Case Studies
on eLearning Implementations in Singapore

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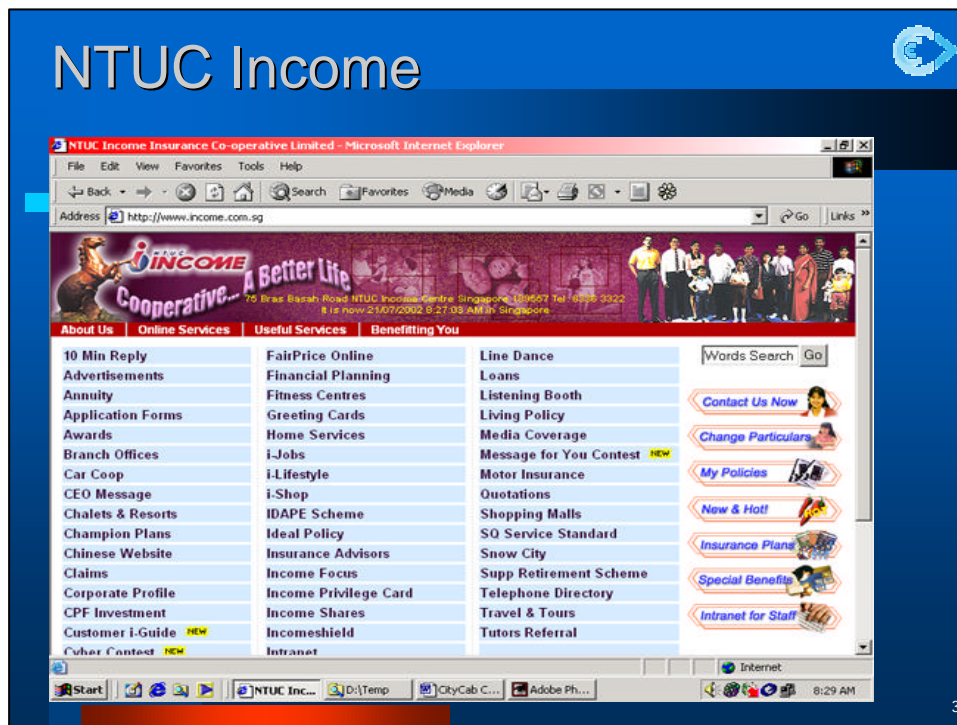**Singapore**

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- NTUC Income
  (http://www.income.com.sg)
- CityCAB
  (http://www.citycab.com.sg)
- Civil Service College
  (http://www.ipamonline.com)
- Temasek Polytechnic
  (http://www.tp.edu.sg)

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NTUC Income

NTUC Income

Company Profile

- Cooperative Insurance company – one of the big 4 insurance companies in Singapore
- 800 office staff; 4,500 insurance advisors
- No. of training hours per staff per year: 40
- Annual training budget: 4% of company's payroll
- Rationale for e-learning:
  - Recognises limitation of classroom learning; e-learning – own time and pace, wider range of courses
  - Wants to be an organisation which uses technology to train their employees

NTUC Income

eLearning Project Profile

- Started exploring since 1995 – On Intranet - simple documents on instructions (e.g. How-tos) for learning (e.g. Clerical to technical, covering duties)
- Actual e-learning initiative: Started in Oct 2001; now 9 months into initiative
- Assigned 1 full-time staff to coordinate
- 500 staff now receiving e-learning – 62.5% of office staff
- No. of e-learning hours per staff: 10 hours per year
- Total as at 30 June 2002: 3,500 hours

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NTUC Income

eLearning Project Profile

- **Types of e-learning content:**
  - Off-the-shelf (e.g. from SkillSoft, NETg)
  - Procedures to guide staff in their jobs
  - Product knowledge
  - Courses preparing staff for professional exams – e.g. Financial Planning
- **Future Directions:**
  - Use gaming for learning purpose
  - Introduce virtual classrooms
  - Develop in-house course development capability – i.e. develop own e-learning courses
  - Offer e-learning courses to company's 1 million policy holders
  - Wants to have own company's LCMS

