

Business Plan

Monsanto New Employee Orientation:

Using Company Technologies Appropriately

Veronica O'Neill, Laszlo Pokorny,

Leah Shull, Susan Marie Terra

New Jersey City University

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Having properly-trained employees is vitally important to any business. However, providing training that is effective, timely, and cost-effective is a difficult task. TOPS Consulting has been providing e-learning training solutions to clients for over 20 years. As an industry leader in the field, our expertise can remove the burden of providing effective training so that Monsanto can focus on its true mission.

Timeline

Monsanto has engaged TOPS Consulting to design a global training program, “New Employee Orientation: Using Company Technologies Appropriately,” within a timely manner. Therefore, this timeline will be concise to meet Monsanto’s time-sensitive initiative. TOPS Consulting proposes a six-month timeline from contract to delivery.

TOPS Consulting will create the shell of the training program for Monsanto, which includes course overview, learner objectives, and learner outcomes within the first two months. TOPS Consulting will review these draft items with Monsanto to determine if the shell meets their objectives. TOPS Consulting will work with Monsanto’s IT department to determine what technology platforms employees will be able to access. This is imperative because the target employees are located in remote areas, and the course must be accessible to all employees. The training experience will then be created.

The actual development and creation of the course materials such as case scenarios, storytelling, and quizzes for employees will take place within the proposed six-month timeline. If requested by Monsanto, materials will be translated into other languages for employees who lack

English proficiency during this time as well. Videos will be created to disseminate information to employees. Engaging exercises will also be developed to accompany the subject matter of the course to provide an engaging experience for employees to complete in an asynchronous environment, including assessments such as quizzes.

Mode(s) of Training Delivery

TOPS Consulting has designed Monsanto's Technology Use Training to be accessible, interesting, and relevant to their new employees. The training information will be presented in the new employee's native language if requested by Monsanto, to help eliminate misunderstandings if the new employees do not understand English (Srimannarayana, 2016, p. 626). In addition, this training will utilize Horton's (2012) three types of learning activities-- absorb, do, and connect--which will allow learners to understand Monsanto's policy regarding technology use (p. 9). In addition, TOPS Consulting prides itself in its understanding of "organization, scope, sequence, events, experiences, and delivery methods" to produce the most effective training which will create a learning experience that is effective for an array of different learners (Brown & Green, 2016, p. 113).

The new employees will interact with course materials through reading articles and case studies and by watching videos. During this type of learning, the new employees will be physically passive but mentally active as they are processing and considering the knowledge of the content provided regarding the technology use policy (Horton, 2012, p. 67). The new employees will access the TOPS Consulting presentation via a Moodle course to review the summary of Monsanto's technology use policy. This type of learning activity accommodates new employees located in remote parts of the world because the presentations can be produced in

their native language and can be accessed at any time, which permits this training to be completed asynchronously.

The new employees will do practice activities to further demonstrate their understanding of the technology use policy. By participating in “do” activities, new employees will be transforming the knowledge they received from the absorb activities into their own knowledge and skills (Horton, 2012, p. 129). Monsanto’s employees will complete quizzes and other micro-lessons which will allow them to demonstrate their own knowledge acquisition of Monsanto’s technology use policy.

The new employees will connect what they are learning regarding Monsanto’s technology use policy to their day-to-day actions at work. Connect activities help prepare learners to apply their new knowledge to situations that they will encounter at work and in their personal lives (Horton, 2012, p. 163). At the completion of this training, Monsanto’s new employees will be encouraged to use their social media accounts to update the status of their new career path. This activity will culminate in a positive two-fold result. First, this activity will connect the knowledge received from TOPS Consulting training regarding Monsanto’s technology use policy to the new employees work environment and their personal lives. Second, this activity will promote Monsanto to a broader audience increasing their brand.

Training Agenda

Training focuses on addressing the most important technology-related concerns for Monsanto. These include computer user responsibilities, electronic security, physical security of technology, data network storage access, data protection and security, social networking, electronic communications, and personal devices. The link to the storyboard created for this project is available in [Appendix A](#). The following list outlines the training agenda:

- Computer User Responsibilities
- Electronic Security
- Physical Security of Technology
- Data Network Storage Access
- Data Protection and Security
 - Deleting electronic files
 - Retention of electronic files
 - Personal use of computers and company technology
 - Proprietary information
 - Confidentiality
 - Viruses, worms, and trojan horses
- Hackers
- Social Networking
- Electronic Communications
 - Standards for electronic communications are included in the training as follows.
 - Professionalism and respect in electronic communications
 - Forwarding company email messages to personal email accounts
 - Use of company email for personal business
 - Virus control (e.g. opening email from unknown sources)
 - Appropriate email signature format
 - Confidential/proprietary information in emails
 - Spam
- Personal Devices

Activities

At TOPS Consulting, we know that engaging with the content is critical to the success of the e-learning module, and we build active learning into our training programs. Our e-learning is based on the instructional design model developed by Gagné, Briggs, and Wager (1992).

