



# Distance Learning in the Canadian Federal Government

**Anywhere, Anytime: the  
*Campusdirect* experience**

**International Seminar on Distance Learning  
Brasilia, June 18 - 20, 2007**



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of Public Service

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## Agenda

- Part I – Canada School of Public Service (CSPS)
- Part II – Building It
- Part III – Getting Them To Come
- Part IV – Doing It Right? Doing It Well?
- Part V – Today And The Future





# Part I – Canada School of Public Service



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# Part I – Canada School of Public Service (CSPS)

- learning service provider
- unified approach
- knowledge and skills

Result => One-stop access to common learning.





# Part I – Canada School of Public Service (CSPS)

- **CSPS main functions:**
  - ▶ Foundational Learning
  - ▶ Strategic Advice
  - ▶ Best Management Practices
  - ▶ Learning Clearing House





# Part I – Canada School of Public Service (CSPS)

## Alignment With Treasury Board Objectives

### New Policy on Learning, Training and Development:

- required learning
- blending technology and classroom
- cutting edge blended learning solutions
- *Campusdirect*



# Public Service Learning Framework

Modern Management Agenda

Learning Policy Strategy

## Individual Learning

Build individual capacity so that public servants are able to perform in their current job, take on challenges of the next job and become skilled in leading change

- Public Service Foundations
- Professional Development
- Leadership Development

## Organizational Leadership

Use organizational learning strategies to manage change and deliver results for Canadians

- Support Senior Leaders
- Advise Departments
- Support Departments

## Innovation in Public Management

Accelerate innovation in public management for results

- Scan and Prioritize
- Build Smart Practices
- Frame Emerging Issues
- Maximize Diffusion & Adoption



# Overview of the School

## *Our Organization:*

**Strategic Outcome: An innovative public service represented by strong organization leadership and skilled and well-trained individuals**

Individual Learning	Organizational Leadership and Innovation	Corporate Services	Registrar
<ul style="list-style-type: none"> <li>▪ Public Service Foundation</li> <li>▪ Professional Development</li> <li>▪ Leadership Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Innovative Public Management</li> <li>▪ Senior Leaders</li> <li>▪ Executive Development</li> <li>▪ International</li> <li>▪ Relationship Management</li> <li>▪ Strategic Organizational Change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate Mgmt. &amp; Admin.</li> <li>▪ Finance and HR</li> <li>▪ Ombudsman</li> <li>▪ Legal Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration &amp; LMS</li> <li>▪ QA &amp; Clearinghouse</li> <li>▪ Learning Information &amp; Reporting</li> </ul>

<u>Workforce by Sector</u>	
Individual Learning	42%
Organizational Leadership and Innovation	29%
Corporate Services	24%
Registrar	5%

<u>Workforce by Specialization</u>	
Executive Management	7%
PM, Learning Support and Research	26%
Corporate Services	29%
Learning Specialists	38%

