Instructional Design Plan for Advanced WebEx Training at Riverbed



TCO-665 / Spring 2013 Dr. Susan Codone, Mercer University

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1. Introduction

OPNET Technologies, Inc., is a wholly owned subsidiary of Riverbed Technology, a networking hardware and software company based in San Francisco, CA. The acquired company is now referred to as Riverbed Performance Management (RPM). For the remainder of this document, RPM is used as the company name. Many of the employees of the combined companies are geographically dispersed and may work in remote or home offices, using either company-provided or self-provided computer systems. The company uses WebEx remote meeting software to conduct all of its corporate meetings and makes accounts available to selected employees for use in conducting customer meetings, project meetings, and design & demo meetings. Because of the many ways in which meetings produce material for software development and documentation, it is essential for technical communicators to get the maximum benefit from these meetings

RPM management supports the development of instruction for its technical communicators to increase WebEx Meeting Center skills. The purpose of this document is to present a plan to develop effective instruction for RPM technical communicators that allows them to build the skills and confidence needed to conduct collaborative meetings with project teams in diverse locations.

1.1 Instructional Goal

As previously presented in documents related to this instruction, the stated instructional goal is as follows:

Technical communicators at Riverbed will use WebEx to initiate, conduct, record, and playback meetings that include audio and video to improve draft documentation based on design & demo meetings with subject matter experts or managers.

By training the technical communicators to record, store, and use WebEx meetings for a given project, all team members can refer back to the actual content of the meeting rather than individual memories or notes.

1.2 Instructional Plan

Based on a thorough analysis of the instructional need, the learners, and the learning context, an eight-part instructional plan was developed, shown in the figure below.

Instructional Goal

Technical communicators at Riverbed will use Webex to initiate, conduct, record, and playback meetings that include audio and video to improve draft documentation based on design & demo meetings with subject matter experts or managers.

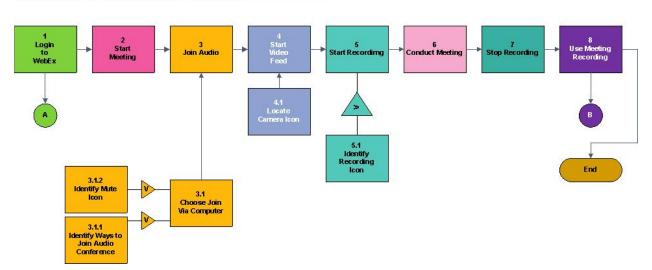


Figure 1: Instructional Plan Based on Analysis

For the purposes of this exercise, only Step 8: Use Meeting Recording was developed and used for the formative evaluation.

2 Materials Developed

A sufficient portion of the materials was developed to allow for a one-hour training session with a subject-matter expert. Because only a portion of the materials was developed, maximum benefit can be realized during the evaluation. Rather than having to start from scratch to recreate large sections of instructional material—including questionnaires, assessment tests, and slide handouts—feedback can be used to modify the smaller portion and build upon that portion, using iterative evaluations as we go.

2.2 Slides

The portion of materials created comprises a set of slides (see Appendix). This set of slides was developed for Step 8 only; however, an agenda slide that demonstrated all clusters to be taught is also included.

2.3 Formative Evaluation

The goal of the formative evaluation is to test a portion of the instructional materials and to determine whether the material is effective in transferring skills and knowledge to the learner(s).

2.4 Limitations

Because of the remote location of the instructional designer and each of the potential learners, we decided to do the formative evaluation through the use of a fully interactive WebEx presentation of the slides that were developed for this exercise. The meeting was recorded and used to analyze existing material and develop a plan to revise instructional materials prior to offering the training to the actual learners.

