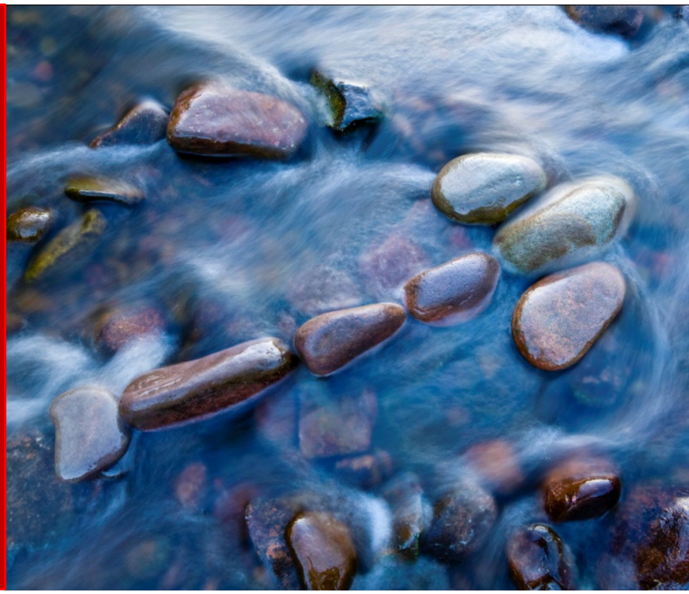

How to Use Hyperion Training to Effectively Handle Change Management

MINDSTREAM ANALYTICS

4.26.2013

Presenters

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AGENDA

- About MindStream Analytics
- Objectives of the Session
- Client Project Initiatives
- Change Management
- Training Objectives
- Training Strategy / Methods
- Training Curriculum
- UPK
- Results of Training
- Lessons Learned
- Q&A

MindStream Analytics

MindStream Analytics helps companies identify, implement and manage technology that allows them to effectively analyze and predict key metrics. MindStream Analytics is a consulting and managed services provider that specializes in the implementation and management of financial and analytic applications. For more information, please visit http://www.mindstreamanalytics.com.

You weren't born trained ….

Or Ready for Change ….

Objectives

- Implementing Change Management at clients through Training
- Share Best Practices for Training end users in a Global Hyperion Planning deployment
- Role that Oracle User Productivity Kit has on Training strategy
- Lessons learned from a Global Training implementation

Hyperion Planning Project Objectives

- Develop single Global Process for Financial Planning and Forecasting
  - Rules of engagement, clarity of roles, accountabilities
- Develop globally consistent data governance in the underlying Oracle systems
  - E.g., Country identification, conflicting hierarchies, etc.
- Implement Hyperion Planning as the single FP&A tool to eliminate current inefficiencies and enhance capabilities
  - Eliminate multiple, disparate reporting systems
  - Remove heavy reliance on Excel
  - Allow ‘constant currency’ analysis
  - Ensure a single, transparent versions of the truth
  - Track Capital Projects

What is Change Management

Definition:

Change management is the [application of] the set of tools, processes, skills and principles for managing the people side of change to achieve the required outcomes of a change project or initiative

Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change

Overview of Training Objectives

- Successfully access and use the Hyperion Planning system from a (Power) User or End User perspective
- Educate users to understand and fulfill their role(s) in the revised financial planning processes
- Understand the potential changes in roles/responsibilities
- The focus will be on delivering training to multiple delivery channels at multiple times and at multiple locations
- Training will consist of a “Train the Trainer” Approach to key Financial Business Partners, IT, and Financial Planning stakeholders who will pass this down to 800+ Cost Center Managers
- Ensure the training is sustainable over time to support changes to staff, changes to the system and changes within the organization

Training Strategy

- **Customized, Role-Based Training** - Only training that is appropriate to the individual/position will be provided; training will focus strictly on the skills employees need to successfully perform in their jobs
- **Blended Learning** - Training will be offered in many formats (e.g., instructor-led training, virtual classroom, self-service (UPK), etc.)
- **Train-the-Trainer Approach –** The Key Finance, IT and FBP Stakeholders will be classroom trained from Leading Hyperion Consulting SMEs on Process, Action, and Method, who will then train the Regional Users. This will most efficiency promote direct knowledge transfer throughout the organization
- **Multi-Phased Learning** - There will be multiple opportunities for employees to attend training, with sessions being offered at different venues and times
- **Just-in-Time Tools** - Tools, such as job aids and quick reference guides, will provide the flexibility to deliver the appropriate information to the right people at the point of need
- **Continuous Improvement** – Ongoing reviews and assessment of training will be used to improve the overall effectiveness in developing knowledge and skills employees need

Training Critical Success Factors

Leadership and Management Commitment/Alignment

- Commitment to and active support of the training effort
- Management and execution of critical communication plan leading up to training
- Enforcement of employee participation in scheduled training activities

Subject Matter Expert (SME) Documentation Support

- Current and well-written documentation (e.g., processes, design documentation, etc.)
- Detailed understanding of User Acceptance Testing process and scripts
- Availability of the SME resources to provide feedback during design and development phases
- Active participation of representative business SMEs in the training development and review process
- Adherence to review timelines essential to timely delivery of documentation

Adequate Resources

- Appropriate management and execution of Training Strategy from Internal Project Lead
- Appropriate internal and external resources allocated to executing training-related activities
- Availability of trainers to deliver training and ensure maximum knowledge transfer, acceptance and ownership of the new systems and business processes

Stable Scope

- Adherence to a clearly defined and tightly controlled project scope and plan
- Adequate time for materials development (e.g., guides, presentations, quick reference guides)
- Adequate time for content revisions following UAT activities
- Clear identification of process role definitions to determine who participates in what training

Training Methods

Delivery Method	Description	Application Process	Instructional Value	Scalability
Instructor Led Training (ILT)	Traditional interactive classroom training setting with trainer, class agenda, training environment and exercises. Access to SMEs for questions or background on how learners can directly apply knowledge to current role is best practice.	▪ All course curriculum/modules ▪ Format for most critical WBT ▪ Competency development	High	Low
Web Based Training (UPK)	Online training through interactive recorded modules (User Productivity Kit) supported by soft copy of course curriculum and process layout typically used to walk end-users through a new process, components of a policy or technology navigation.	▪ Interactive familiarization with Hyperion application ▪ Future state process training (PowerPoint addendum with Links to UPK) ▪ Hands-on practice of simulated or scripted forecast activities within the training environment ▪ Application of tech training with other learning	High	High

Training Methods

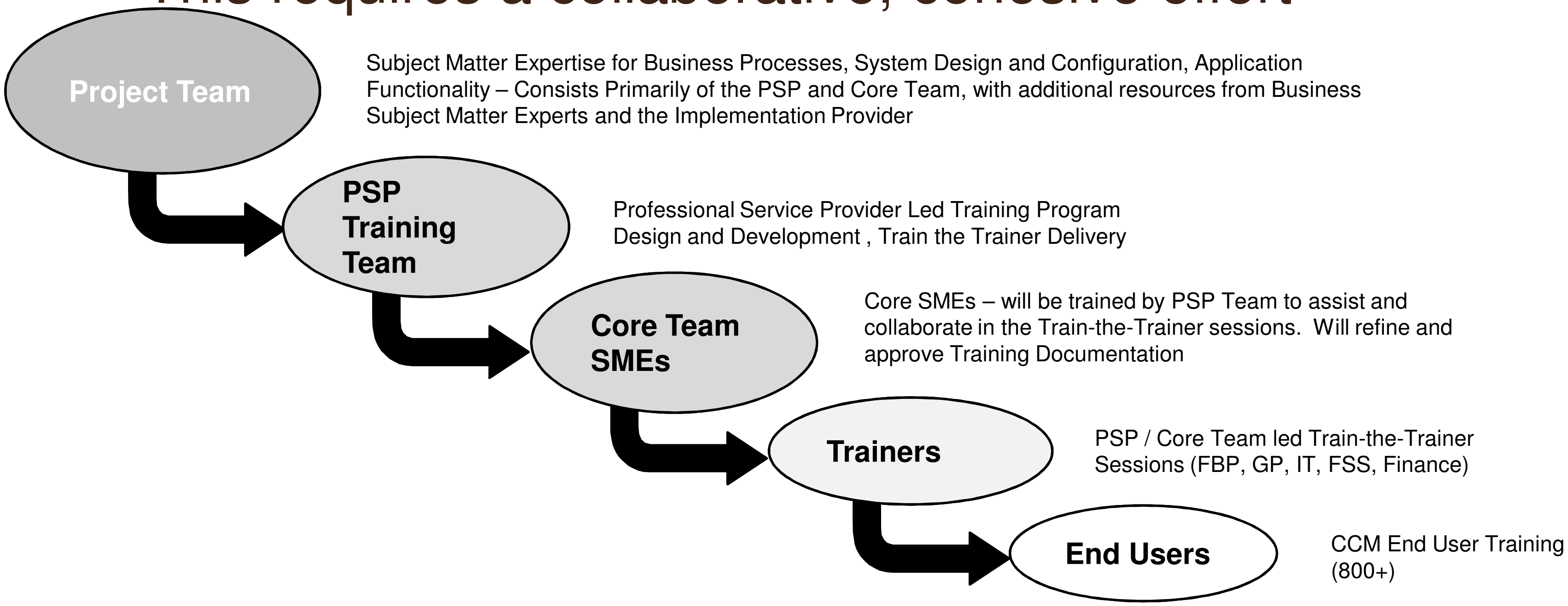
Delivery Method	Description	Application Process	Instructional Value	Scalability
Job Aids	Reference guides / cards designed to allow the user to quickly locate needed information. May be a simple one-page reference document or may be more comprehensive to include step-by-step procedures for executing complex tasks.	▪ Planning calendars of key dates ▪ Key features for use of forms ▪ Detailed process descriptions for common tasks	Medium	Very High
Lunch & Learn Sessions	Informal, moderate sized group sessions organized to present and/or discuss a specific training topic over lunch and allow participants to engage in a question and answer dialog with a subject matter specialist	▪ Informal training to cover special topics of interest ▪ Training coverage of more advance features ▪ Modular sessions with very specific focus	High	Low

Training Methods

Delivery Method	Description	Application Process	Instructional Value	Scalability
Exercises	Team-based scenarios that require group interaction, planning and working to solve a challenge or work together to create a specific output	▪ Collaboration in review of forecast ▪ Competency development (e.g. team work) ▪ Problem solving for complex tasks	High	Medium
Video or Web Casts	Recorded sessions of training in ‘bite-sized’ modules or screen cams with narratives to provide the audience with pseudo-live demonstrations of how to use the Hyperion application to perform common job tasks.	▪ Demonstration of use of Hyperion to execute common job tasks ▪ Announcements or communications ▪ Introduction overview to Global User base	High	Very High

Train the Trainer Approach

- This requires a collaborative, cohesive effort



Training Needs Analysis

- A Training Needs Analysis was performed for:
  - Planning training curriculum development
  - Delivery of course content
  - Target audience groups that should participate for learning and skill development

- The Training Needs Analysis consists of:
  - Course Name/Number
  - Content of learning module and/or learning objectives for each module
  - Delivery method (whether UPK or Webinar is used along with Instructor Led Training)
  - Roles or audience groups that the course is applicable to
  - Effect on the current Process

Audience groups have been identified to receive targeted training based on their learning needs

- Each audience will require an individualized curriculum that supports the unique aspects of the business processes in which they work and the associated Hyperion-enabled activities. We will identify the appropriate curriculum for each employee based on their role in the new process/system design.