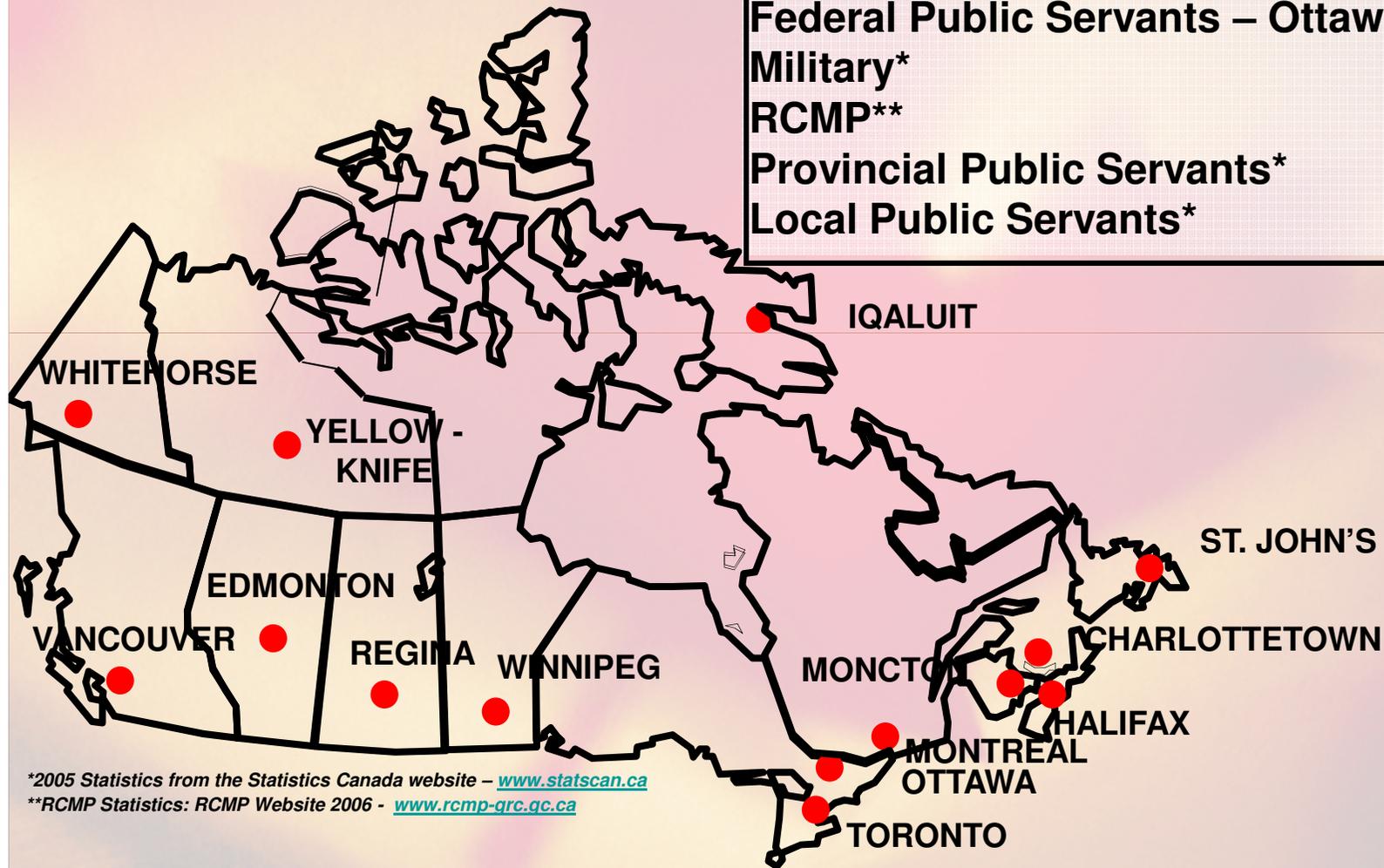




## Our Client Base

# CANADA

Population*	32,270,500
Federal Public Servants*	284,900
Federal Public Servants – Ottawa*	113,835
Military*	85,706
RCMP**	18,920
Provincial Public Servants*	349,279
Local Public Servants*	371,705



\*2005 Statistics from the Statistics Canada website - [www.statscan.ca](http://www.statscan.ca)

\*\*RCMP Statistics: RCMP Website 2006 - [www.rcmp-grc.gc.ca](http://www.rcmp-grc.gc.ca)



# Part I I – Building It



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## Part I I – Building It

Campus *direct* was (and is) a product of its time.



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# Part I I – Building It

## Environment & Driving Forces:

- Demand for innovation
- E-learning portal
- More efficient, effective system
- Widely dispersed workforce





## Part I I – Building It

So, the *Campusdirect* idea was born

### Pilot Funding:

- \$10 million in funding secured for the first three years.
- Goal – self-sufficiency by the end of the third year (cost-recovery operation mode).





# Part I I – Building It

But if we build it, will learners come?