3 Subject-Matter Expert Review

A meeting was held with Daniel Glover, Product Engineer and chief production specialist for the technical communication team at Riverbed RPM. In his position, Dan has a unique perspective based on his last 12 years at Riverbed RPM (previously OPNET) in his capacity to work with all of the technical communication team, senior vice presidents, and the engineering principal project manager to ensure a smooth flow of information from engineering to end-user documentation. In his job, Dan oversees and interacts with the cross-functional teams for projects that span all of the company's products. Although he has many years of experience with WebEx, Dan was excited to learn something new about the advanced capabilities of WebEx for collaborative meetings. He was happy to assist with this instruction, which he thinks will ultimately improve end-user documentation and user satisfaction.

3.1 Notes from Review Meeting/test Instruction

The following table contains a listing of the materials produced for this formative evaluation. Dan Glover and I met on April 17 to discuss the full scope of the instruction and to go through the draft slides developed for Step 8. His comments for each slide during the meeting are listed in the right-hand column, while additional comments on the entire instructional effort are listed after the table.

Materials	Comments from Reviewer
Introduction to Topic (Title slide)	"I think this is a definitely a great thing to apply to the technical communicators, because we tend to need a little bit more time to process things. What I mean by that is more time to think about it after it's been presentedsounds like this will make things more efficient."
Discussion of Learning Objectives/Agenda (Slide 2)	Question about the agenda item for including audio with the meetings: "It was my understanding that not everyone has permission to use audio with WebEx. Has that changed?"
	Response: "That has not changed, but if we can present this instruction to management with the request to grant that permission to the technical writers so they can use the recorded meetings for improving draft documentation and reducing review cycle time, I think they will be okay with expanding permissions."

Table 1: Feedback Received During Instruction with SME

Materials	Comments from Reviewer		
	In regard to the use of video, which is not common at Riverbed currently, Dan said: "I think when we begin to interact more with the west coast, [the video] will be really useful."		
 Topic 8.0.1 (Slide 3) What happens to a recorded meeting? Discussion of post-processing Discussion of the ARF format (Preparation for objectives) 	No comments or questions.		
 Topic 8.1 (Slide 4) Receive email link to recording Given a system-generated Email from WebEx, locate the appropriate link for downloading a recorded meeting file. 	It was not clear to Dan that by using the first link in the system-generated email you can play back the recording without having to have the ARF player installed locally, so I explained that part. This could be addressed with a little more detail in the slide or in the Notes section.		
 Topic 8.2 (Slides 5 & 6) Navigate to WebEx recordings page Given a WebEx login: Notice that all activities (except online WebEx tutorials) for technical communicators are located under Meeting Center. Brief explanation of what the other centers are for. Go to the My Recorded Meetings page and locate prepared ARF files. 	 Dan said that it wasn't clear how you would know which center you're in. I explained that the background of the center name would be black with white lettering for the active center. Requested more information about the navigation items that will show up for each center. I explained this for the Meeting Center. Spent some time talking about reassignment of meetings, though it was somewhat outside the scope of this slide. 		
 Topic 8.3 (Slides 7, 8, 9, 10, & 11) Select and download recording Discuss Riverbed's policy for WebEx meeting storage Given the recorded meeting page, download the ARF file. Discuss all the possible ways to 	 "Can you rename a meeting? Since we're required to have these generic meeting names, like 'Meeting with Dan', is it possible to give it a meaningful name later?" Need to add renaming to the instruction, because it's a common problem. Talked about the description that can be added, which is helpful in saying what the meeting was about. 		