Audience Group	Description	Group Members	Estimated Number
FBPs	• Finance members who will participate in the planning, budgeting, forecasting, or management reporting processes using Hyperion.	• Financial analysts, business leaders, senior business leaders	• 15
CCMs	• Cost Center Managers who will use the Hyperion system to participate in the planning and forecasting processes.	• CCMs	• 800
Capex Users	• Employees who will use Hyperion to perform fixed asset forecasting and/or forecasting of depreciation & amortization expense using Hyperion	• Financial analysts, business leaders, senior business leaders • CCMs (mostly IT)	• 10
Super Users	• Individuals who have been identified as participants in “Train-the-Trainer” and/or to assist members of their finance team in day-to-day use of the Hyperion application.	• Project Team Members • Senior Financial Analysis, Business Leaders	• 10-12 *(approximately 1-2 per each Hub, Global Function, Central Planning)*
Admins	• Application administrators or users who maintain or change application configuration	• IT • FSS	• 5-7

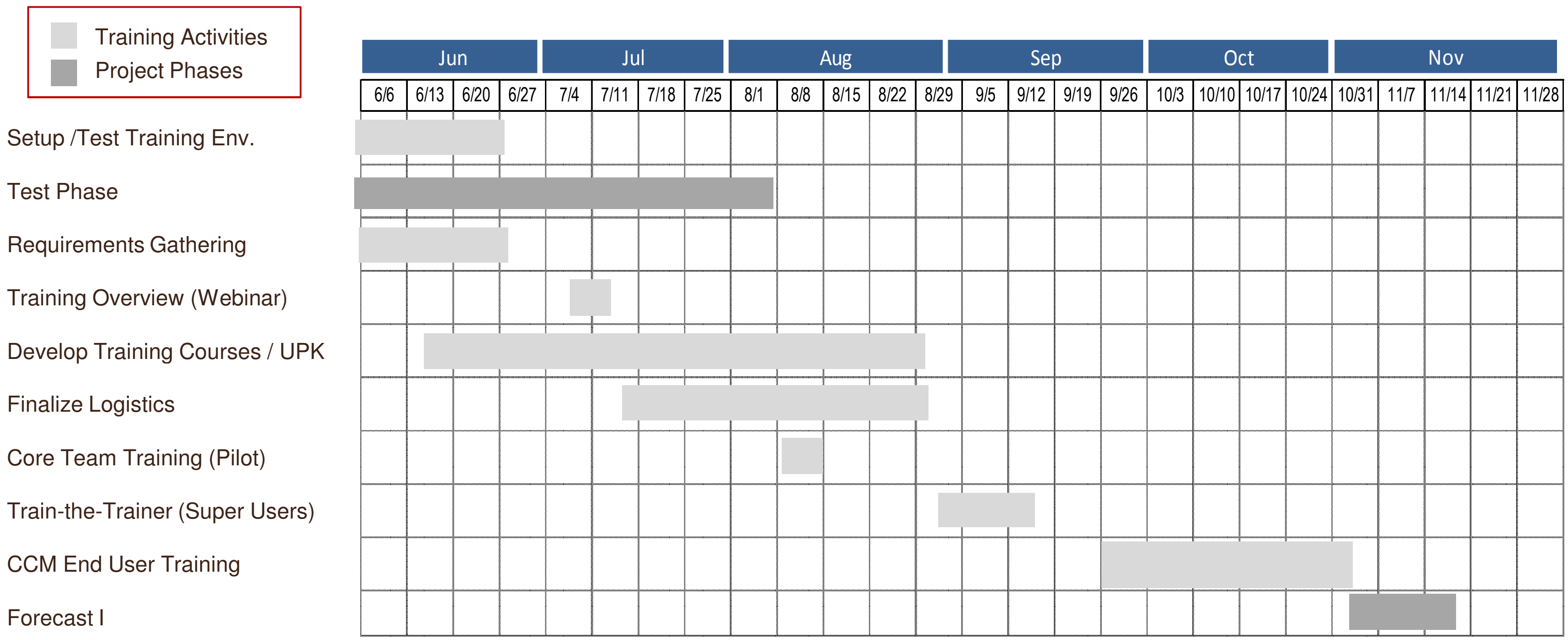
Learning Paths for Audience Groups

	All Planners	FBPs	CCMs	Capex Users	Other Users
Description	Training is focused on developing Hyperion skills so Planners can support all operating expense planning and forecasting processes.	Training will be tailored to FBPs use of Hyperion to support all operating expense planning and forecasting processes.	This learning path will be geared CCMs with responsibility for participating in Global Planning and Forecasting processes.	Identified users require a specialized learning path focused on fixed asset and D&A forecasting using Hyperion.	Finance Staff, such as controllership, that require reporting access.
Course 101: Overview of New Global Standard Planning & Forecasting Process	Required	Required	Required	Required	Required
Course 102: Introduction to Hyperion	Required	Required	Required	Required	Required
Course 201: Using Hyperion for OpEx and Salary Planning & Forecasting	Required	Required	Required	Required	N/A
Course 301: CapEx Planning for Fixed Assets	Optional	Optional	Optional	Required	N/A
Course 401: Hyperion Financial Reporting	Required (Including Central Finance)	Required	Required	Required	Required
Course 501: Smart View and Ad-Hoc Reporting & Analysis	Required	Required	N/A	N/A	Optional

Training Plan

- The training initiative will commence in late June to validate Requirements, Strategy, and Project Plan
- Training content development will commence in July, pilot draft the week of August 19th, and update for September Train-the-Trainer sessions
- An Introductory Process and System overview (via webinar – 2 sessions) will be given by the Core and PSP teams on July 27
- The Core-Team Training Pilot will run the week of August 22 (pending confirmed UAT schedule)
- Concurrent Train-the-Trainer Sessions will commence the weeks of September 12th and 19th in Foster City, CA (both weeks, Singapore, and Miami, FL (pending confirmed UAT schedule)
- Other self-service training methods (via UPK) will be made available so that end users can develop learning and skills or reinforce instructor lead training based on their own available time

Training Project Plan



Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Overview of New Global Standard Planning & Forecasting Process	Financial Planning Cycle, Cadence & Calendar	ALL	Yes	Includes roles and responsibilities
	Quarterly Forecast Process	ALL	No	How Hyperion will be used
Course 101 Required for All Users	Annual Operating Plan (Budget) Process	ALL	No	How Hyperion will be used
	A-B-C Monthly Forecast Process	ALL	Yes	Changes and Hyperion effect
	Currency – nominal vs constant	ALL	Yes	New Process in Hyperion
	Headcount and Salary Planning	ALL	Yes	Changes and Hyperion effect
ALL = CCM, FBP, All Planners, IT, Capex Planners	IT Planning Overview	IT	Yes	Effect on Capex
	Foreign Exchange in Planning & Forecasting (CCM – what is an exchange rate to start, then what is the new)	ALL	Yes	Changes and Hyperion effect
	Data Governance & Data Refreshes	ALL	Yes	Will limit refreshes per month
	Adding New Activity Codes	ALL	Yes	Emphasis for IT Audience
Webinar series will be presented to Global Team for this content	Reports – who goes to what reports (Finance vs. CCMs)	ALL	Yes	New Reporting format
	Super User Report writers / users	ALL	Yes	Who to ask for reports
	Finance – when to request an FR vs. Smartview / Adhoc	FBP	Yes	HFR vs. Smartview
	Support Model – structured in regions (Vhelp)	ALL	Yes	How to get support on new Process

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Introduction to Hyperion	Overview of Hyperion Systems	ALL	Yes	Architecture, System Flow, Various Products, Data Flow
	Application specifications (Americas vs Other)	ALL	Yes	Who will use which application for Planning / Reporting
	1st Digit Rule	ALL	No	Consistency for Dimension Members
	Planning Dimensions, Data, and Security	ALL	Yes	Overview of Dimensional Setup, Security
	Navigating Workspace	ALL	Yes	Login Procedures (single sign-on), access to all Hyperion components
	Overview of Forms (Webforms) / Templates	ALL	Yes	How data is entered into Hyperion / Differences
	Overview of Smartview	ALL	Yes	Microsoft Office add-in for Reporting / Ad-hoc / Data entry
	Overview of Reporting	ALL	Yes	Overview of Hyperion Financial Reporting tool for Planning and ASO Reporting

Course 102
Required for All Users

ALL = CCM, FBP, All Planners, IT, Capex Planners

Webinar series will be presented to Global Team for this content

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Using Hyperion for OpEx and Salary Planning & Forecasting	Process for OpEx / Salary	ALL	New	Forecast Process Flow, Planning Calendar / Planning Versions
	Global Drivers	ALL	New	Currency Conversion, Fringe, Standard Work Hours (IT Only)
	Currency	ALL	Yes	Change from Nominal to Constant (Single, Next Year Rate)
	OpEx Planning – Entering Data – Deep Dive	ALL	New	Budget, Current Forecast, Prior Forecast – Dimensionality
	Headcount & Salary Planning (TBH) - Entering Data – Deep Dive	ALL	Yes	Existing Salary & Headcount, Variable Pay, Employee Contractor, Personnel Expense - Dimensionality

Course 201 Pre-Requisite: Course 101, 102

ALL = CCM, FBP, All Planners, IT, Capex Planners

UPK Content Videos will be produced for this module

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
CapEx Planning for Fixed Assets	Fixed Asset D&A Forecast Process	CAPEX Planners	Yes	Depreciation and Amortization process – Data Sources / Timing / Roles
Course 301 Pre-Requisite: Course 101, 102, 201	Fixed Assets Analysis	CAPEX Planners	Yes	Review of data query and reports from OFA / Tagging of assets (Impaired / Transfers)
	Adding new assets	CAPEX Planners	Yes	Using Form / Calculations – importance of CAR #
	Modifying Existing / Removing	CAPEX Planners	Yes	Using Form / Calculations
	Asset Reconciliation	CAPEX Planners	Yes	Prior Fixed Assets to new Forecast
UPK Content Videos will be produced for this module	Development of D&A Forecast	CAPEX Planners	Yes	Using Hyperion
	Review Unmodified Existing Assets	CAPEX Planners	Yes	View Only

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Hyperion Financial Reporting	Reports Navigation / Database Connections	ALL + Controllership	New	Using Workspace / Explore / Setup a Links to Reports
Course 401 Pre-Requisite: Course 101, 102	Essbase vs. Planning (ASO vs. BSO) (Different for CCM (PDF only) vs Finance)	ALL + Controllership	New	Same user interface / different sources
	Setting Preferences	ALL + Controllership	New	Default Preview (HTML vs. PDF) / Point of View Grid
	Previewing Reports	ALL + Controllership	New	Selection of Point of View
	Printing Reports and Snapshots	ALL + Controllership	New	Printing Options and Process
ALL = CCM, FBP, All Planners, IT, Capex Planners	HTML vs. PDF	ALL + Controllership	New	Dynamic Web vs. Adobe static view
	Books	ALL + Controllership	New	Group of Reports / setting dynamic points of view
	Integrating Reports into Microsoft Office	ALL + Controllership	New	Exporting Reports
	Applications	ALL + Controllership	New	Planning applications vs. Essbase applications
UPK Content Videos will be produced for this module				

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Smart View and Ad-Hoc Reporting & Analysis	Smart View Overview	All Planners	New	Use of Microsoft Office in Hyperion Environment and Forecast Process
	Connecting to the Database	All Planners	New	Setting Up connections in Excel to application
	Navigating spreadsheet reports	All Planners	New	Point of View
	Forms	All Planners	New	Opening / Updating / Submitting / Viewing
	Manipulating Multidimensional Data	All Planners	New	Point of View / Dimensionality
	Smart View Options	All Planners	New	Formatting
	Retrieving Data using Smart View	All Planners	New	Formulas – Function Builder statements
	Reusing Smart View Queries	All Planners	New	Opening / Saving / refreshing
	Ad-hoc	All Planners	New	Pivot Tables