- Will learners use it?
- Will organizations support it?
- How should it be deployed?
- How will it fit in with employees' learning plans?
- What are the barriers to its adoption?





# Part I I – Building It

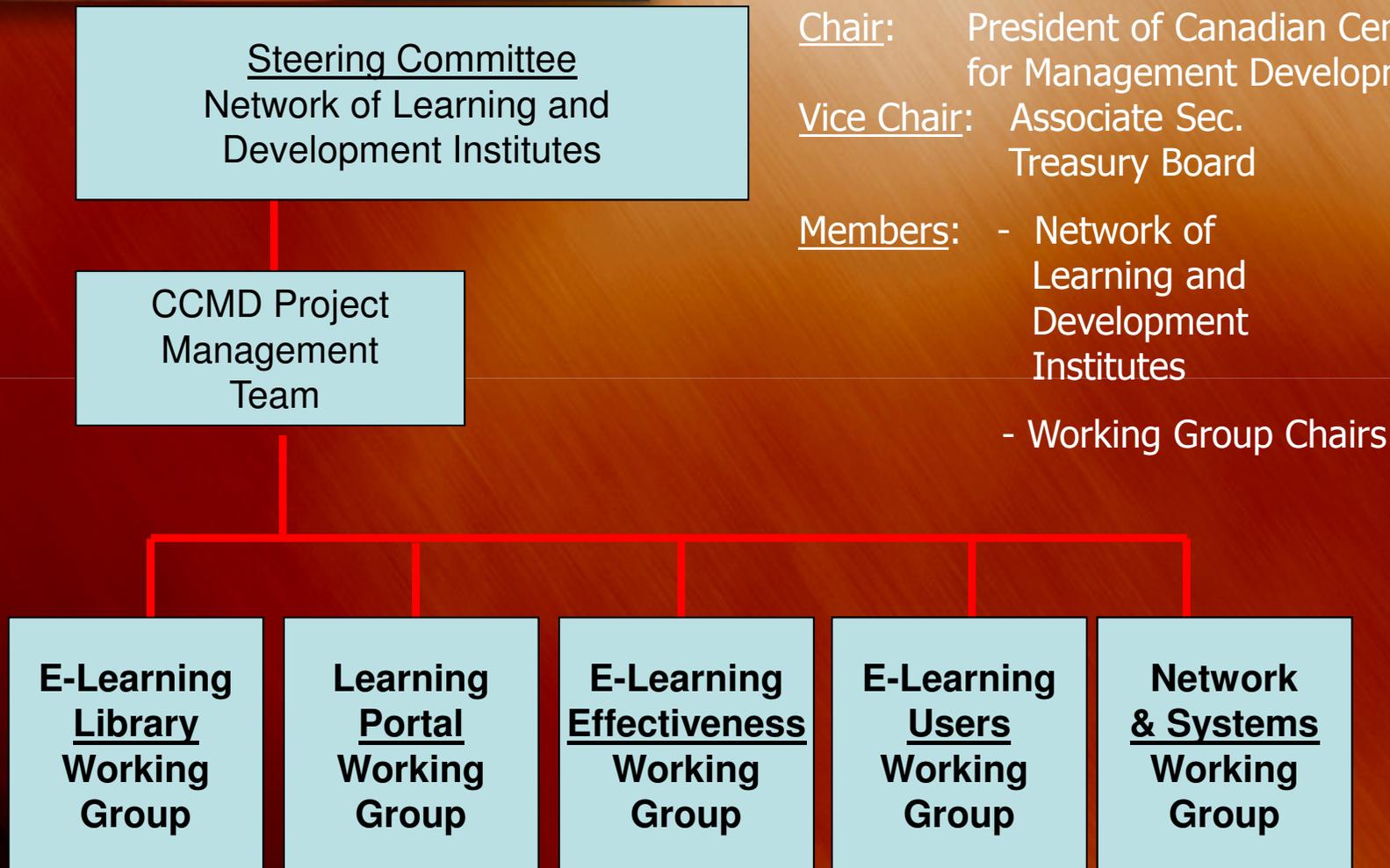
## Building *Campusdirect* – Success Factors