Materials	Comments from Reviewer
 download the file and stream the meeting. Given a list of recorded meetings, select the correct meeting and download the ARF file. Identify the parameters that help you to identify a file Given a file for download, identify what happens when you start downloading. Given Riverbed's policy on WebEx meeting storage, choose to download and delete the meeting (from the server) whenever possible. Topic 8.5 (is covered in Slide 9) Leave copy of meeting on WebEx server Given a corrupt file that will not play locally, decide to erase the file and try another download Given a file that will not successfully play locally, but will stream from the WebEx server. 	 "Can you break up a meeting into smaller files? How would you do that?" "Just thinking that if you only want to view certain parts of the meeting, you'd want to just save that part." Need to find out that information and add that to the instruction. "Are there any annotating abilities? If you're interested in such-and-such, go to minute 36 of this meeting" Need to get the answer to that question and incorporate that into the instruction. "Are there any advantages of keeping [recordings] on the system rather than downloading them?" If part of the audience you want to share them with is in another office, for example, the Cary, NC, office, because it is slow and difficult for them to access items on another sector of the corporate network. Discussion of reassignment of meeting, to offload the meeting to some else's account If the meeting won't play locally, you can keep it on the server until your project is done. More comments/questions: "If you don't use video or audio in the WebEx, will it reduce the size of the file?" (Yes.) Discussion of why you would want to use video (if you need visual cues, to see body language, get face-time, etc.) "Are you going to have the recommended actions listed on this slide or the next so that the learner will know what they should do in this situation? You should add that." Slide 10, need to add a screenshot of what the dialog box looks like when you start to download the ARF player (if you don't already have it. Also need to discuss/insert slide discussing where you can download the player on the WebEx site, other than from this download dialog box.
 Topic 8.4 (Slide 13) Test play the recording Identify the downloaded ARF file. 	 "This slide implies that if your ARF file doesn't play, there's something you can do. Is there something you can do?" (Discussed on next slide, but I explained this to him here, too. Might need to tweak this slide a bit to make it
• Determine if you have the	clearer.)

Materials	Comments from Reviewer
 WebEx player to playback the recorded meeting. Test playback the downloaded meeting to ensure the file is not corrupt. Topic 8.6 (discussed during Slide 13) Copy recording to local server Given a network drive and a playable ARF file, move the file from your Downloads directory to the network drive. Test playback the ARF file. 	
 First playback the ART file. Topic 8.7 (Slides 14 & 15) Delete recording from WebEx server Given the Riverbed policy for WebEx file storage, choose to keep no more than two recorded meetings on the server. Given a playable ARF file stored locally, choose to delete the recorded meeting from the WebEx server. 	 "What about if you have saved the file as .SWF or .WMVare those file sizes smaller? Say you want to save a meeting with someone and you have to Email it or send it over the network. Would you want to go with a smaller file size? Do ARF files playback better than the other types, or do you know?" Need to do some investigation into how this works, file size changes, post-processing, etc. This is really outside the scope of the meeting, but need to be prepared for those kinds of questions from the team. Also discuss other options in addition to Delete. "If you disable a meeting, does it even prevent <i>you</i> from playing it? Do you have to enable it again? Can you?" Need to check that out, because someone will ask.
 Review (Slide 16) Pop quiz If AET were delivering this training, I would develop a written and a demonstration test for them to use. For self-paced training, this could be a series of slides with the answer popping up on click. 	 Dan was able to answer the review questions based on our 45 minutes of training from these slides. This indicates successful transfer of information. A true transfer test would be to see if he can now run and manage a project meeting on his own with no help. "#5 gives #4 away" (should set it so that only one question pops up at a time).

3.2 Post-Meeting Comments

The day after our instructional meeting, Dan sent an email response to his further review of the instructional materials. Considering the live training and his evaluation of the slides for self-paced learning, he offers the following additional feedback. The following table contains his feedback in an easy-to-read format.

Table	2:	Post-Meeting	Comments
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Slide	Comments	Feedback
4	This slide seems "busy" with a lot to process. To reduce clutter, perhaps point out that the Meeting Title appears in both the Email Subject and the Body of the message.	Suggestion: Make the Additional Options section a bulleted list. Question: Does the clickable link start playing the recording or just open a page where you can <i>then</i> play the recording?
7		Question: From our discussion yesterday, I didn't think it was possible to change the format while the meeting was hosted. Is this wrong? Do you mention that?
8	I think we talked about mentioning that, besides deleting and downloading meetings, meetings could also be reassigned. I'm sure this is in the recording.	