Course 501
Pre-Requisite:
Course 101, 102

UPK Content Videos will be produced for this module

Training Curriculum

Course	Key Topics	Target Audience	Change in Process?	Comments / Learnings
Smart View Advance – Custom Reporting Building	Custom Data Retrieval Formulas	All Planners + Controllership (Optional)	New	Hyperion Data retrieval formulas available in Microsoft Excel
	Function Builder Wizard	All Planners + Controllership (Optional)	New	Dynamic wizard in Excel to setup formulas and validate syntax
	Setting up links in Excel Spreadsheet	All Planners + Controllership (Optional)	New	Setting formulas in Excel spreadsheet – build a custom Smart View report

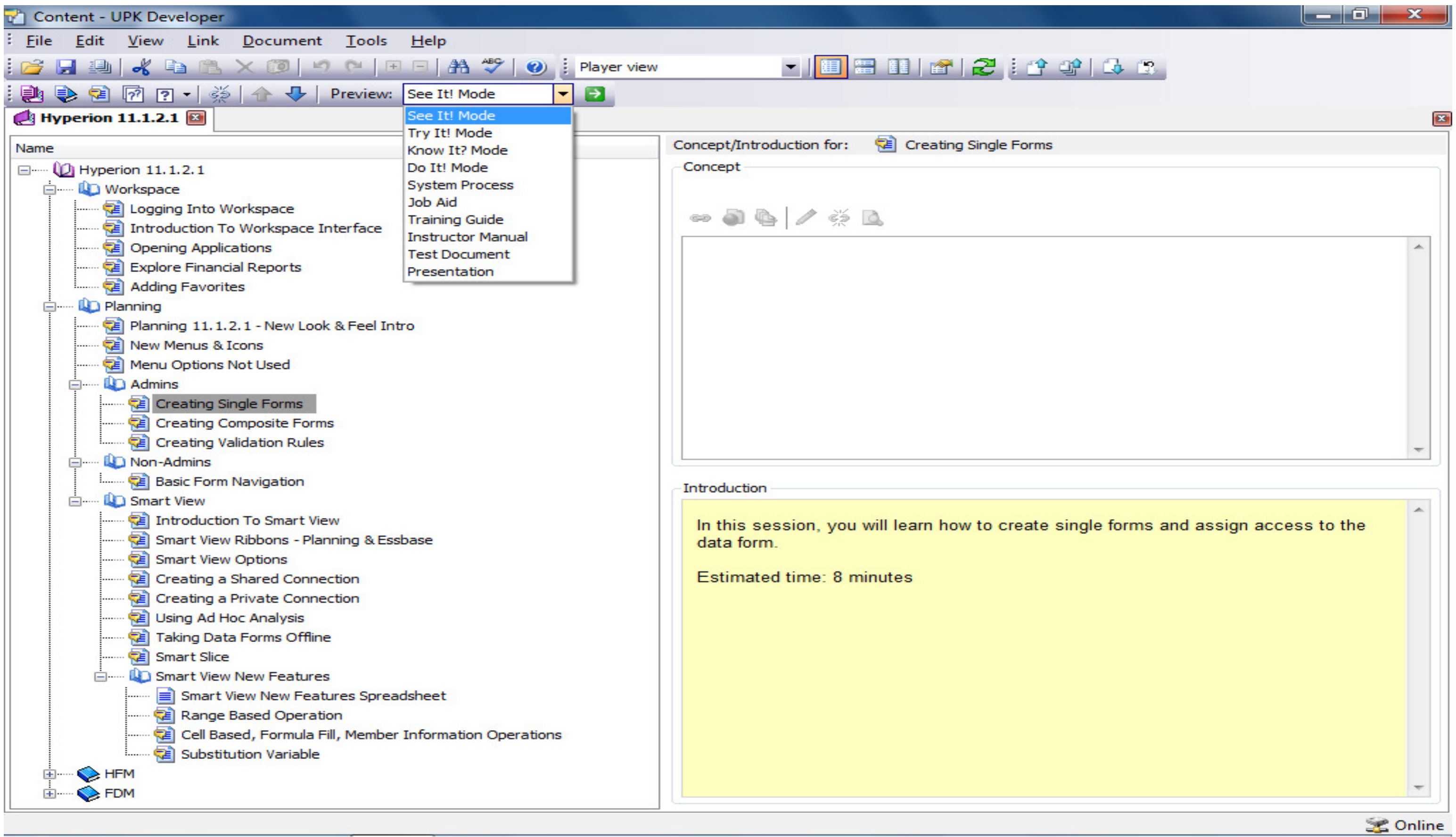
Course 502
Pre-Requisite:
Course 101, 102, 501

UPK Content Videos will be produced for this module

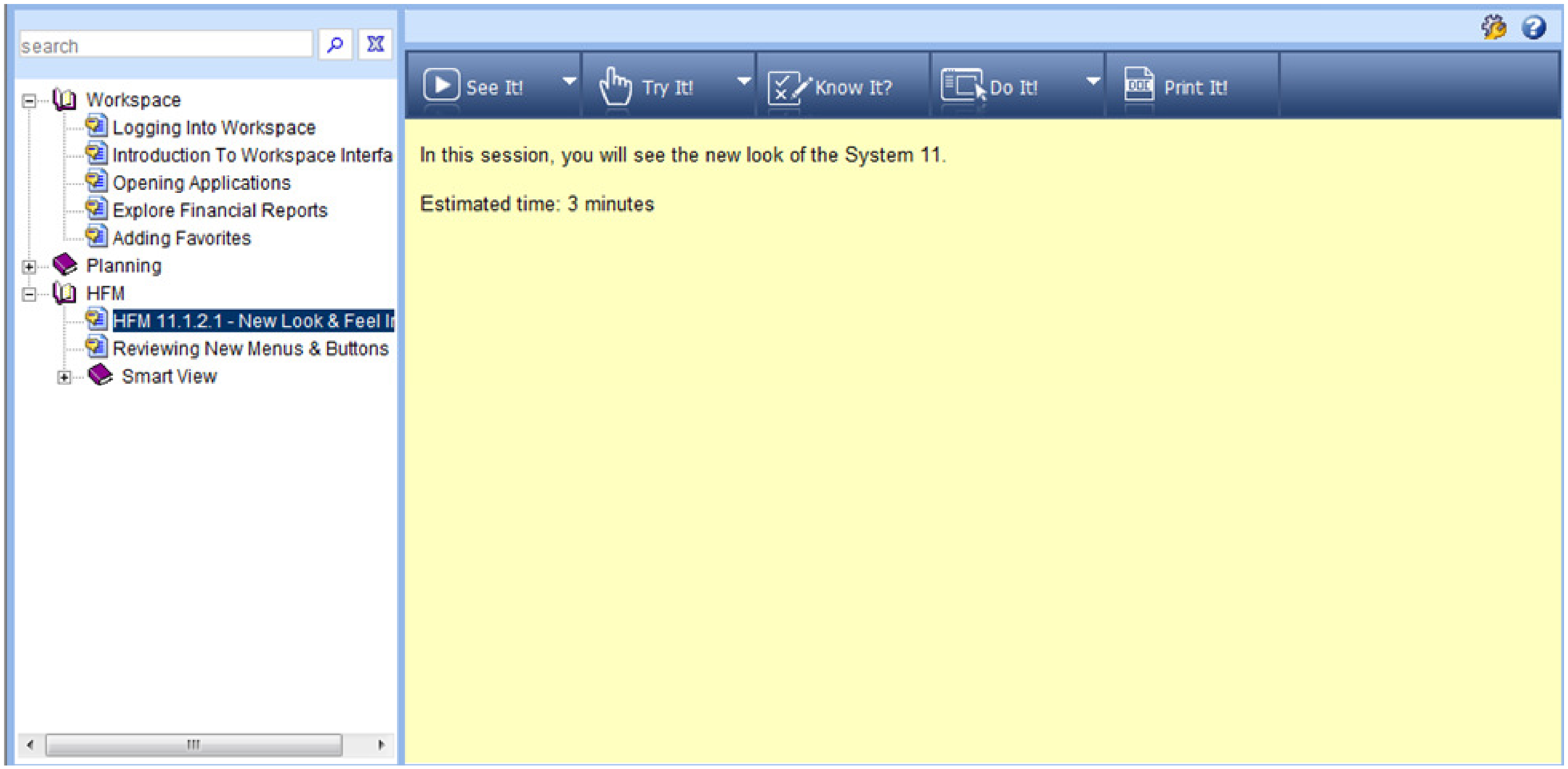
What is UPK

- UPK is Oracle's User Productivity Kit
  - Self Paced Learning
  - Available via the Web – anytime / anywhere
  - Securable by user
  - Screen by screen video instruction with captions
  - Can use it against Live production application
  - Instructor manual
  - Job Aids
  - Exercises - Repetition
  - Print