- Senior Management Sponsor
- Stakeholder
- Interdepartmental steering committee
- Five Working Groups



# Part I I – Building It

2002 Governance – Canadian Centre for Management Development





# Part I I – Building It

## Launching

- Content
- Environment





# Part III – Getting Them To Come



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## Part III – Getting Them To Come

### Getting Buy-In

Involving the right people:

- Key builders
- Early adopters



# Part III – Getting Them To Come

Fostering at the organizational level:

- Learning Culture
- Supportive Environment





# Part III – Getting Them To Come

## Creating Awareness

- Marketing and Communications Strategies
- Target Groups
- Promotional Tools





# Part IV – Doing It Right? Doing It Well?



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# Part IV – Doing It Right? Doing It Well?

## Evaluating *Campusdirect* pilot

- Interim evaluation of the pilot
- Basis of evaluation





# Part IV – Doing It Right? Doing It Well?

## Findings: Early Adopters

- Early adopters (e.g., Canada Revenue Agency and Canada Border Services Agency):
  - ▶ Support
  - ▶ Learning culture
  - ▶ Supportive environment





# Part IV – Doing It Right? Doing It Well?

## Findings: Satisfaction / Demand

- Demand greater than expected
- Users very satisfied
- Increased opportunities





# Part IV – Doing It Right? Doing It Well?

## Findings: Cost-Effectiveness

- More cost-effective solution
- Reach





# Part IV – Doing It Right? Doing It Well?

## Findings: Legitimacy

- Debunking myths
- Recognition





# Part IV – Doing It Right? Doing It Well?

## Study Recommendations

- Permanent e-learning service
- Centre of excellence
- Business model
- Value





# Part V – Today and the Future



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# Part V – Today and the Future

## Actions from the Evaluation

1. *Campusdirect* has become a permanent program of the Canada School of Public Service
2. *Campusdirect* is a centre of excellence for e-learning in the federal government



# Part V – Today and the Future

What is *Campusdirect*?



# Part V – Today and the Future

What is found at *Campusdirect*?



