

## Summary

<b>OPPORTUNITY</b>	<ul style="list-style-type: none"> <li>▪ In order to facilitate learning and training of staff, the Millennium &amp; Copthorne International Limited (MCIL) Human Resource (HR) department often had to spend time to coordinate across departments for training nominations, coordinate on training schedules for staff and in-house trainers and ensure training records of each staff have been tracked accurately.</li> <li>▪ Its in-house trainers would also have to set aside at least 72 hours in total each month to conduct training for the rank-and-file staff.</li> <li>▪ There also would be times when staff would miss the scheduled trainings due to work exigencies.</li> <li>▪ MCIL recognised that this is a time-consuming manual process and examined way to make learning more accessible to staff and more efficient to administer for its HR Learning and Development executives.</li> </ul>
<b>ACTION</b>	<ul style="list-style-type: none"> <li>▪ MCIL embarked on a project to create an e-learning platform for their staff, where employees can conveniently log on to access any training course via a computer/smart device, anytime and anywhere.</li> <li>▪ In-house trainers could focus on developing materials in other more strategic areas for staff's capability development</li> <li>▪ HR executives are also able to administer staff training more efficiently through this new system.</li> </ul>
<b>RESULTS</b>	<ul style="list-style-type: none"> <li>▪ Reducing an average of 66% in training hours by trainers per month</li> <li>▪ More than 79% reduction in HR executives' time spent on administrative processes related to training sessions</li> <li>▪ Increased learning opportunities for employees while HR department reduces 37.92 man hours from administrating training.</li> </ul>

### OPPORTUNITY

### PROCESS INNOVATION IN LEARNING & DEVELOPMENT

MCIL's HR Learning & Development (L&D) executives previously had to send out numerous emails or calls to seek for training nominations from the head of departments, coordinate changes in training schedules and to remind staff to attend the trainings that they signed up for. On top of that they also needed to manually track the training records of each staff (e.g. recording their attendance and filing their test results into individual staff training folder).

Its in-house trainers would also have to set aside at least 72 hours in total each month to conduct training for the rank-and-file staff. There were also times when staff could not attend scheduled training sessions due to work exigencies. As such, time was lost for the rank-and-file staff as this slowed down their progress to upgrade their competencies. The HR L&D executives would then had to spend additional efforts to reschedule training sessions and repeat the process of sending reminders to staff on the change in training dates.

MCIL recognised that this is a time-consuming process and hence took the opportunity to source for solutions where:

- a) Learning and development opportunities could be made more easily accessible to staff;
- b) In-house trainers could focus on developing materials in other more strategic areas for staff's capability development;
- c) Administration on staff training matters could be carried out in a more efficient manner

MCIL embarked on a project to create an e-learning platform for their staff, where employees can conveniently log on to access any training course via a computer/smart device, anytime and anywhere. By making training more accessible to staff, more staff will get trained and be more equipped to provide better service to their guests.

The e-learning platform also includes customised animation for hands-on training, such as “banqueting-101” or service recovery techniques in short videos. This thus offers a more interactive or engaging learning opportunities for staff who may otherwise find classroom-learning settings less conducive.



With the e-learning platform, a portion of the training courses is currently hosted via a cloud-based Learning Management System. As such, in-house trainers can now have more lead-time to prepare for learning and development materials, thus alleviating trainer fatigue.

In addition, HR executives are now able to administer staff training more efficiently through this new system, e.g. auto-generation of course reminder alerts to staff and attendance certifications, reports and statistics on course attendance by staff across MCIL's group of properties.

## Key Success Factors

- Drive productivity and efficiency in training delivery for HR Department
- Learning can be done at any time and all lessons can be accessed for training and refresher.
- Enable employees to learn more effectively, at their own pace, place and time.

*Project period: 24 November 2014*

*Estimated cost: Approximately S\$86,000*

## RESULTS

### COST AND TIME SAVINGS

#### **Raised efficiencies:**

- Reducing an average of 66% in training hours by trainers per month.
- More than 79% reduction in HR executives' time spent on administrative processes related to training sessions.
- Increased learning opportunities for employees while HR department reduces 37.92 man hours from administering training.