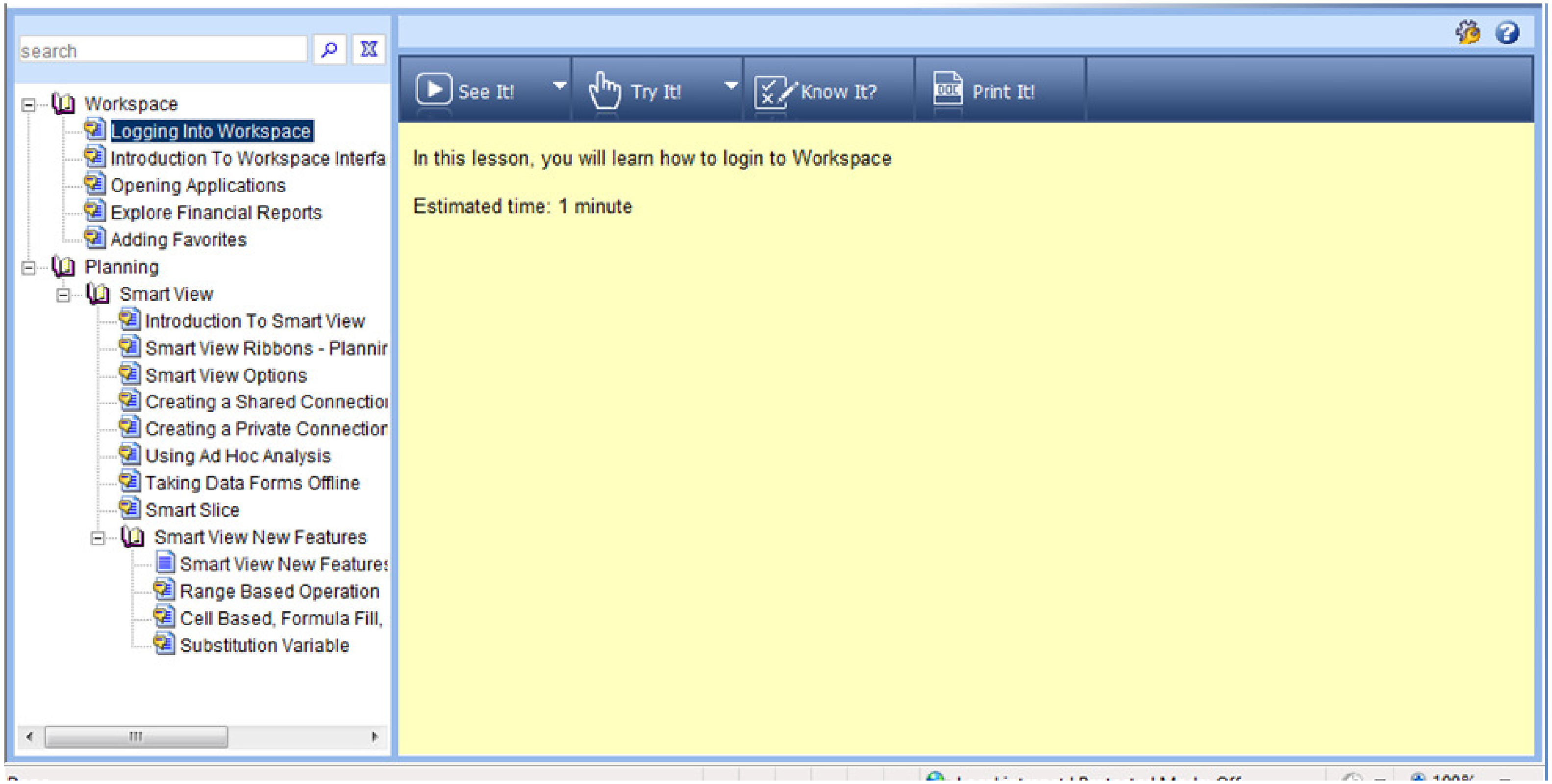
UPK Developer Console / Outline



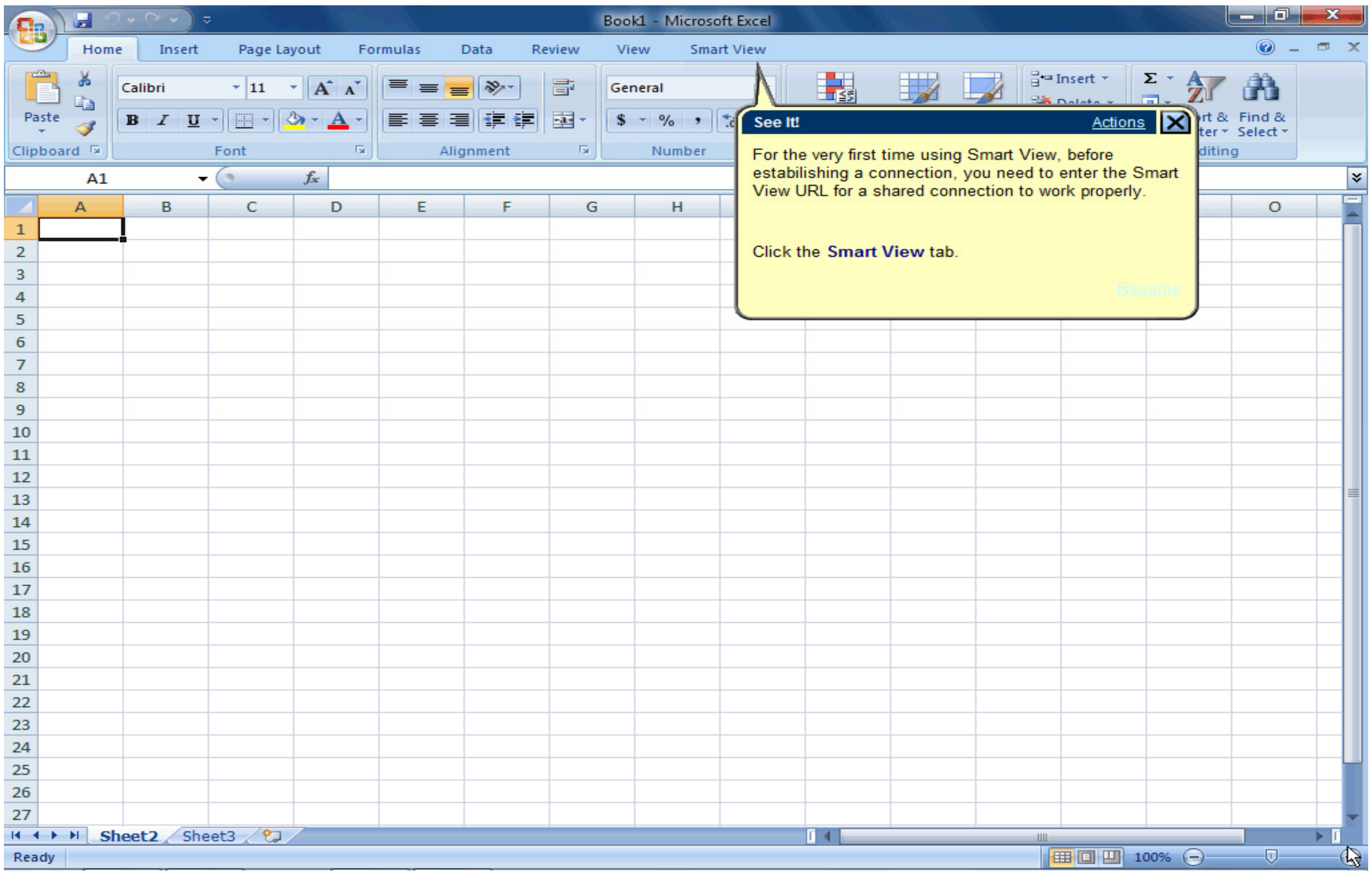
UPK User Interface



UPK User Interface



UPK "See It!" Captions / Smartview



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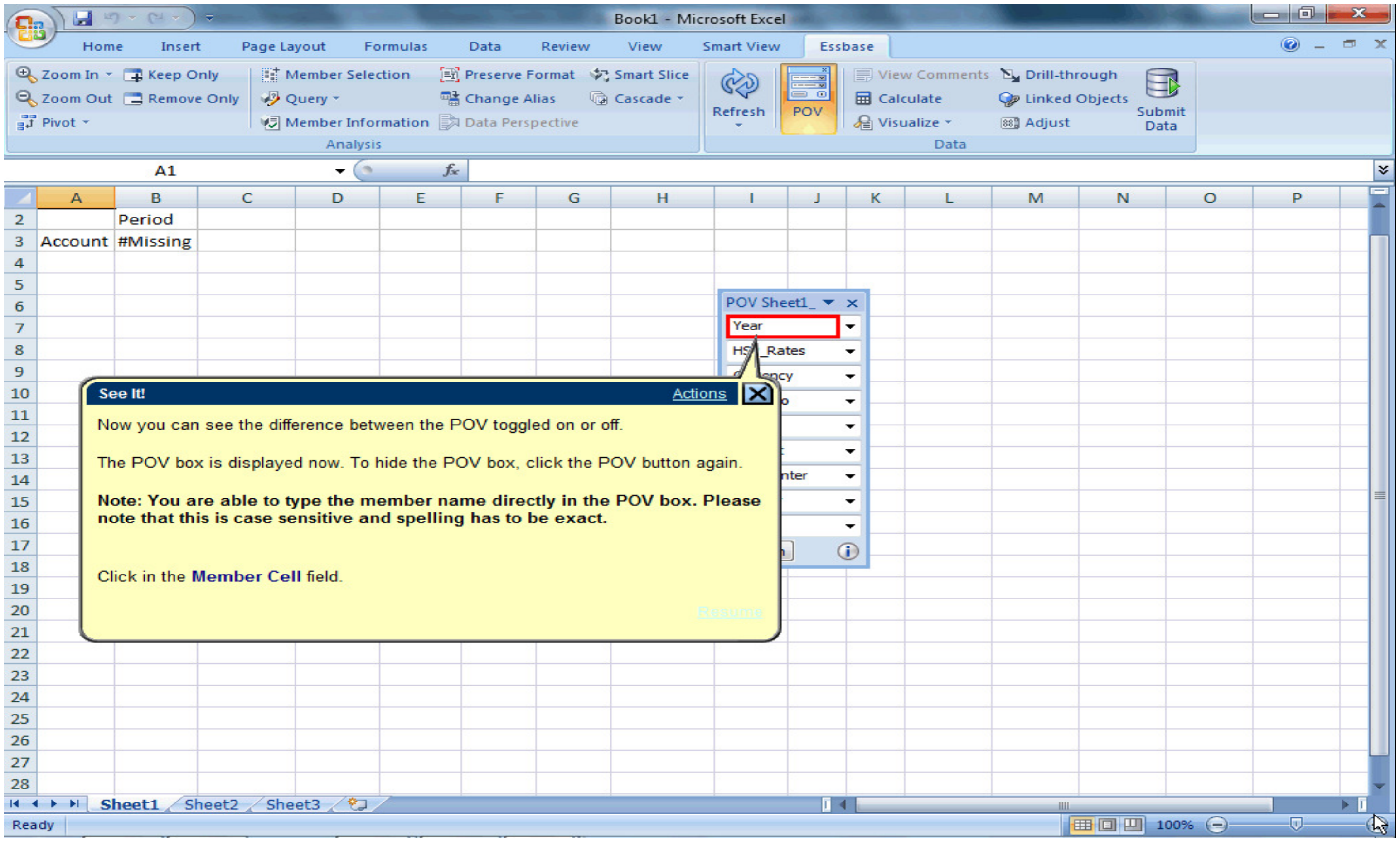