3.3 Effectiveness of training Material

During the meeting with Dan Glover, the material was presented in much the same way it would be presented to one learner or a group of learners. Pre-instructional activities consisted of a discussion through emails and then over WebEx about the purpose of the training and the benefits that could be realized from the effective use of advanced WebEx features, such as the use of audio/video recordings. The following table shows an analysis of this formative evaluation based on Gagne's 9 Learning Events.

Table 3:Assessment Based on Gagne's Learning Events			
Gagne's Learning Event	Effective	Ineffective	Comments
1. Gaining attention	٢	0	Achieved with an introduction of the instructor, the instruction, and the purpose.
2. Informing learner of objectives	\odot	0	Achieved with the agenda slide.
3. Stimulating recall of prior learning	۲	0	Achieved with a short discussion of our current WebEx usage and practices and a discussion of project team meeting protocol.
4. Presenting information	\odot	0	Achieved with the slide deck.
5. Providing guidance	0	0	N/A
6. Eliciting performance	۲	0	Achieved with the Review slide and discussion.
7. Providing feedback	۲	0	This was achieved through the question and answer session and

Table 3:Assessment Based on Gagne's Learning Events

Gagne's Learning Event	Effective	Ineffective	Comments
			during the review slide.
8. Assessing performance	0	0	(Pending) This will be achieved through the assessment instruments described in previous assignments.
9. Enhancing retention and transfer	0	0	(Pending) This will be achieved by providing handouts to students electronically.

4 Other Available Training Resources

A search was done to see if any available WebEx training resources existed for the various levels of learners at Riverbed.

At WebEx University (http://university.webex.com), both instructor-led and self-paced training courses are available. The instructor-led courses are available, but they seem more targeted toward the administrative learner who will manage WebEx services for a business. The self-paced courses for the WebEx Meeting Center are available for Riverbed technical communicators at their convenience. The courses feature clickable pages with sound and animation. The instruction is engaging and allows the learner to take all the time necessary to complete the tutorial.

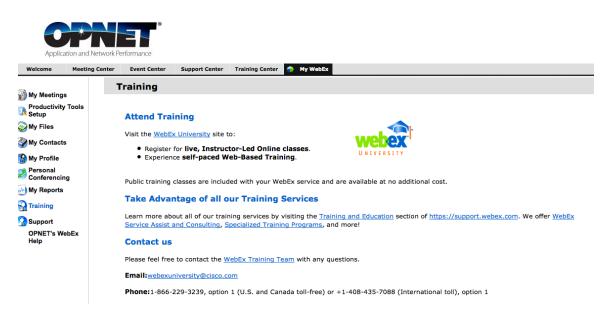


Figure 2: Accessing WebEx University from the OPNET (Riverbed) WebEx Login

The following self-paced courses are available online at WebEx University.

- MC050: Getting Started with Meeting Center (estimated time: 30 minutes)— According to WebEx, "This course is a fast-paced, interactive training session designed to give you concrete ideas on how to use Meeting Center to make your workday easier and more productive, with just enough feature training to get you started!" After a learner completes the course, a certificate is available to provide evidence of training. This tutorial is tailored to the new WebEx user but contains material useful to intermediate WebEx users, such as the Riverbed technical communicators.
- MC101: Foundations—Organizing Meetings (estimated time: 60 minutes)— According to WebEx, "This introductory course will show you how to coordinate meetings as a host and join meetings as an attendee. You'll learn how to install Productivity Tools for convenient scheduling, schedule meetings from your WebEx site, and then edit or cancel meetings if necessary."
- MC102: Foundations—Conducting Collaborative Meetings (estimated time: 60 minutes)—According to WebEx, "This course will show you how to host interactive meetings and collaborate with attendees using Meeting Center tools. You'll learn the basics of hosting a meeting, from how to navigate the meeting window and connect to the audio conference, to more specialized topics such as restricting meeting access or recording meetings. Most importantly, you'll get a complete look at all of the different sharing features and how you can use them to collaborate."