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NTUC Income

eLearning Implementation Strategies

- Set up facilities for e-learning. Every centre has at least 1 PC for e-learning.
- Allows staff to e-learn in office.
- Encourages e-learning at home.
- Put in place e-learning champions to provide mentoring for e-learning courses.
- Has co-ordinators to monitor usage of e-learning.
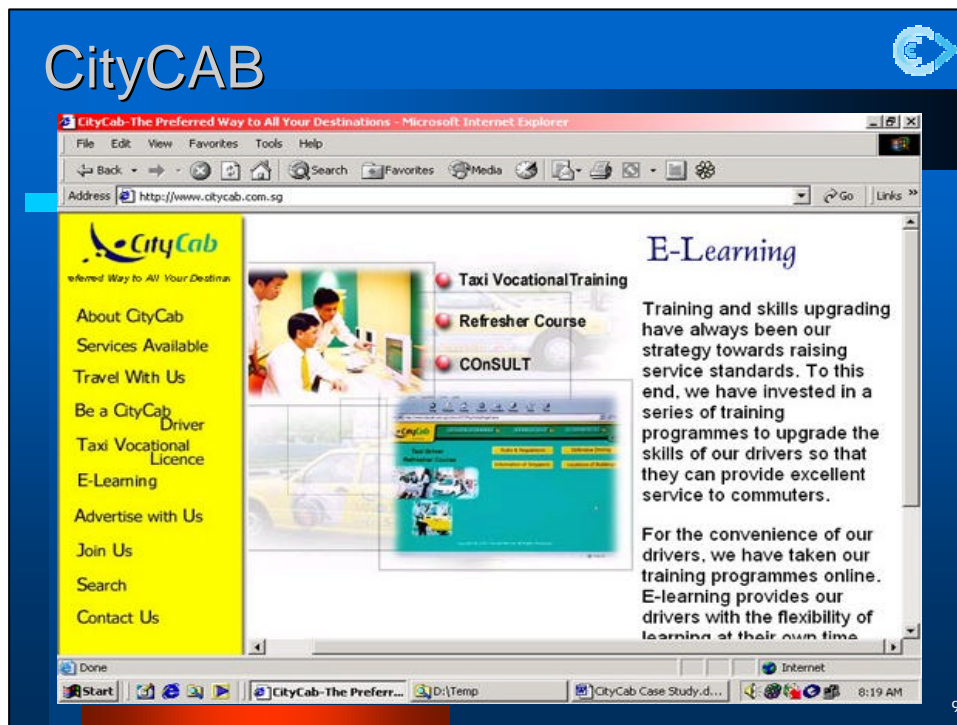- Supervisors to monitor staff's e-learning monthly.

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NTUC Income

Lessons Learnt

- Management support is important.
- Mindset change is difficult.
- IT support is crucial.
- Sourcing & selecting vendor is a hassle.

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CityCAB

CityCAB

Company Profile

- 2nd biggest taxi company in Singapore
- Started business on 1 July 1995
- Now has 10,000 drivers, 5,000 vehicles, 180 staff
- Training budget has increased by two times – now approximately S$1 million
- Most drivers are in their 40's. Many drivers pick up Internet skills from their children.
- Innovative company:
  - 1st to introduce luxury taxi services, credit travelling & computerised card payment system
  - 1st to introduce S$20 million satellite-based computerised taxi despatch system - CityNet

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CityCAB

eLearning Project Profile

- **Online Taxi VL Training Course:**
  - In July 1999, CityCAB introduced World's 1st training Website for a Taxi Vocational Licence (VL) Course.
  - Previously, 90 hours of classroom training before exams. Now, any time, anywhere and at driver's own pace
  - Rationale:
    - Drivers spend much time on the road. Classroom training is not suitable.
    - Believe in tapping technology to provide services
  - 2,000 drivers have been trained in this online course.