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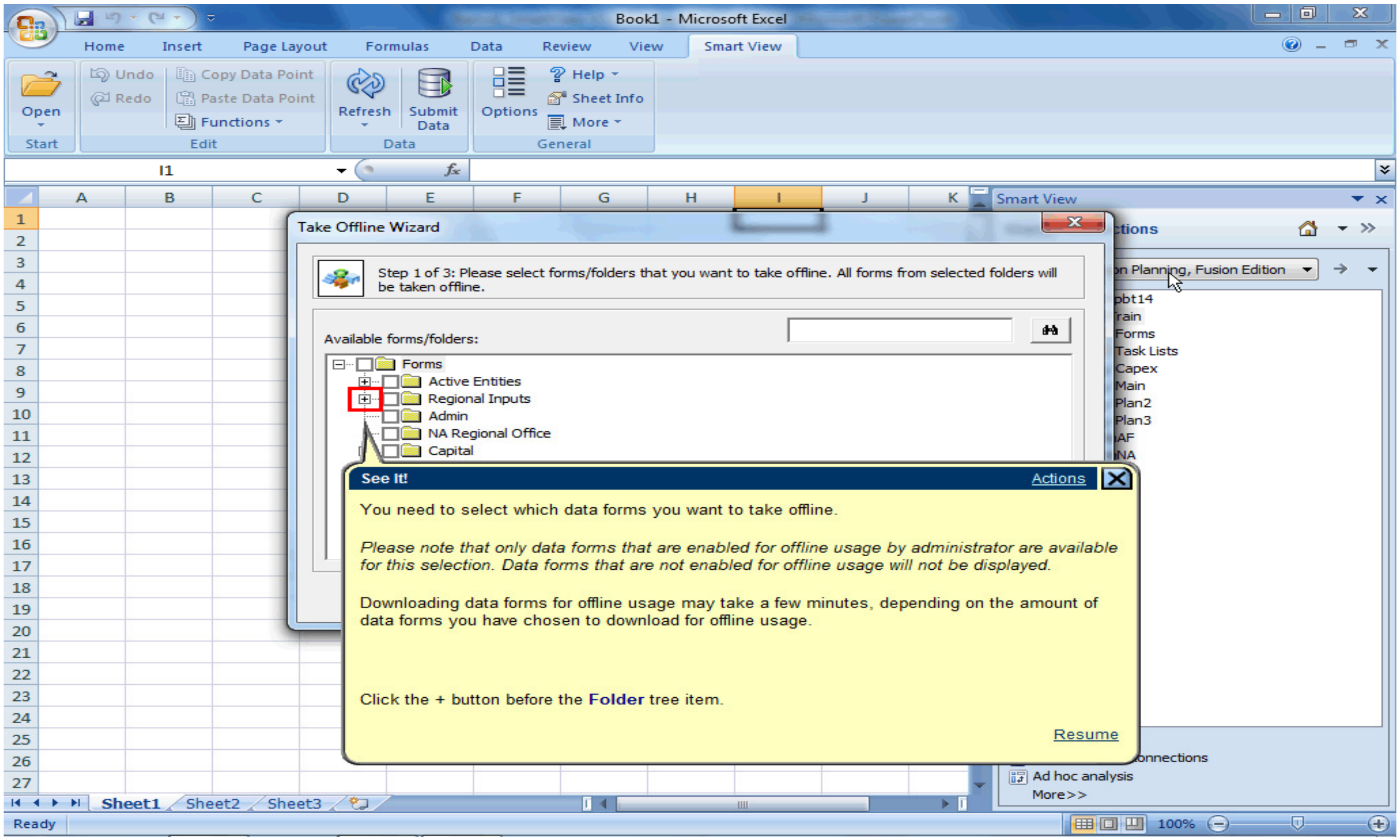
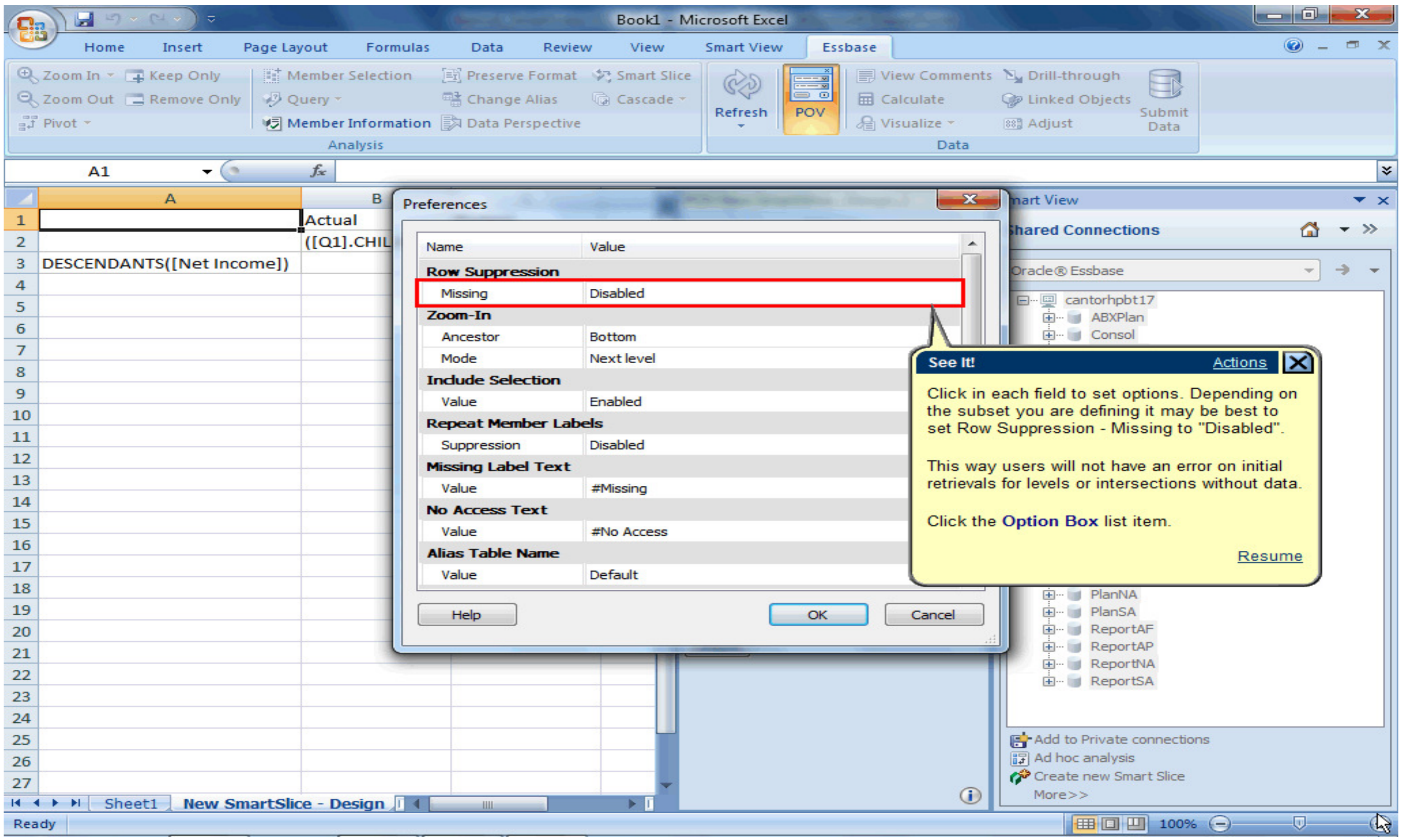
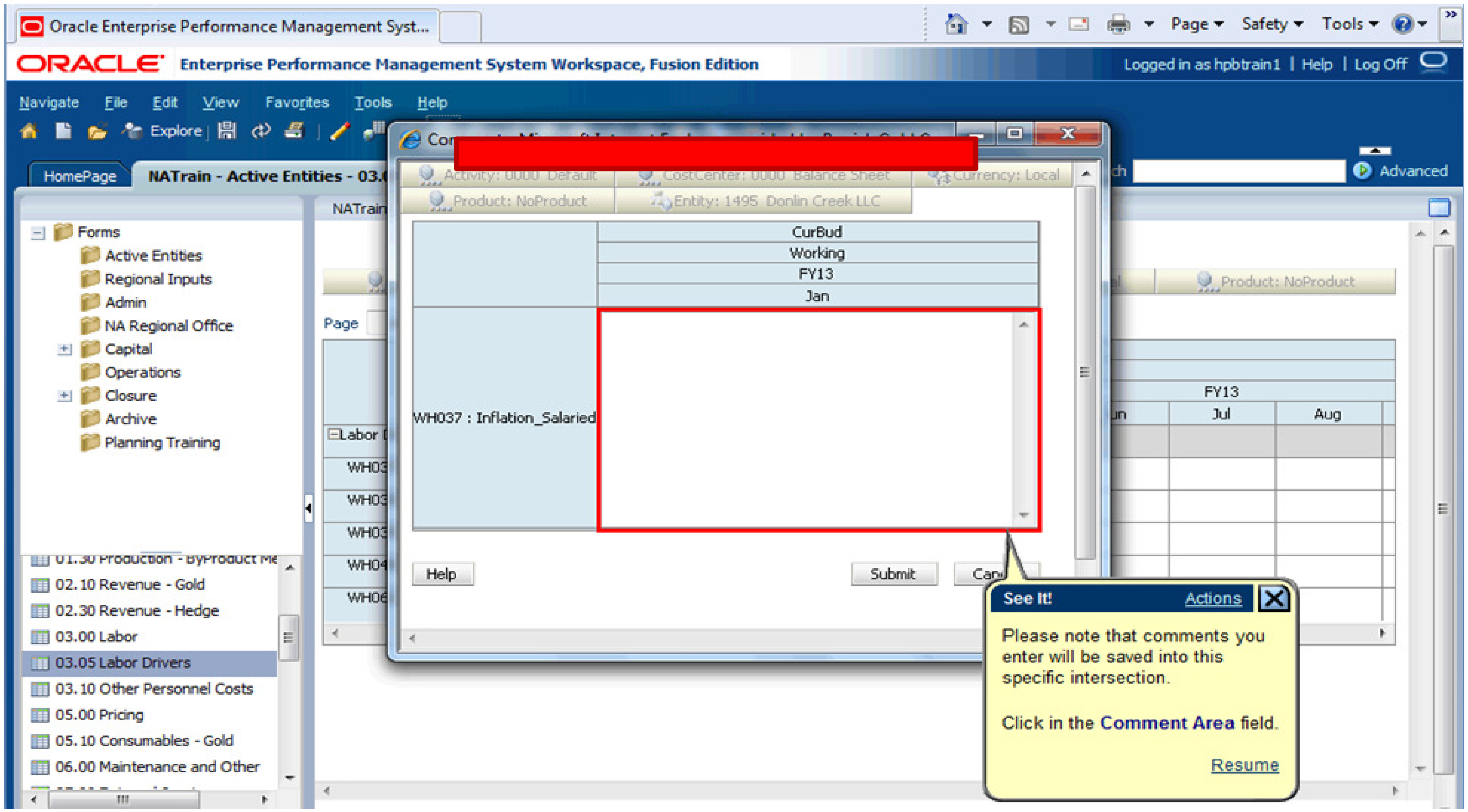


