



Boosting Employee Satisfaction with Modern Learning Development

MARKET TRENDS REPORT



Introduction

Surveys have shown that employees who feel a sense of purpose are happier in their jobs. But that conclusion is based on an important but unstated assumption: That employees have the necessary skills and training to do their jobs. Without them, employees can feel discouraged and disengaged, leading to drops in productivity and the detriment of the services their agency provides. That's why it's essential for agencies to modernize learning development systems.

Learning development provides a framework that ensures an employee's skills align with their organization's goals, but many state and local agencies are using outdated systems and practices that can't keep up with their workforce requirements.

This situation is especially challenging for criminal justice agencies, which require a wide range of skills. The Massachusetts Court System, for example, receives nearly a million filings annually. The court system employs thousands of workers to interpret, transcribe and manage those records — and all those employees require continuous learning development.

Managing the diverse training requirements of that kind of workforce is no easy task — and well beyond the capabilities of traditional learning management systems (LMS).

Cloud computing, however, can revolutionize agencies' learning development. Across state and local governments, agencies are now adopting cloud-based LMS suites to modernize their old processes. LMS suites are software applications for documenting, managing and providing educational and training programs. When paired with cloud, these tools can offer adaptable, flexible and scalable learning development.

To understand how agencies can modernize their LMS, GovLoop partnered with Cornerstone OnDemand, a cloud-based learning and talent management software provider. In the following pages, we will show how cloud-based LMS can create more compliant, engaged and satisfied workforces, and share best practices for adoption.

“The modern LMS is far beyond just training and ensuring compliance. It’s about maximizing employee productivity and engagement and developing specific skills for employees so that they can keep up with the everchanging workforce demands in government.”

– Jared Bogert, Vice President at Cornerstone

BY THE NUMBERS

Learning Development in State and Local Government

4.5 million

people were **state** government employees in 2018*

Source: [Bureau of Labor Statistics \(BLS\)](#)

14.6 million

people were **local** government employees in 2018*

Source: [Bureau of Labor Statistics \(BLS\)](#)

“Private organizations play an important role in the state and local level in assisting the job search and reskilling displaced workers.”

– [The White House’s Council of Economic Advisors, July 2018](#)

*including hospitals and schools

27% of **state** government employees said they weren’t engaged in their work in 2017.

19% of **local** government employees said they weren’t engaged in their work in 2017.

Source: [CPS HR Institute for Public Sector Employee Engagement](#)

807,244

court cases occurred throughout the Massachusetts Court System in FY 2019.

Source: [Massachusetts Court System](#)



THE CHALLENGE

Aging Learning Development Practices & Tech

Increasingly, the lack of a learning development strategy is plaguing state and local agencies — including trial court systems — with problems such as failing to track professional certifications and compliance training for employees. The culprits are practices and technology systems that no longer align with how people work. As these processes and systems grow older, they can become problematic for the agencies using them.

Unsurprisingly, outdated practices and technologies often go together. Look at agencies that still use paper. They spend valuable energy, money and time performing manual, repetitive labor that's often prone to error.

Subpar learning development can create frustrating hurdles for human resources (HR) personnel and managers. For both parties, costs are higher, processes are slower and their employees waste time and energy. After that, however, the problem escalates as learning development stalls. Over time, state and local employees become less engaged, less satisfied and less compliant with government requirements. Collectively, these shortcomings make it harder for agencies to deliver the highest-quality customer experience (CX) to citizens.

“Across all of government, particularly in court systems, we’re seeing many agencies struggling because they’re still leveraging outdated technology to manage their compliance training, employee engagement and professional development,” said Jared Bogert, Vice President at Cornerstone.

Subpar compliance management can trigger an avalanche of problems for agencies. For instance, compliance at trial court systems often requires managing and tracking annual certification for court administrators. Agencies that fail to accurately record such certifications can face financial penalties, negative headlines and even public outrage.

“If there is a compliance issue, it can be very costly,” Bogert said. “Having an agency’s workforce compliant and up to speed with what’s happening in their jurisdiction while providing the best CX and public services for citizens is key.”

For too long, agencies have relied on legacy tools and practices that can’t affordably evolve alongside their citizens and workforces. Cloud, however, can drive real progress for agencies by hosting their LMS.

THE SOLUTION: LEVERAGE CLOUD-BASED LMS

Agencies that combine cloud’s elasticity with LMS suites can tailor the learning development tracks that are best for their employees and missions.

Consider criminal justice organizations such as the Massachusetts Court System. After implementing cloud-based LMS, such agencies can help their employees grow professionally with training that engages and inspires them. Gradually, these workers become more enthusiastic about their work; they also try to comply with security requirements more often and learn new skills to serve their organization’s mission. The force behind these educational pathways is cloud, which is easily customizable and can add new training applications on demand.

Cost savings are another benefit. Cloud conveniently delivers resources on demand with little physical IT, saving

large amounts of budget dollars that previously went to maintaining solid hardware. Using cloud, agencies can also get the latest versions of software without managing costly or disruptive updates.

“The most critical piece of adopting cloud is reducing the need for investing in traditional, large-scale IT infrastructures,” Bogert said. “The cost savings can be rather significant.”