Gagné's (1992) model follows nine steps:

1. Gain the learner's attention
2. Inform the learner of objectives
3. Stimulate prior knowledge
4. Present the material
5. Provide learning guidance
6. Elicit performance
7. Provide feedback

8. Assess performance
9. Enhance retention and transfer

The training platform that we propose will include case scenarios, storytelling, and instant feedback from a variety of question types. As employees interact with the case scenarios, they will create new understandings of the complexity involved in issues of information security and social media use. The storytelling components provide a non-threatening way for learners to see these concepts applied in a high-interest method. Through the combined impact of case scenarios and storytelling, employees will gain a greater understanding of the purpose of the policies and ultimately recognize that the policies serve to protect the employees and the company.

In order for e-learning to be effective, the learners need to receive timely feedback. The quizzes that are built into the platform allow an employee to receive instant feedback in a safe space. Allowing learners to practice applying their knowledge is an essential piece of creating an effective learning experience. In order for this training to be accessible asynchronously, the training will make use of multiple choice, graphical multiple choice, matching, text input, and slider question types (see Appendix C for screenshots). Using a variety of questions will help the learner not feel that the experience is monotonous. The built-in quizzes will help learners cement their new knowledge before they apply it in their jobs.

Formative and Summative Assessments

The most widely used method for assessment of corporate training is the Kirkpatrick Evaluation Model (Kirkpatrick & Kirkpatrick, 2016). Measurement of the effectiveness of this corporate technology use training will answer the following questions:

1. Did this training help employees develop relevant knowledge and skills?
2. Did participants apply what they learned?
3. Did the course improve organizational outcomes?

The four levels of the Kirkpatrick model will be applied to answer the above questions as follows.

Level 1: Reaction

Surveys and discussions before and after training focus on feedback and participants' reactions to the course, including perceived relevance and usefulness. Topics covered at this level include relevance and understandability of program content, key takeaways from the course, strengths and weaknesses of the training, and pace of learning. Level 1 data analysis reveals how well the training was received and identifies any weaknesses in the course content (Kirkpatrick & Kirkpatrick, 2016).

Level 2: Learning

Pre- and post-test scores and evaluation of applied exercises are used to measure knowledge and skills gained by participants. Level 2 data analysis shows whether the course is meeting objectives, what skills are developed through the training, and what improvements can be made to content and delivery (Kirkpatrick & Kirkpatrick, 2016).

Level 3: Behavior

Assessing whether employees are applying what they learned is vital to understanding the impact of training (Kirkpatrick & Kirkpatrick, 2016). At this level, evaluation of how training has influenced employees' technology use at work is determined using self-assessment instruments, feedback from managers, focus groups, and observations. Level 3 data analysis reveals whether and how new knowledge and skills are implemented at work.

Level 4: Results

A determination is made regarding whether the training results in a positive impact on the business. This level of evaluation seeks to identify and measure tangible results of the training such as occurrence of technology-use related complaints, unauthorized access incidences, technology-related confidentiality breaches, and inappropriate social media and electronic messaging behavior. Level 4 data is collected using interviews with company managers.

Fee Structure

TOPS Consulting is quoting a price of \$10,000 for the initial "Using Company Technology Appropriately" module. These charges are presented in detail in Appendix B. TOPS Consulting will deliver a Level 1 e-learning experience to Monsanto. Level 1 courses include graphics and images, but little interactivity. Basic quizzes and other assessments are also included. Additional features such as custom video segments and more complex quizzes are available, if desired, at an additional fee. Please note that incorporating such additional features will extend the proposed timeframe for the project.

The training module will be delivered in the form of a Moodle course utilizing the Adapt framework. This framework will allow the incorporation and integration of quizzes and

multimedia directly into the course. The framework will also allow the module to be viewed on any type of mobile device, as well as a desktop or laptop computer.

The training module will be delivered to Monsanto in English. If any additional languages are required, translation services can be contracted. The fee for such services will be a pass-through of the fees charged by our translation vendor.

Included in the fee proposal is the development of an e-learning module for pages 14 and 15 of the Monsanto Code of Business Conduct (Monsanto, 2018). Upon mutual agreement of Monsanto and TOPS Consulting, additional modules may be developed. If such additional modules are contracted at the time of this initial module, a 5% discount on the price of the initial module only will be applied.