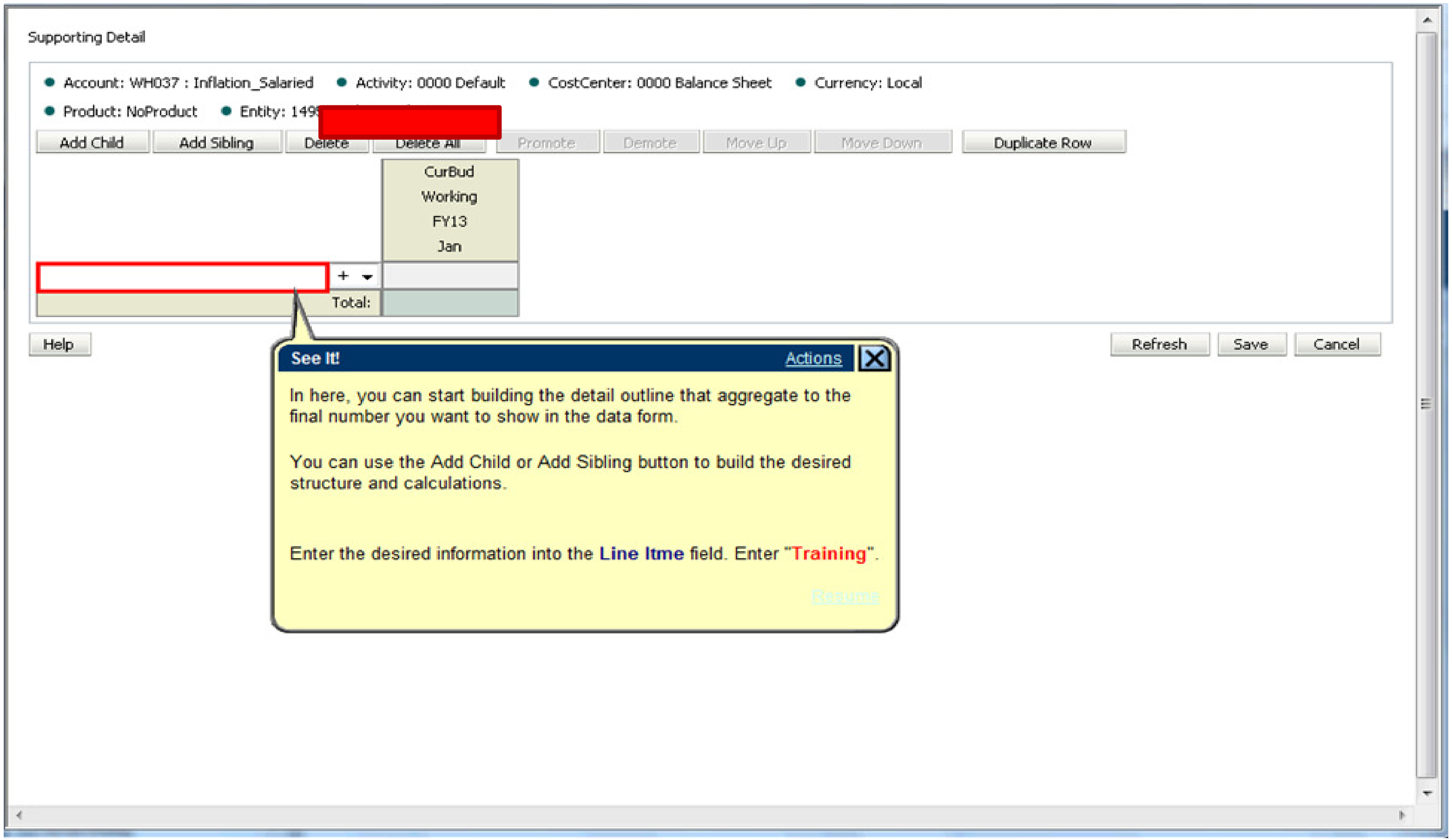
UPK “See It!” Captions / Smartview



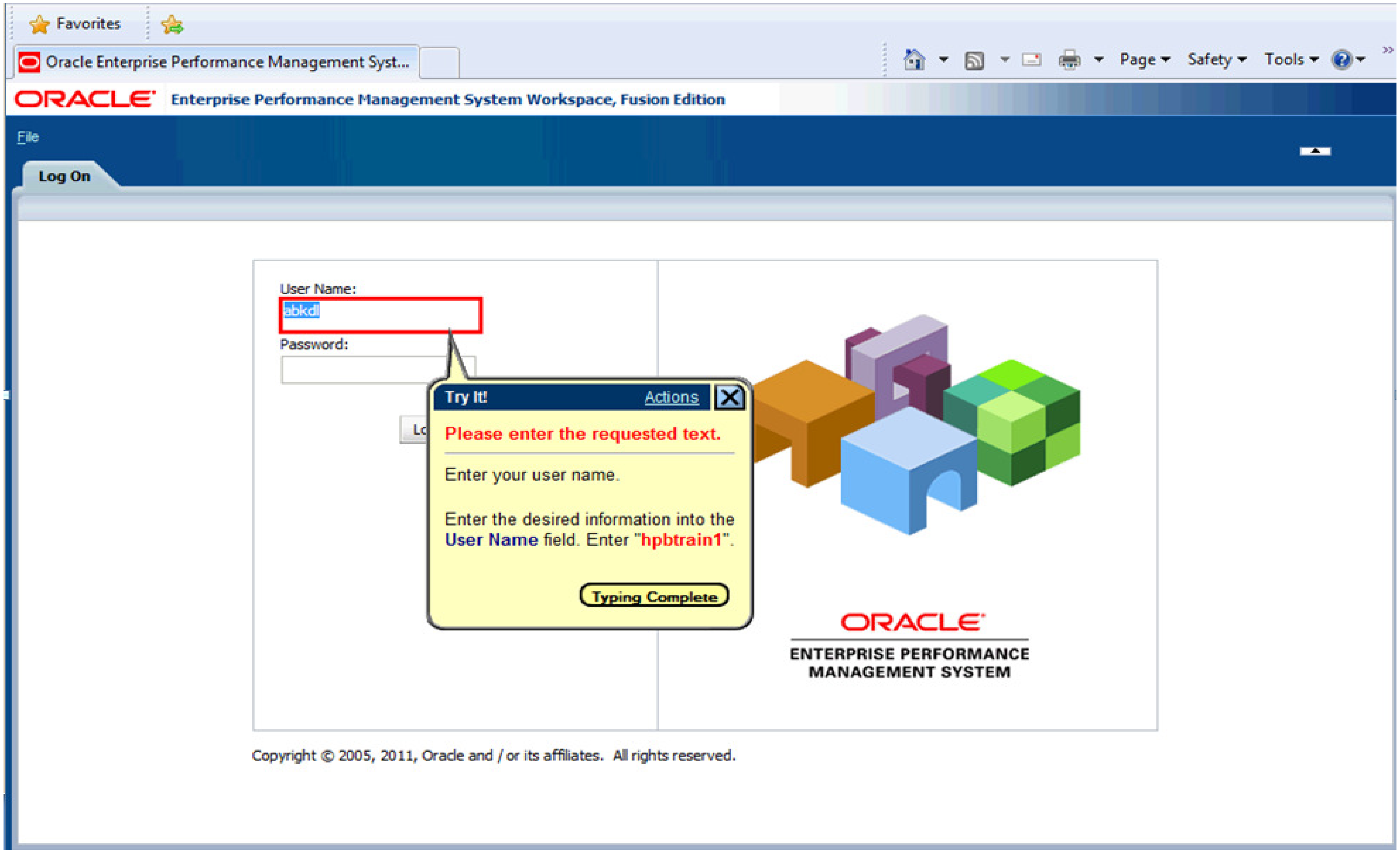
UPK "See It!" Captions / Planning



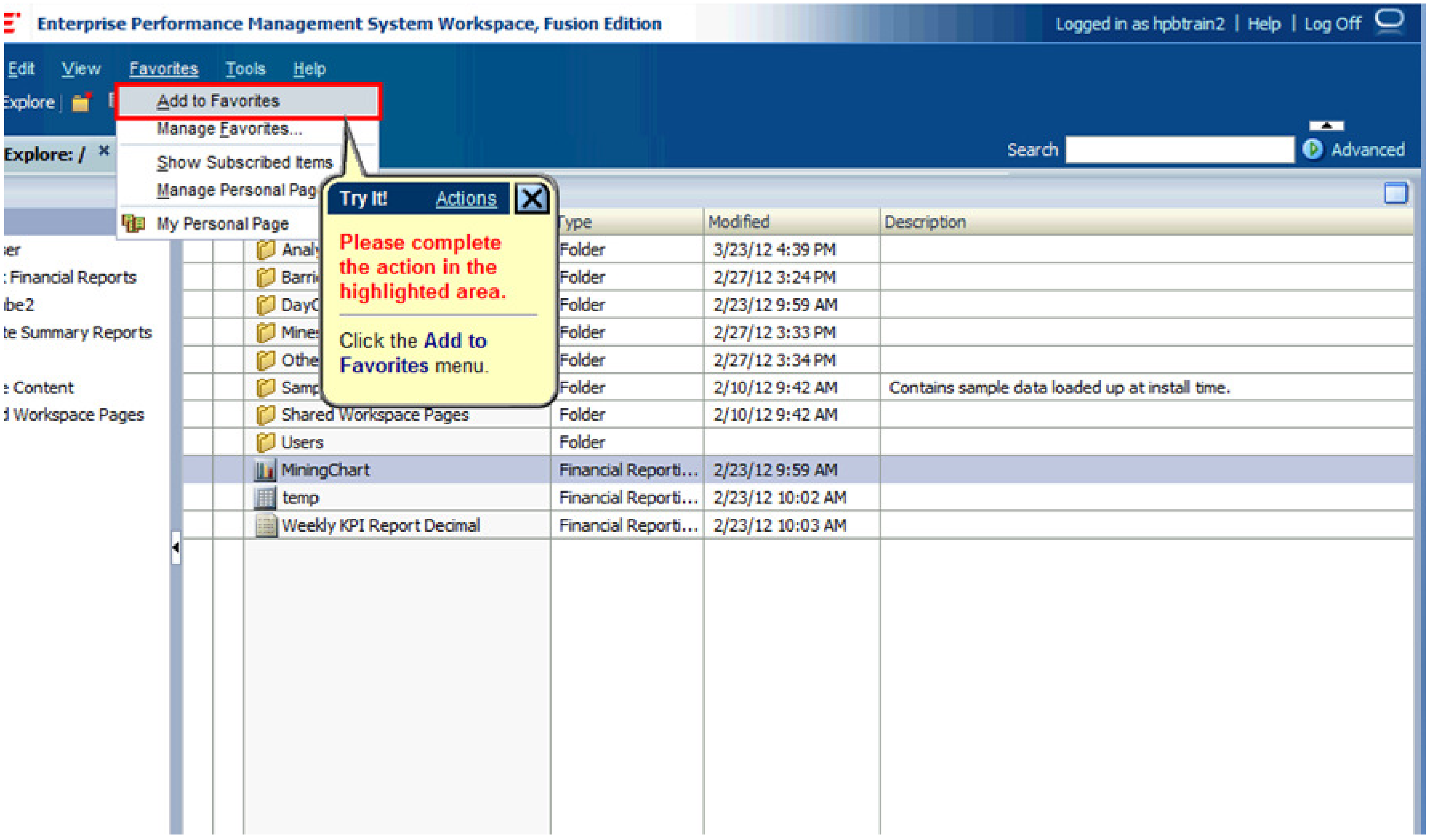
UPK "See It!" Captions / Planning



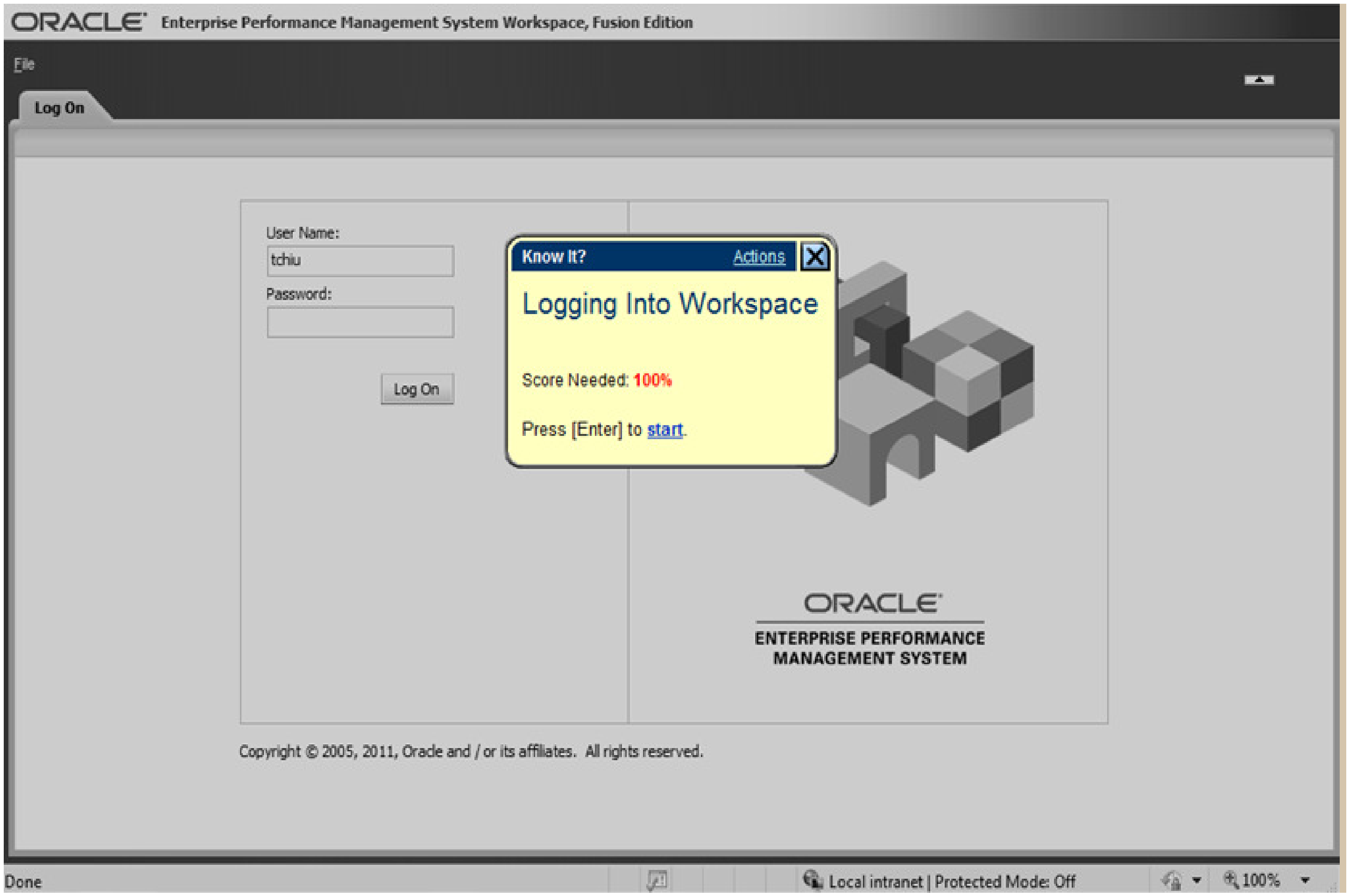
UPK “Try It!” Practice



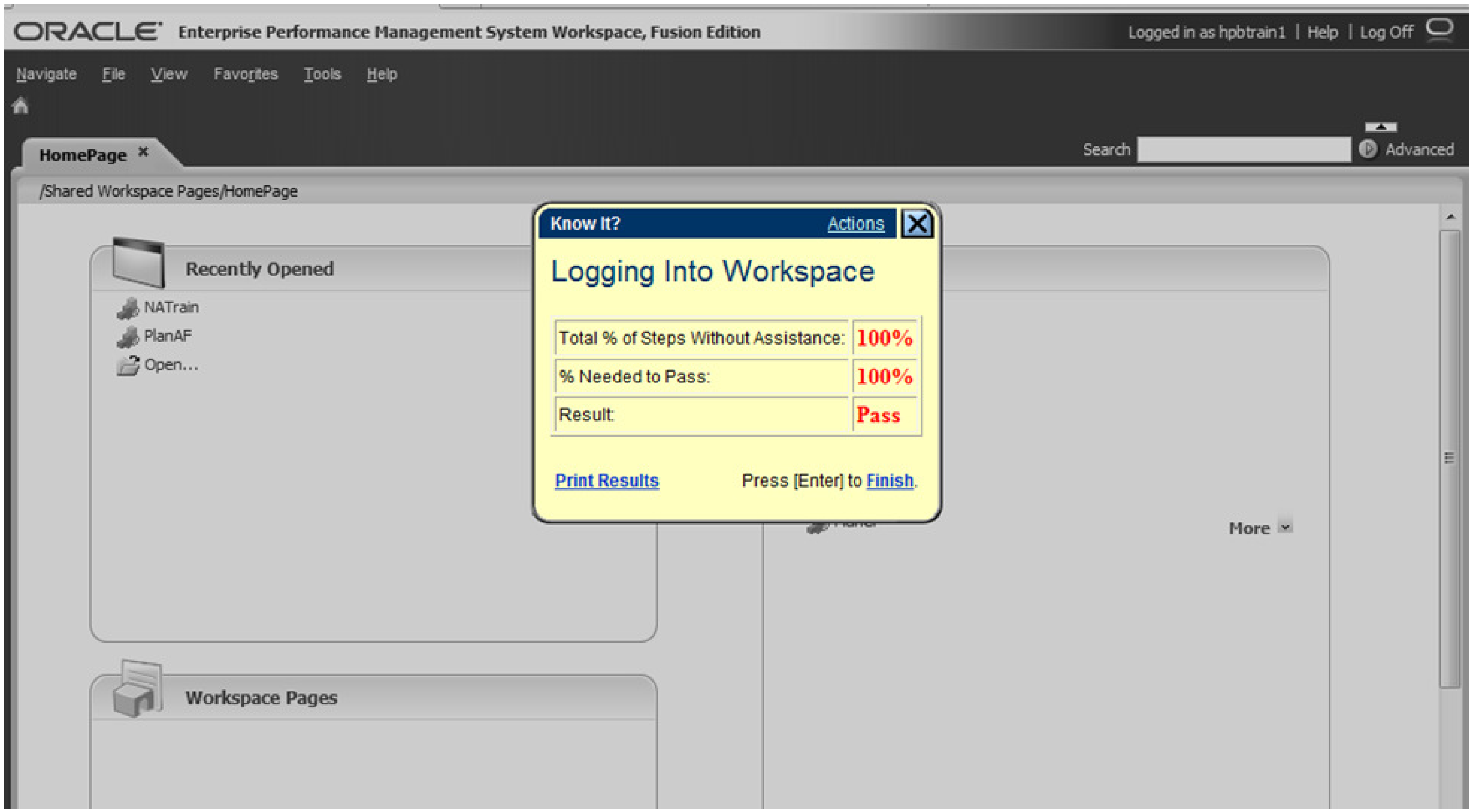
UPK "Try it!" Practice



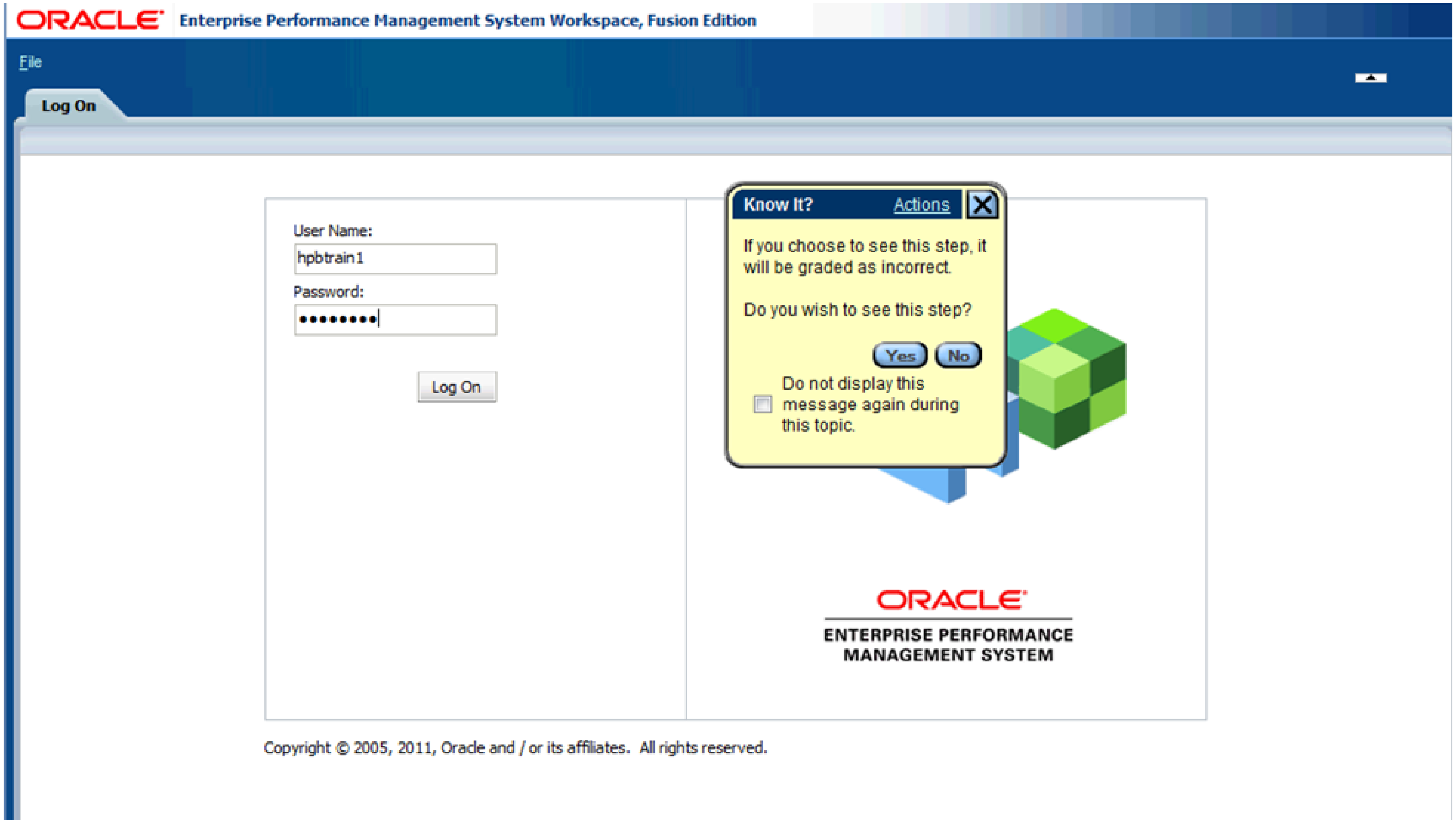
UPK "Know It!" Testing your Knowledge



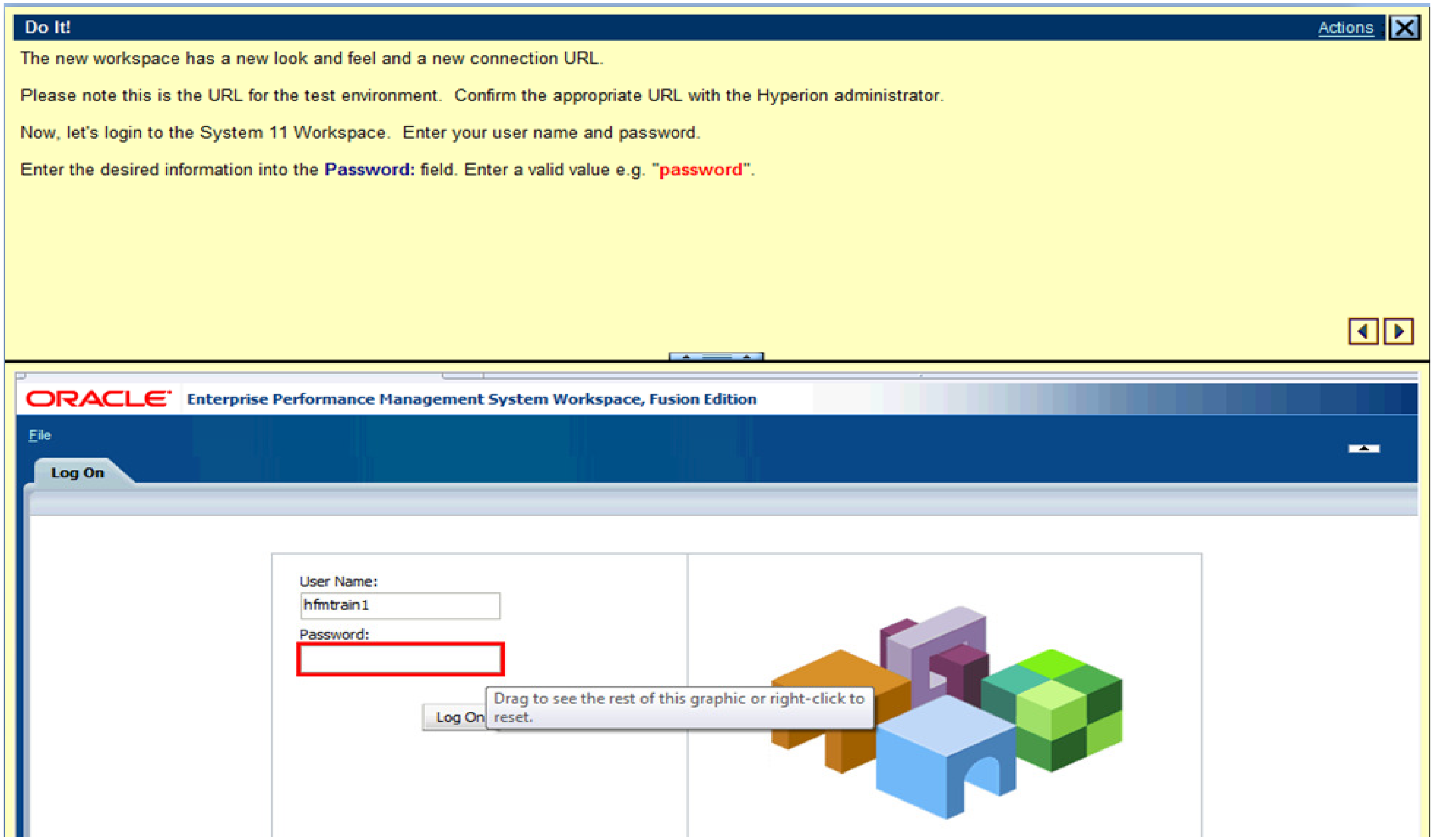
UPK "Know It!" Assessing your knowledge



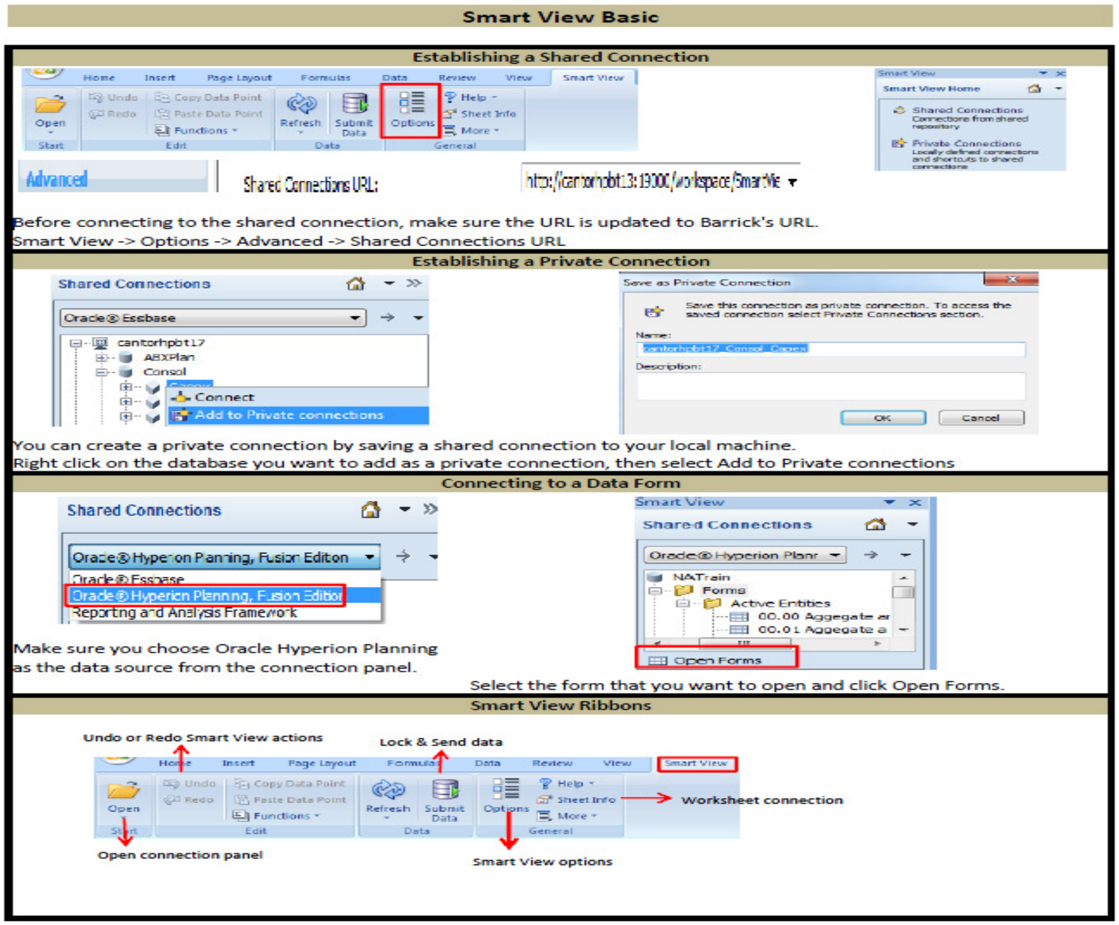
UPK "Know It!" Do you need help?



UPK "Do It!" Live application



UPK Job Aids - Graphical



Job Aid fits on one card

UPK Job Aids - Informational

Essbase Basic

	Period	Year	HSP_Rates	Currency	Scenario	Version	Product	CostCenter	Activity	Entity
	Yeartotal	FY09	HSP_InputValues	Local	CurBud	Working	10	CostCenter	Activity	EOMNA
Net Income	$ 8,872,212.67									

Dimensions Listed

Period

YearTotal	Q1	Jan
		Feb
		Mar
	Q2	etc
	Q3	etc
	Q4	etc

YTD(period) or W-T-D(period) Return Year to Date
QTD(period) Returns Quarter to Date

Year

FY07-FY40	QTD(mmm)
FY06 is LOM	YTD(mmm) or W-T-D(mmm)

HSP_Rates

HSP_InputValues	All data is loaded to this member

Currency

Local	All data is loaded to this member
USD	Reporting Only - Metric
USD_Imp	Reporting Only - Imperial

Scenario

Actual	Reporting Only
PriorBud	Last Year Budget (FY09)
CurBud	Current Budget (FY10)
CurFcst	Working Forecast (FY09)
2+10/5+7/8+4/10+2fcst	Reporting Only
Act vs Fcst (%)	Reporting Only
Act vs Bud (%)	Reporting Only
Fcst vs Bud (%)	Reporting Only

Version

Working	All info loaded to this member
Draft1	Reporting Only - Site Meeting
Draft2	Reporting Only - Regional Meetings
Final	Reporting Only

Product

10	Gold
20	Copper

CostCenter	All valid GCOA Cost Centers (C Prefix)
Activity	All valid GCOA Activities (A Prefix)
Entity	All valid GCOA Entities (E Prefix)
Account	All valid GCOA Accounts

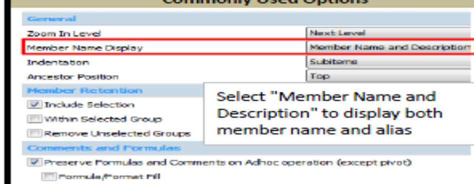
To Get Data You Must:

1) Select a valid Account (You will not see value at Parent "Account" Level).
2) Be in the correct Year for the Scenario (Curbud = FY08)
3) Select HSP_InputValues
4) Must be in a Valid Year Member (FY06 for LOM)
5) Must select a Valid Period Member (YearTotal for Jan-Dec)
6) Currency Must be set to Local
7) Must select an Entity that you have access to
8) Must select a Product you have access to

Data you can Leave at the Dimension Name Level

1) CostCenter
2) Activity
3) Entity - Only if you have Access to All Entities
4) Product - Only if you have Access to All Products

Commonly Used Options



Select "Member Name and Description" to display both member name and alias

You can change the Zoom level and Indentation.

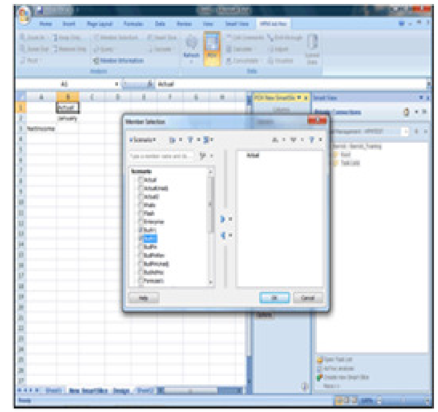
You can Suppress missing information.
Caution: If you suppress missing data and your report doesn't have any values you will get an error

Job Aid Tips & Tricks

UPK Instructor Manual

Step	Action
6.	To select a connection, click the Open button from the Smart View Ribbon. Click the **Open** button.