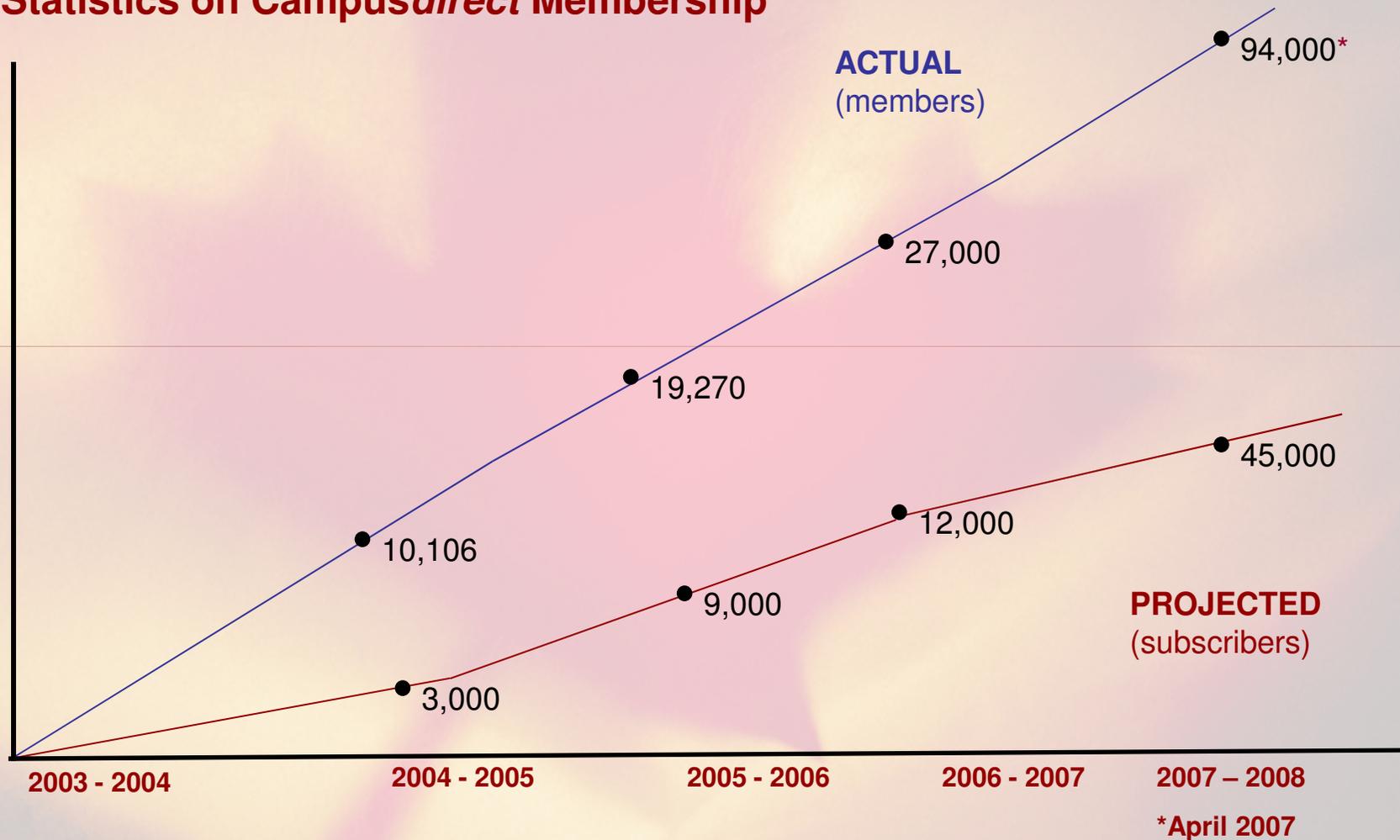
- Self-directed courses
- Blended learning courses
- Online assessments
- Job aids
- Departmental learning portals





# Part V – Today and the Future

## Statistics on *Campusdirect* Membership





# Part V – Today and the Future

## A Changing Environment

- Modern Management Agenda calls for a public service that is:
  - ▶ Responsive
  - ▶ Innovative
  - ▶ Accountable
- Learning — e-learning — is key.





# Part V – Today and the Future

## Strategy for Learning

- three types of interconnected learning to support a continuous cycle of innovation





# Part V – Today and the Future

## Learning Strategy Objectives

- individual capacity
- organizational leadership
- innovation in public-sector management





## Part V – Today and the Future

What does the new learning environment mean for *Campusdirect*?

A key role in delivering this training

- Online courses and assessments
- More blended learning activities





## Part V – Today and the Future

### Leveraging the *Campusdirect* platform

A key role in delivering assessments and training:

- Authority Delegation Online Assessment Tool
- HR, Finance, Procurement, and Information Management
- Blended Learning activities





# Part V – Today and the Future

## New Business Model

As of April 1, 2006, *Campusdirect* has become **free**  
to all **Public Service Employees**.

That's 250,000 desktops!