Although the training is not specifically tailored to what the average technical communicator will need for project team meetings, the tutorials may indeed be an effective supplement or even substitute to the training discussed in this project. The benefit to the instruction designed and developed as part of this project is that it is tailored specifically for Riverbed RPM learners and discussed items such as company policy.

5 Revision Plan and Recommendations

Based on the SME review meeting held with Dan Glover and on his favorable reaction to the instruction, the WebEx training for Riverbed RPM technical communicators will be developed for internal use. Dan agreed that this training is appropriate for the target learners and will engage them in better usage of available tools (i.e., WebEx) to improve draft documentation for projects. The end result should be a reduction in time-to-complete initial project drafts. It is recommended that we define several performance metrics and test the validity of this claim, but qualitative comments from Dan indicate that he feels that keeping recorded historical meeting content for the duration of a project can only improve the technical communicators' output.

The following table shows the revisions that are planned for Step 8. These revisions will also be generalized and applied to the design of the remainder of the training. Another meeting will be held with Dan Glover to review the revised Step 8 content and full instruction before moving on to testing this material with a small group of learners at Riverbed RPM.

Section or Slide	Revisions Planned		
Preparation	A discussion will take place with management prior to training to ensure that the technical communicators for Riverbed RPM will be granted audio privileges for their WebEx accounts.		
Slide 4	Increase the discussion of what happens when you click on the link to the web recording. Instructor-led training will have a demonstration of each link in a system- generated email.		
Slide 5	Show images of each WebEx center. Increase the number of slides, if necessary. Instructor-led training will have a demonstration of the various centers on WebEx and what navigation is available on each.		
Slides 7-11	 The discussion in these slides led to more questions than answers, perhaps because of Dan's position within the company. Of the questions he raised, the following are worth consideration: Renaming meetings. Although we discussed adding a description to meetings, I need to determine if meetings can be renamed after the fact and add this to the instruction. Chunking or cropping of recorded meetings based on the important sections needed Annotation of recorded meetings (e.g., "NetMapper discussion begins at minute 35") Discuss the cases in which it is an advantage to keep a recording on the WebEx server (e.g., for remote offices on different network sectors). Discuss when and why you would want to use video. Add a screenshot to slide 10 to show the dialog box for downloading the ARF player. Insert slide discussing where you can download the player on the WebEx site, other than from the recording download dialog box. 		
Slides 13-15	Ensure that it is clear to the learner why we test playback and what the acceptable actions are for files that cannot be downloaded or shared locally for some reason. Also be prepared to		

	 answer the following questions: What happens when you disable a recorded meeting on the WebEx server? Is it also disabled for the owner? How do you re-enable it? What impact is realized on file sizes when you save an ARF file as an .SWF or .WMV format? Which is better? Are there any implications for playback/sharing? Is it possible to change the file format and save that new recorded meeting on the WebEx server?
All slides	Add animation so that not all content pops up at once on a given slide. This will give the student (or instructor) time to present or digest the content before looking at the next item. This was planned anyway, but Dan pointed out that there was a lot of content on some slides. Adding slides would also be appropriate in many cases.

Appendix

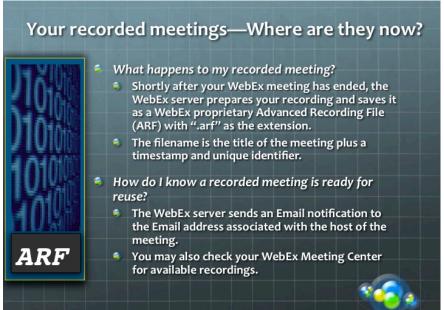
The following slides were used in the presentation to Dan Glover on 4/17/2013.