7.	Click the **Shared Connections** button. Shared Connections Connections from shared repository
8.	Click the **Select Server to proceed** dropdown button to activate the menu. Select Server to proceed
9.	Click the **Oracle® Hyperion Financial Management, Fusion Edition** list item. Oracle® Hyperion Financial Management, Fusion Edition
10.	Expand the server to select the application you want to connect to. Click the + button before the **Server** tree item.
11.	Expand the application to select the database you want to connect to. In this example we are going to use the "HFMTrain" application. Click the + button before the **Application** tree item.
12.	To work with Ad hoc analysis, click on the application to see the Ad hoc analysis option. Click the **HFMTrain** tree item. HFMTrain
13.	Click the **Ad hoc analysis** menu. Ad hoc analysis

Step by Step for the Instructor



Step	Action
10.	Click the **Add** button.
11.	Click the **OK** button. OK
12.	Continue selecting members. Click the list. USAMines.Goldstrike
13.	You need to set data boundaries for each dimension. So when users are connected to the smart slice, they are only able to select members that you have included here. If you want future addition of members to be automatically inherited in the smart slice definition, make sure to use member relationships. We will use the DESCENDANTS relationship function when selecting members. To learn how to use functions to select member, please watch the "Ad Hoc Analysis" video.

Provides teaching notes for the instructor

Results of Training

- 60+ Key Stakeholders successful trained as Global Instructors on the new Hyperion Planning, Reporting and Smartview environment
- 6 Full Course Modules presented over an 8 week period
- Over 50 UPK Videos for Hyperion Planning, Reporting, and Smartview
- 10 different job aids to provide quick reference materials to end-users
- Additional request to have MindStream assist in Global Training of 800+ CCMs – completed in October 2011
- Reinforceable over time
- On the way to successful Change!

Lessons Learned / Tips & Tricks

- Training Strategy
  - Don’t assume buy-in from everyone
  - People don’t tend to like change – many are set in their ways
  - Need to understand cultural differences
  - Meet with as many groups / departments as you can to understand needs of business prior to developing content
  - Read the Requirements / Design documents
  - Training is a gradual process – not fully accomplished in one classroom or on-line session

Lessons Learned / Tips & Tricks

- Tools
  - Have a dedicated Training application or even environment
  - Need to have multiple tools
    - Self Paced – on your own schedule
    - Classroom training – make you think
    - Reinforcements – job aids
    - In small doses – build gradually memory learning

Lessons Learned / Tips & Tricks (cont'd)

- Classroom
  - Test your Training environment and demonstrations
  - Test your exercises – make sure they produce desired results
  - Don't be afraid to "Park" issues – you don't have to answer everything
  - Have questions for your audience – keep them engaged