Conclusion

As a global research and development company, Monsanto's need to protect and secure its technologies and electronic data is a priority. This technology training program will thoroughly familiarize employees with Monsanto's guidelines for appropriate use of technologies to minimize risk of damage to hardware, software, and data through improper use or breaches of security. Effectiveness of the training will be measured using the evaluation procedures outlined herein. Contact TOPS Consulting with any follow up questions.

References

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Appendix A

Google Slides Storyboard for Monsanto New Employee Orientation:

Using Company Technologies Appropriately

<https://docs.google.com/presentation/d/1Irr3xogCdgCZXGyUX2bgBrFd86-4JfV4IQ6PgCUtWaJY/edit?usp=sharing>



Appendix B

Fee Structure

TOPS Consulting will provide the following services along with their designated fees:

Activity	Details	Estimated Hours	Total Cost
Pre-Build Analysis	Gathering detailed requirements and topics from Monsanto team	10 hours	\$1000.00
Storyboarding and Scripts	Includes writing and review with Monsanto team	15 hours	\$1500.00
Graphics	Includes creation of custom graphics and sourcing of stock images	10 hours	\$1000.00
Video Production	Includes creation of custom welcome video from Monsanto Senior Executive	8 hours	\$800.00
Conversion to Adapt and LMS	Includes conversion of storyboard to final Adapt platform and migration to LMS	24 hours	\$2,400.00
Preliminary testing	Includes two rounds of testing	5 hours	\$500.00
Project Management	Includes preparation of weekly status reports, participation at project meetings, and other management tasks	15 hours	\$1500.00
Pilot testing	Includes administration of course to pilot group and evaluation of results, two rounds	10 hours	\$1000.00
Final acceptance testing	Includes review of performance of course with Monsanto team	3 hours	\$300.00
Total for initial Level 1 e-learning module		100 hours	\$10,000.00

Appendix C

Screenshots of Quiz Types

The image displays two examples of quiz interfaces. The first is a 'Slider' quiz. It features a title 'Slider' in blue, followed by a question: 'Working memory is thought to be responsible for our ability to temporarily hold and manipulating information but according to a paper by Miller (1956) what "magic number" describes its capacity?'. Below the question is the instruction 'Drag the slider to make your choice and select Submit.' and a horizontal slider with a white knob and a scale from 1 to 10. The number 1 is highlighted with a blue circle. At the bottom are two buttons: 'Submit' and 'Show feedback'. The second screenshot is a 'Matching' quiz. It has a title 'Matching' in blue, followed by the question: 'Can you identify some of the key facts and figures associated with the Adapt Open Source project?'. The instruction is 'Choose an option from each drop down list and select Submit.' There are three questions, each with a teal dropdown menu: 'The Adapt open source project was formed in:', 'Adapt adheres to the WCAG 2.0 guidelines to level AA, but when were these published?', and 'Which of these languages would benefit from using the recent addition of Right To Left (RTL) language support within Adapt?'. Each dropdown menu contains the text 'Select an option' and a downward arrow. At the bottom are two buttons: 'Submit' and 'Show feedback'.

<h3>Text Input</h3> <p>Can you name one of the three companies that established Adapt as a community led Open Source project?</p> <p>Input your answers and select Submit.</p> <input type="text" value="Enter answer here"/> <input style="width: 50px;" type="text" value="prefix"/> <input style="width: 100px;" type="text" value="Enter answer here"/> <input style="width: 50px;" type="text" value="suffix"/> <input type="text" value="Enter answer here"/> <input type="button" value="Submit"/> <input type="button" value="Show feedback"/>	
<h3>Graphical Multiple Choice Question</h3> <p>Which of the three images below shows the Adapt logo folded into an isosceles triangle?</p> <p>Choose an image and select Submit.</p> <div style="display: flex; justify-content: space-around;"><div data-bbox="467 919 630 1115"><p><input type="radio"/> Option 1</p></div><div data-bbox="646 919 808 1115"><p><input type="radio"/> Option 2</p></div><div data-bbox="824 919 987 1115"><p><input type="radio"/> Option 3</p></div></div> <input type="button" value="Submit"/> <input type="button" value="Show feedback"/>	
<h3>Multiple Choice Question</h3> <p>In what year was the first recorded instance of a large scale assessment that consists solely of multiple choice questions?</p> <p>Choose one or more options and select Submit.</p> <div style="margin-bottom: 5px;"><input type="checkbox"/> 1888</div> <div style="margin-bottom: 5px;"><input type="checkbox"/> 1953</div> <div style="margin-bottom: 5px;"><input type="checkbox"/> 1977</div> <div style="margin-bottom: 5px;"><input type="checkbox"/> 1917</div> <input type="button" value="Submit"/> <input type="button" value="Show feedback"/>	

Source: <https://community.adaptlearning.org/demo2/index.html>