## Part V – Today and the Future

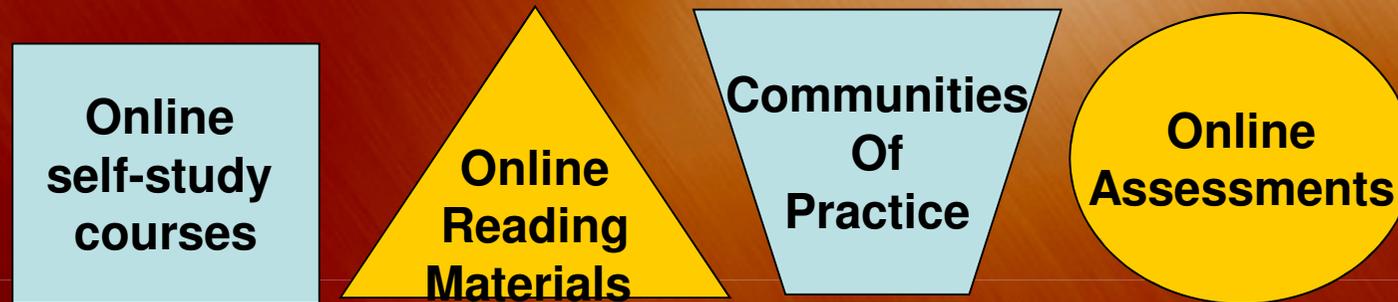
### Blended Learning:

- Position e-learning at the design stage
- More interactive e-learning approach:
  - ▶ Facilitated online workshops
  - ▶ Instructor-led workshops