  - Use name tags – but know the names by Day 2
  - 10-15 trainees maximum per class – more is counterproductive
  - Have a comfortable room with good acoustics
  - Don't go more than 90-120 minutes without a break – but announce the end of your break prior to actual start
  - Set a timed agenda - Have "Dry Runs" (Practice sessions) to work out issues and have simulated questions given to instructor

Lessons Learned / Tips & Tricks (cont'd)

- Webinars
  - Make sure your on-line tool is compatible with client network
    - Go-To Meeting / Webinar
    - Webex
    - Microsoft Live Meeting
  - Have "listeners" use land lines when possible – reduces latency – if using VOIP, try to avoid wireless
  - Don't put fancy animations in your PowerPoints – reduces latency
  - Have easy to use "mute" features to avoid feedback
  - Avoid the "ums" and "ahs" by taking brief pauses – be confident in what you say
  - Have notes to help keep your points concise – keep listeners alert

Lessons Learned / Tips & Tricks (cont’d)

- UPK
  - Have a concise outline of topics
  - Excellent source for creating job aids
  - Oracle has pre-built content for Hyperion tools – although works very well from scratch
  - Don’t over complicate your videos
  - Make your videos relatively short (usually under 10 minutes)
  - Videos are more for understanding a tool than business process

Course Evaluations & Continuous Improvement

Two Types of Training Evaluations

- Level 1: Measures students reaction to training
- Level 2: Measures Level of Knowledge Transfer to Training Participants

Why Develop Training Evaluations?

- Achievement of Learning Goals
  - Course Improvement
  - Delivery Method
  - Content
  - Materials
- Learning Exercises
- Simulations
- Instructor delivery/effectiveness improvement

Evaluations measures participant reaction to training

- Did the participants find the training useful?
- Was the course content relevant?
- How was the course material?
- How was the instructor?
- How were the training facilities?
- Does the end user believe the training objectives were met?

Training Evaluation Process

- During the last 10 minutes of each course, participants will be required to complete an evaluation of the course
- At completion of the evaluation, users will receive credit for completion of the course
- Evaluation data will be collected by the Instructor(s) and made available to the Training Leads for analysis
- Training Leads will talk with instructors daily during Train-the-Trainer and End User Training Delivery to discuss opportunities to improve course materials and design
- Individual discussions with instructors to review feedback information and suggested improvements will take place on an as-needed basis

Evaluation Tools

- The evaluations tools will be developed during the Build phase of the project, concurrent with course content development.
- Each question will be measured on a five point scale, from “strongly disagree” to “strongly agree,” to provide consistent and measurable results

Questions

Thank You !

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