Cloud, however, can only do so much. To truly leverage LMS, agencies need to take outdated processes such as paper files and bring them into the present. Using cloud, HR and management staff can more easily perform learning development tasks such as tracking employees’ professional certifications.

BEST PRACTICES

Leveling Up Your LMS



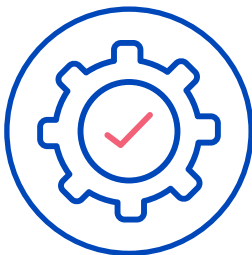
1. Use cloud to cut costs

Cloud's value stems from its ability to deliver products and services more affordably and efficiently. In terms of LMS, consider the cost of in-person trainings. Using cloud, agencies can deliver the same education online without spending budget dollars on educational materials, food and travel. Employees can also access digital trainings at their own pace whenever they're ready. This protects office productivity while reducing costs.



2. Meet workers on their terms

Today, government workforces span several generations with varying preferences in technology. By embracing cloud, agencies can use LMS to bridge age, income and technology gaps in their talent. While millennials may favor mobile devices, younger employees may prefer tablets. By digitizing LMS training, agencies can offer it in ways that appeal to every demographic. Even better, this ensures that employees of all ages and technology preferences can easily access professional development opportunities when the inspiration strikes them.



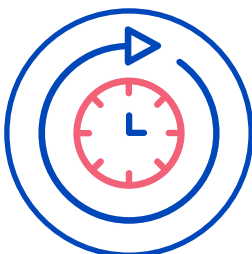
3. Count on automated compliance

Automation can help with multiple compliance-related issues. For instance, functions that agencies can automate for their HR personnel include providing training, managing certifications and reporting on compliance results. By automating these and other tasks, agencies can make it easier for their HR teams to do their jobs. In turn, HR professionals can perform more complicated and fulfilling tasks while automation handles simpler duties such as filing compliance records.



4. Create more collaborative workforces

Cloud can help agencies break through their communication barriers by fostering more connected workforces. First, LMS can deliver unified training experiences across large distances, bringing together coworkers in different cities, counties or states. Second, these tools can also enable social workgroups that make training lively online social interactions. Finally, LMS makes it easier for public servants to collaborate and share training and other information on computers, mobile devices and tablets.



5. Think long-term with cloud-based LMS

The days of planning only for the immediate future are gone with cloud-based LMS. Using data from their LMS suites, agencies can make more intelligent, long-term decisions about their workforces and how to educate them. The insights such metrics produce can eventually help agencies prepare for age-based gaps in their workforces by recruiting, retaining and reskilling their talent.

HOW CORNERSTONE ONDEMAND HELPS

Cloud-based LMS serves government's two most important groups of people: Public servants and citizens. By adopting Cornerstone's LMS, agencies can improve their employees' experiences with professional development, learning and training. Ultimately, this helps employees be more engaged and satisfied, which translates into providing a better customer experience (CX) to citizens.

Cornerstone's LMS is also invaluable to agencies because it fulfills two key objectives. The first is quickly dispersing the relevant knowledge, background and changes that employees need to be accountable daily. The second is improving the skills for applying that knowledge to help diagnose problems, communicate with empathy, and make better decisions in ambiguous circumstances in order to deliver better CX to citizens. Cornerstone's intelligent architecture achieves both goals by providing the right training at the right time to the right positions.

Another benefit of the Cornerstone LMS is supporting the increasingly diverse landscape of how people prefer to learn. Government employees have a diverse set of skills, backgrounds and roles, so they need different types of training in various formats. The Cornerstone LMS meets the demands of how an increasingly diverse workforce prefers to learn by providing training in a variety of modalities.

Although individualization and personalization are key, the Cornerstone LMS spares no detail in providing the tools to create a cohesive message, culture and expectations to better achieve every agency's unique mission. "Cornerstone is helping government employees provide the maximum CX to the citizens they serve," Bogert said..

[Learn more at: Cornerstone OnDemand for state and local governments](#)



Conclusion

For too long, agencies have relied on legacy tools and practices that can't keep up with today's training and compliance demands.

Fortunately, cloud can help. Its flexibility means that agencies can add, subtract or change applications as needed. It's a model that can satisfy an agency's compliance, employee engagement and learning development needs.

The benefits of cloud-based LMS don't stop inside an agency's walls, however. Agencies that effectively use these systems often have happier, more engaged employees who provide better services to the citizens they serve.



ABOUT CORNERSTONE ONDEMAND

Cornerstone was founded with a passion for empowering people through learning and a conviction that people should be your organization's greatest competitive advantage. Cornerstone is a recognized global human capital management (HCM) leader with a core belief that companies thrive when they help their employees to realize their potential. Putting this belief into practice, Cornerstone offers solutions to help companies strategically manage and continuously develop their talent throughout the entire employee lifecycle.

Using one data model and one integrated, extensible platform, Cornerstone HCM platform gives clients greater talent insights, recommendations and supporting tools to meet their growing human capital management needs.

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ABOUT GOVLOOP

GovLoop's mission is to "connect government to improve government." We aim to inspire public-sector professionals by serving as the knowledge network for government. GovLoop connects more than 300,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to connect and improve government.

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