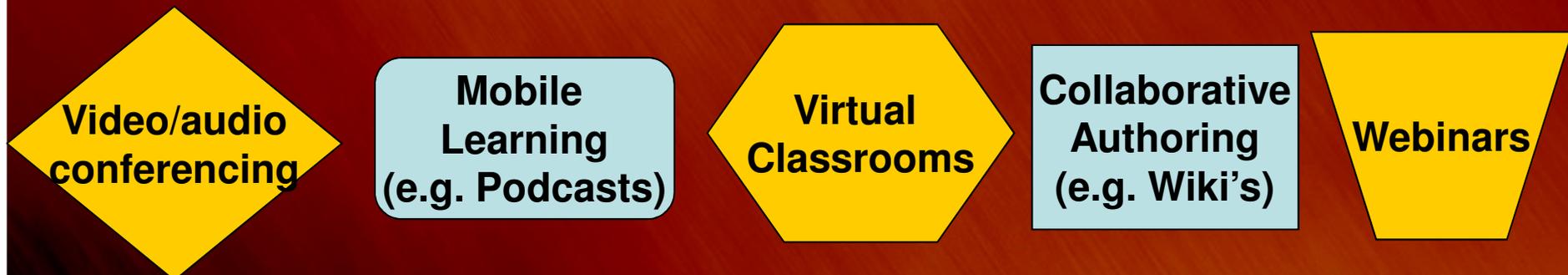


# Part V – Today and the Future

## Today - Which Learning Technology Options Are Available?



## Coming Soon...

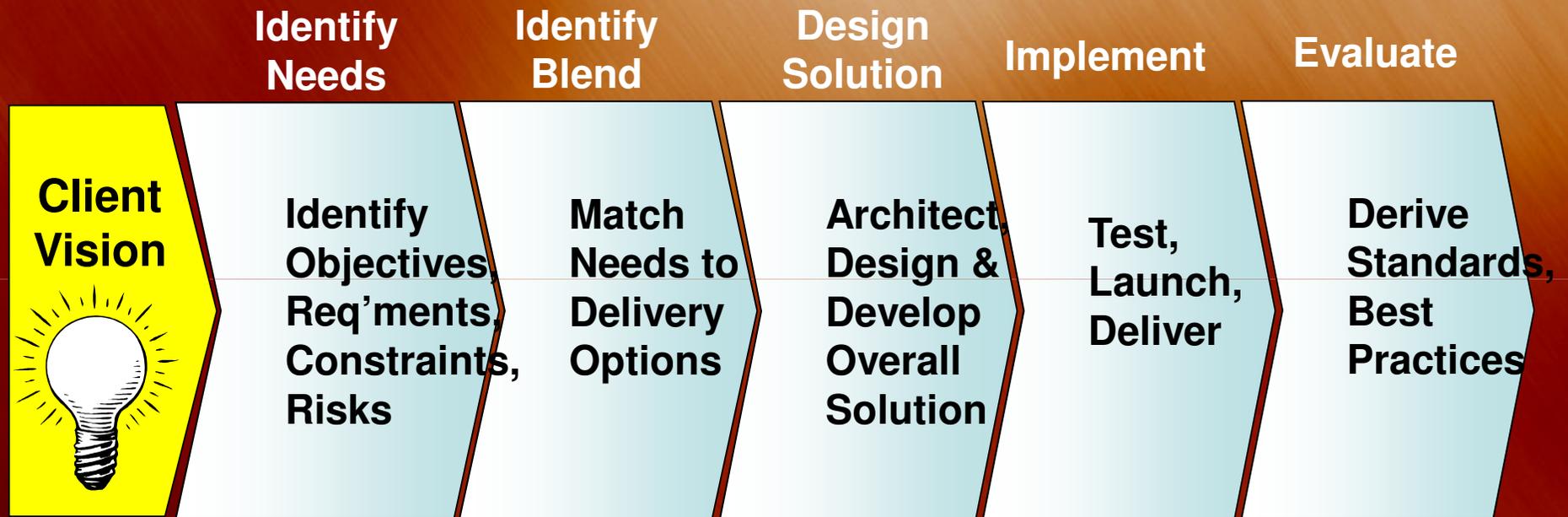


...and others



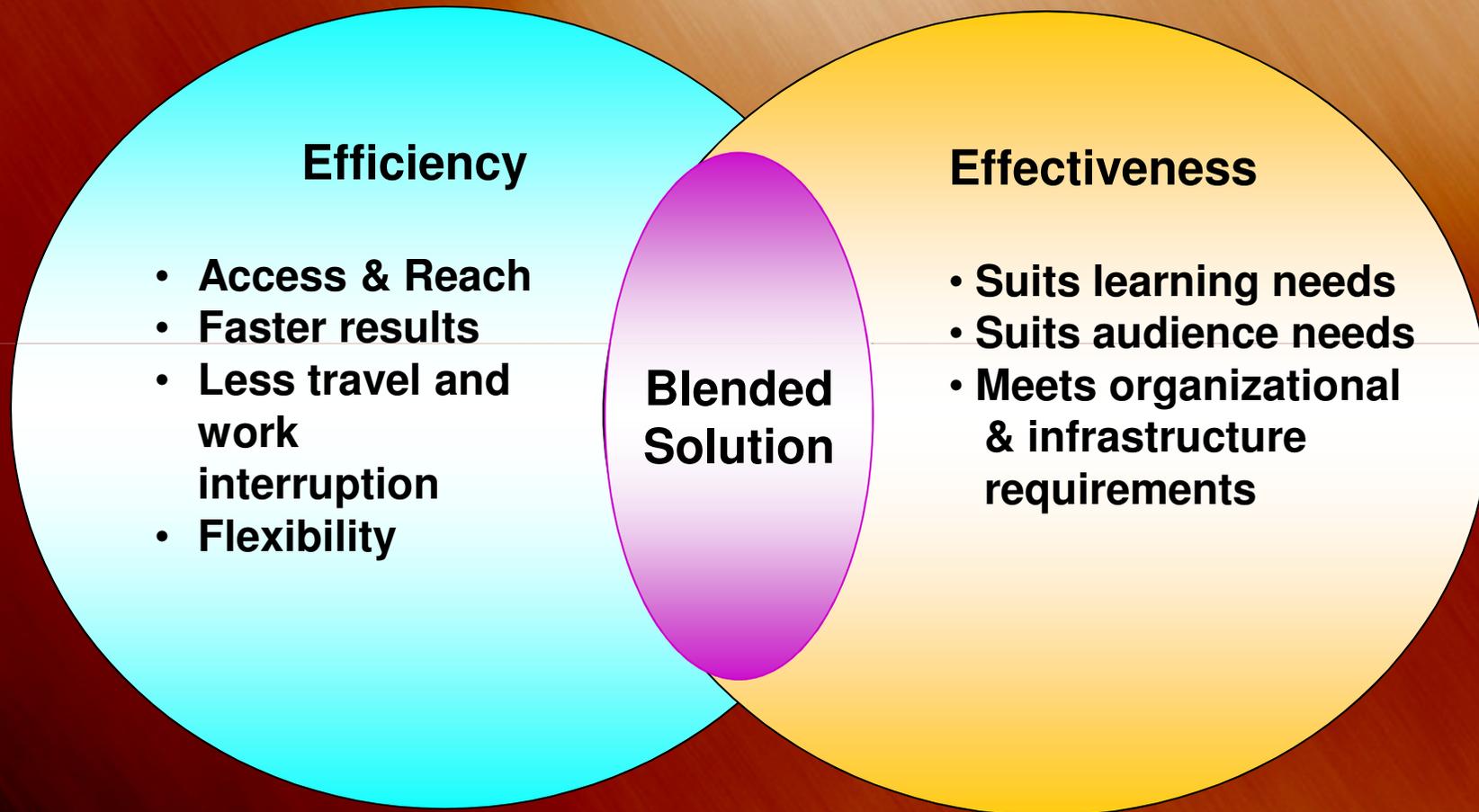
# Part V – Today and the Future

## How Do We Work With Our Clients?



# Part V – Today and the Future

## When Does a Blend Succeed?





# Part V – Today and the Future

## Centre of Excellence

- seek out and test emerging technologies
- develop creative, cost-effective methods
