

Ruddhi Wadadekar: Glocal Green

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The Response to the Case Study

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## **Introduction**

I was a part of group project called Glocal Green (GG). This company is an international company for salvage and recycling. Glocal represents locally employed workers all over the world and Green represents recycling, hence the name Glocal Green. Our company is an international company with headquarters in Maryland and industries in Miami and London. We require a specialized and universal training for our employees all over the world. Hence we have chosen to incorporate distance learning method along with face to face training to accommodate all the learners' needs.

## **Overall Goals**

Glocal Green is an upcoming company with about 4000 employees worldwide. The company's overall goal is to train its employees in various fields and to get the job done effectively and efficiently. The company offers certifications to promote and develop employee interest in trainings. By providing training at various levels, which is suitable and accessible to all, employees not only attain individual career goals but the company also benefits greatly by their increased productivity and quality work. The employees are diverse in culture, education, economic background and ethnicity. By providing the training through synchronous and asynchronous media and through face-to-face learning, the company ensures the quality training throughout its branches worldwide.

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### **Organizational Structure**

The Learning and Development (L&D) department within the Human Resources has its own agenda. The L&D department develops the courses required to be completed by all the employees at different managerial levels. The technical designing team is a part of L&D department. It consists of two instructional designers, two programmers and two learning consultants. By distributing the workload to different specialist, the company enhances the course quality and hence the overall training and productivity. The team ensures that the courses are up to date and challenging. This team is also responsible for the Learning Management System (LMS). The team updates and maintains the LMS by interacting with its vendor and keeps it current by working on any technical issues. LMS is used for course organization, delivery, transcript distribution as well as for registration. The main purpose of L&D department is to provide quality and up to date course work for all the levels and to make sure the training given fulfills the company's mission and goals.

The current teaching structure is both face- to- face and online learning. The company makes maximum use of LMS to reduce the travel cost. All the course material is uploaded on LMS and is available to all employees. Any member of the team can access the information online, refer to a wide database of material and download the course material. The technical designer develops challenging courses, which help to develop technical skills, interpersonal and self development skills, leadership and management skills as well as required business skills.

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## **Resources**

Apart from the educational resources available through LMS, Glocal Green also offers mentoring and counseling services. Course registration, advising and transcript services are available online through LMS. Employees can also take advantage of wide digital library. A conventional library and face-to-face training is available at the three main branches.

## **An Alternate Way of Organization**

Workforce training is no different than the conventional education ( Smith and Drago, 2004). In order to achieve company's goals, all employees are required to have appropriate skills in their respective areas of work. By providing job skills training to employees, a company not only achieves its own goals but also helps individuals to develop the necessary skills to enhance their personal growth.

In addition to the Human Resources and L&D department, I would reorganize the current system and divide it in the following teams.

- Pre- training survey and assessment team
- Course development and training team
- Post- training survey ( attitude and motivation) and revisions team

Pre- training Survey and Assessment

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Glocal Green is an international company which hires local workers. The employees are from diverse background. It is necessary to consider learners' needs by taking each of these factors into account. A pre- training survey would determine the technical skills, educational level and cultural needs in a particular community. Training can be tailored according to these specific needs. Some countries, especially developing and third world countries, may not be equipped with modern technology and equipments. A distance learning course is ineffective in some rural areas where internet is not available. This team will be responsible for the data gathering and making reports for different regions.

Evaluation: A pre training survey paints a good picture of learners' initial needs. The data gathered can be used to design better courses from entry level to the highest managerial levels. This survey is also helpful in determining workers expectations and their aptitude and interests.

Course Development and Training

The course development team is divided into material developers and technical developers. Material developers are responsible for producing actual training material. They design the courses suitable for every level of organization. The technical developers gather the information from the pre training survey and assessment team. They then modify the courses according to the regional requirement, either online or face to face, keeping the same contents.

The training team consists of actual instructors. According to the course requirement, they can be either online (synchronous or asynchronous or both) or conventional teachers. As the

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company is global, culture plays an important role (Spronk, 2004). To minimize the gap between students and instructors, I would hire local teachers to do face to face training.

Post- Training Survey (Attitude and Motivation) and Modifications

It is absolutely necessary to track the progress of the employees and have their feedback. By conducting an attitude and motivation survey, the company can assess their development as well as obtain their criticism about overall training. Based on the results from these surveys, courses can be modified according to the learners' needs and the overall training program can be more effective.

Evaluation: Workers' overall performance can be tracked down using the data collected in the post training survey. By analyzing the attitude of workers, general characteristics of that particular group can be studied and evaluated and teaching methods can be modified according to learners' needs.

Of course all above mentioned plans require a significant source of money and manpower. Glocal green is an upcoming company with a limited budget. However, it anticipates greater revenue in the future hence a budget should be planned accordingly to accommodate important learners' needs.

**Working with the existing resources**

**Teaching**

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Glocal Green is an upcoming company which offers face- to -face as well as self paced online courses. Even though online learning is more economical, course delivery should be tailored according to the individual needs and available resources in that particular region. Online lessons should have simple, step- by -step instructions and guidelines. A basic introduction to the operating system, internet and learning platform should be delivered through face to face learning. By considering cultural differences, delivery of lessons, face to face or online, should be decided accordingly. Even though synchronous training has its limitations with time zone and equipment availability, it should be practiced often to cut down the cost on instructor payments and to promote empathy between the participants.

### **Learners' support**

**Technical Support:** Students should have an easily available reliable tech support. Online instructions, live chats, 24 hour phone lines are some of the ways to achieve it.

**Accessibility:** Workers should have all the tools available for online learning like computers, printers, microphones and headphones for videoconferencing etc.

**Advising and counseling:** Glocal green does offer online advising and counseling sessions. In addition to this, supervisors can also act as counselors if needed.

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**Literature:** All the course material is available online and can be downloaded easily. Physical libraries are available at three main offices. There can be a postal system where learners can request books from these libraries.

**Motivation:** To develop a better workforce, better training is necessary. A steady encouragement and incentives helps employees to achieve their personal and professional goals faster.

**Family Care:** In Glocal Green, 60 % of the staff is male, which makes female ratio of 40 %. Training and taking online classes requires additional time. To encourage and motivate learners, especially female workers, a child care facility can be made available (Prummer, 2004). Other community services like recreational centers and periodic social gatherings can also be helpful to develop social life.

**Second Life:** Second Life can be used to demonstrate most of the practical training. Of course this depends on the resource availability. Employees all over the world can get connected in a virtual office, where they can socialize and discuss ideas.

### **Challenges and Prospects**

One of the biggest challenges Glocal Green faces is the budget. To satisfy most of the learners' needs, more investment and staffing is required. The company can provide more opportunities as it settles its foundation. An increase in turnover is expected with better trained staff.



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