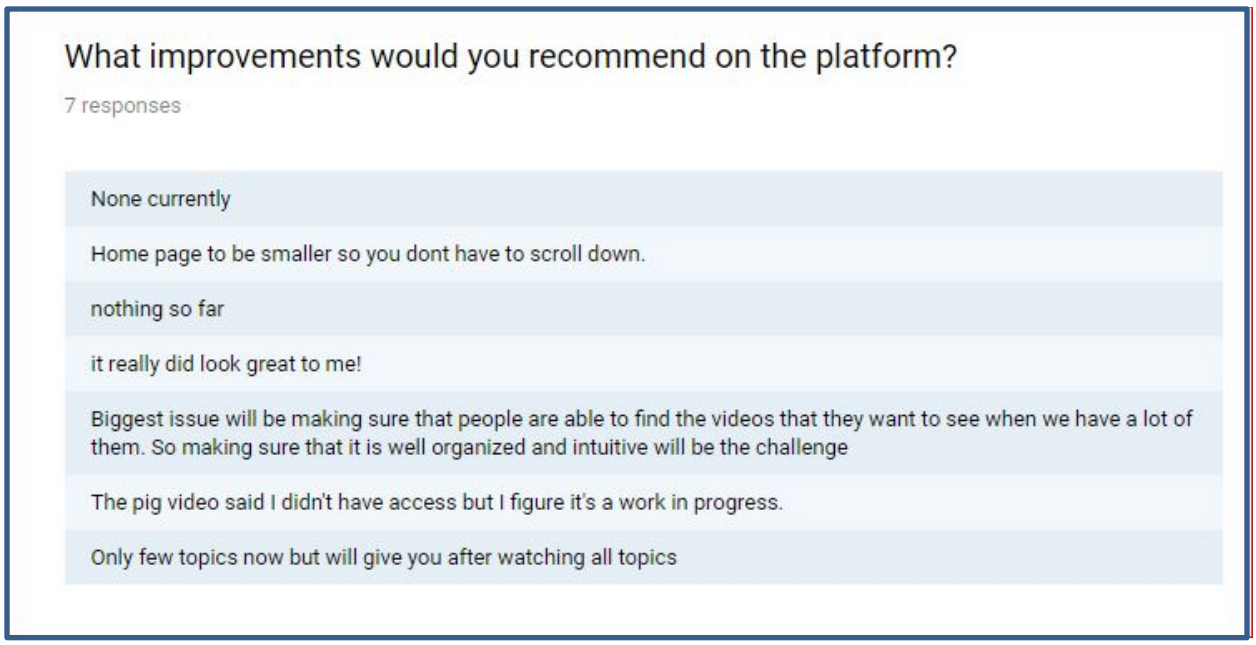
Do you believe watching videos prior to the in-person training will reduce the time trainees spend performing the in-person training?

7 responses



Are you happy with the training video library platform?

7 responses



Conclusion and Next Steps

New training video for OLAR implemented. Even though it is a project in progress and a survey focused on the management team, the outcome was satisfactory**.** The management team has agreed upon the introduction of the video library, Feedback indicated that the video library platform is easy to navigate and it will allow new hires to watch videos without difficulty. This will decrease the time spent on transitioning new hires which will also improve OLAR training program. Some of the questions asked on the feedback were also easy fix. Building the platform, was a great learning experience for me and I also learned a valuable lesson on how training topic and content of each work group should be organized in a way that will make it interesting and consumable. The positive reaction I received from the management team has given me energy to keep working and make all departmental groups beneficiaries of the video library platform.

Next Steps

I will keep making short training videos for the Animal technician and all the other work groups. I will also continue adjusting the platform based on the continuous feedback that I will receive from employees.

Each employee is provided a tablet which they mainly use for communication, with the complete implementation of the project, I will make an application of the site available on a tablet so that content can be accessible from the tablet.

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