- research best practices
- share best practices





## Part V – Today and the Future

### Future of E-Learning

But the future is not without its challenges, such as:

- Reducing time and money
- Championing e-learning culture





## Part V – Today and the Future

### Future of E-Learning

#### Our 3 Main Challenges:

- Infrastructure readiness
- E-learning readiness
- Value



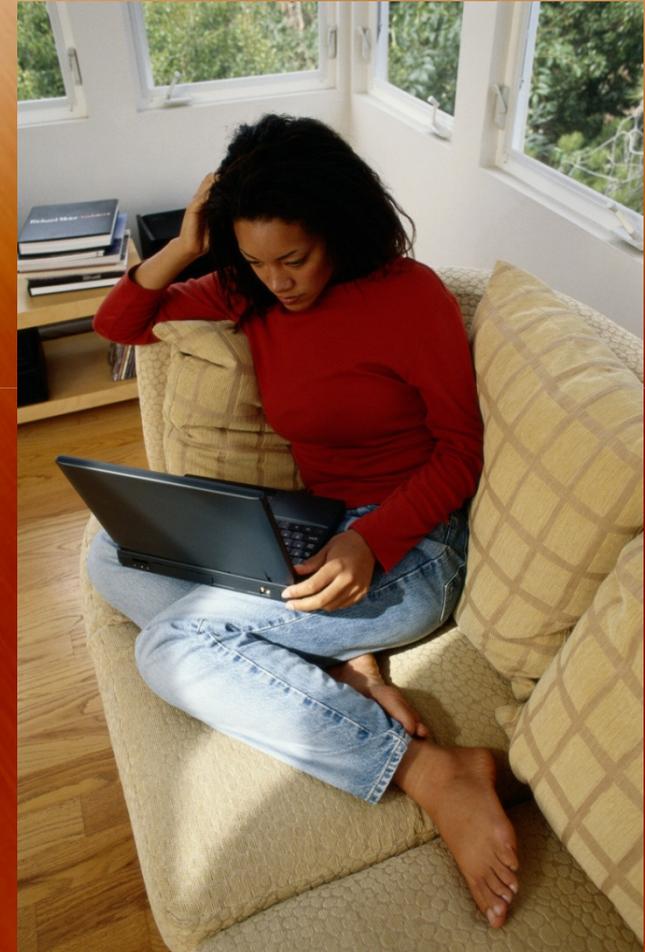


# Learning at your fingertips

*Anytime...*

*Anywhere...*

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