Slide 1: Title



Slide 2: Agenda



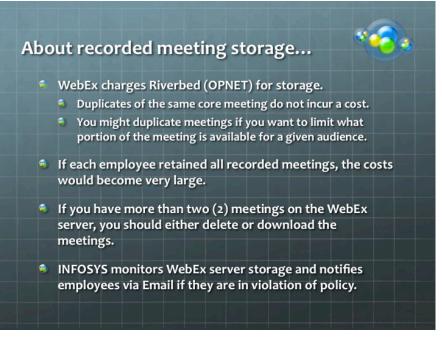


Using the WebEx Email	
To: dpavlichek@opnet.com Subject: Your recording "Meeting with Doris-20130324 1808-1" is available for viewing Doris Pavlichek, Your recording is now available on the WebEx service site. Click the link below to play it:	You will receive an email message from WebEx with a title like the one shown here. The subject of the meeting includes a timestamp and unique ID.
Hour recording is now available on the webex service site. Click the link below to play it: https://opnet.webex.com/opnet/lsr.php?AT=pb&SP=MC&rID=70635242&rKey=140130&cefa0c42 Meeting with Doris-20130324 1808-1 Sunday, March 24, 2013 2:08 pm New York Time 52 Minutes * You can forward this message to others to allow them to play back the recording. * Additional Options	A clickable link takes you to the page for this recording.
To edit recording information and playback control options, click the link below: https://opnet.webex.com/opnet/editrd.php?rID=70635242&SP=MC To view more options for this recording, such as downloading, click the link below: https://opnet.webex.com/opnet/viewrd.php?rID=70635242&SP=MC To view all your WebEx Meeting Center recordings, click the link below: https://opnet.webex.com/opnet/servicerds.php?SP=MC http://www.webex.com	Additional options are shown, which include a link for editing the meeting information. A link is also included that will take you to all of your recordings on one page.

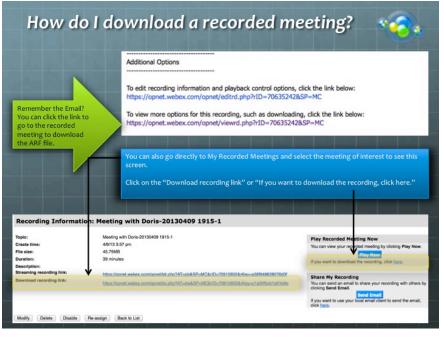


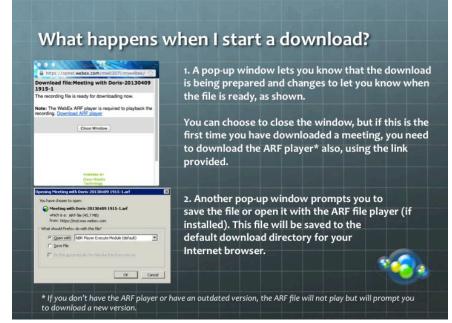
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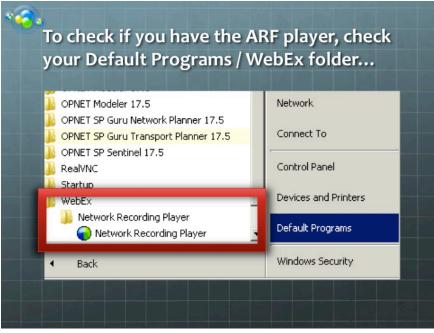
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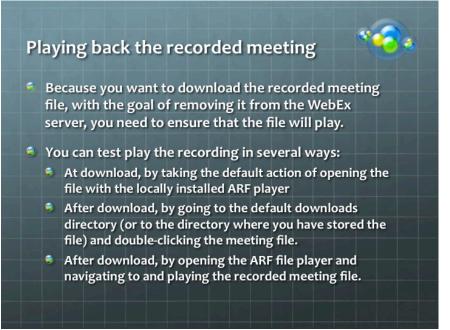


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