Chapter XXIV
Design and Development of an Electronic Survey System

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ABSTRACT

Within the Accenture Corporation, the CDO (capability development organization), which manages human resource development, designed and implemented an electronic survey system (ESS) as a component of the system that manages learning within the company. This chapter discusses the relationship of the organizational learning infrastructure, and the use of survey software (ESS) within the mission of human resource development.

BUSINESS CONTEXT FOR THE DEVELOPMENT OF AN ELECTRONIC SURVEY SYSTEM

Accenture is a global management consulting, technology services, and outsourcing company. Given the nature of the company's core capabilities and services, the importance of Accenture's employees to the company's success is sharply defined, and the development of human capital is a priority for the organization. Accenture's CDO (capability development organization), which manages human resource development, designed and implemented an electronic survey system (ESS) as a component of the system that manages learning within the company. The relationship of

this learning infrastructure and ESS, within the mission of the CDO, is shown in Figure 1.

The ESS operates in the performance measurement function, and helps determine progress against key performance indicators for Accenture's learning strategy. In order to achieve that strategy, Accenture designed and implemented an integrated e-learning infrastructure, known internally as *myLearning*. The *myLearning* system serves the delivery vehicle function in the company's e-learning strategy.

Several factors led to the design and implementation of *myLearning* at Accenture, including (a) pressure to contain training and development costs, (b) an increasingly dispersed workforce, (c) advances in e-learning tools and Internet technol-
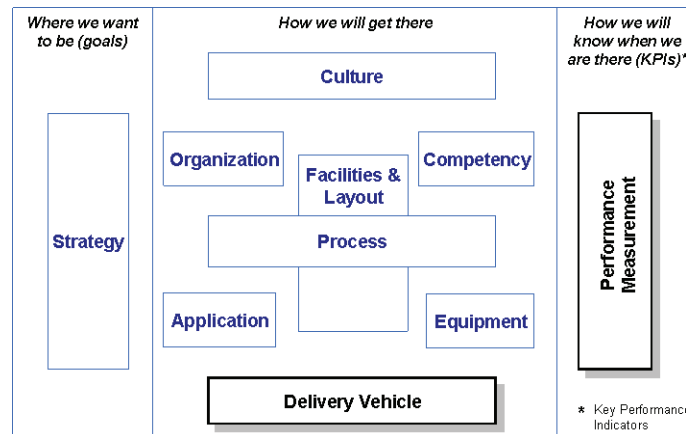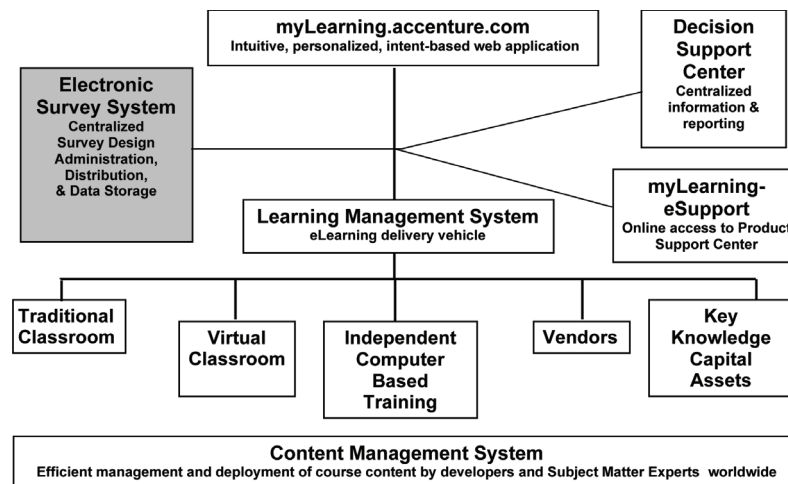
Figure 1. CDO capability blueprint

Figure 2. Accenture learning management

ogy, and (d) a learning strategy requiring point delivery of learning and knowledge assets.

The company, which was delivering instructor-led training (ILT) and distributed online training in a ratio of about 70% to 30%, respectively, set a target of reversing that ratio (70% online, 30% ILT) with the implementation of *myLearning.* This target was achieved, and the system provides online learning management to over 100,000 employees, resulting in savings of $125 million in the first 3 years of implementation. The ESS is a critical component of this infrastructure, shown in Figure 2.

Through the *myLearning* LMS, employees locate and access learning and knowledge assets that meet their immediate needs or are prescribed for their individual profiles. Through the ESS, a wide range of survey data is collected to determine the effectiveness of these assets. Survey data are merged with data from other systems, including training projections, costs, attendance, and usage, to provide a wide range of learning metrics and reports in the decision support center (DSC).

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