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CityCab

eLearning Project Profile

- Web-based Service Excellence Training Programme:
  - Introduced in June 2001 for all 4,500 relief taxi drivers
  - Time-saving: 14 hours of classroom training was converted to 7-9 hours of e-learning.
  - Invested S$450,000 on Web-based training programme
  - Training to be carried out over 5 years
  - 100 drivers have been trained on this online course.

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CityCAB

- Online Taxi Driver Refresher Course:
  - Launched in June 2001
  - Compulsory for all taxi VL holders to sit
  - CityCAB offers online course to all its 10,000 drivers and other Taxi VL holders
  - Online course – only 4 hours. Classroom course – 10 hours
  - Online course must be taken in COnSULT Centre (to prevent cheating!) and monitored by official

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CityCAB

- Lessons are in bite-size chunks
- Make use of multimedia elements – graphics, video, audio and animation elements
- Equip drivers with basic computer skills through National IT Literacy Programme
- Set up COnSULT (CityCAB Online – Skills Upgrading through Lifelong Training) centre
  - 21 PCs + Instructor's PC , all with internet access
  - Developed at cost of S$150,000
  - For online training and also to upgrade driver's skills
  - CityCAB wants to reach out to the 300 drivers who visit main office to settle their admin matters or other matters – whilst waiting, they can learn something!

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Civil Service College

Civil Service College

Organisation Profile

- Civil Service College: training institute of Singapore's public servants.
- Total no. of civil servants: 120,000
- Training hours per staff per year: 100
- No. of full-time e-learning staff: 6
- No. of staff receiving e-learning: 2,000
- Serving e-learning to statutory boards and other government ministries

Civil Service College

- Launched Open Academy, the eLearning portal in July 2001
- Serving public sector:
  - Offer about 220 off-the-shelf e-learning courses, duration ranges from 4 to 13 hours, vendors include SmartForce, NETg, SkillSoft, etc.)
  - Help build e-learning portal
  - Offer admin & maintenance services
  - Host the online courses
- Early adopters – Attorney General Department, Ministry of Education
- Use synchronous platform for certain courses
- About 2,000 trained in online courses

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Civil Service College

- Periodic meetings with organisations to monitor e-learning adoption
- Organise forum to share information & experiences
- Organise roadshows to raise awareness
- Has e-Facilitators to guide e-learners

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Temasek Polytechnic

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Temasek Polytechnic

Organisation Profile

- The 3rd polytechnic in Singapore
- Started in 1st April 1990
- Now has more than 30 Full-time Diploma courses and about 15,000 students
- Total staff strength: 1,372 (at 30 Jun 02)
- Average no. of training hours per staff per year: 88
- Annual training budget: 4.7% of company's payroll

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Temasek Polytechnic

eLearning Project Profile

- **Has 3 different e-Learning initiatives:**
  - Training & Independent Learning (TraIL – for staff members), subscribing to SmartForce online courses.
  - E-Learning support for Teaching Higher Education Certificate (THEC - for TP Lecturers)
  - Online Certificate in IT for Education (CITE - for TP Lecturers), using Blackboard LMS to support teaching, learning and project work
- **No. of staff receiving e-learning:**
  - TraIL: 363 registered
  - THEC: 100
  - CITE: 33 registered, 23 completed, 5 dropped out
- **Percentage of training budget:** 3%

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Temasek Polytechnic

eLearning Implementation Strategies

- Moderator or facilitator to ensure e-learning success
- Customised content development for student's independent learning

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Summary

- E-learning – using technology to make it easier and convenient to learn or to be trained
- High investment in terms of money, time & effort
- Top management commitment is important
- Support and continuity is needed – not a one-off thing
- Different strategies in different companies but end goal is better human performance

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End of Presentation

Thank you!

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