

Implementing E-learning to Enhance Greek Public Sector's Management of European Funds

Mariella Sakellariou
Head of Human Resources Management Department

Management Organisation Unit of Development Programmes SA

<http://www.mou.gr>



The new idea was born...

- In an innovative operational environment, under specific strategic guidelines and targets, consistent with MOU's human resources management policy
- Aiming to respond to the needs of a complex external environment consisting of 58 Managing Authorities within the Greek public sector



The operational environment

MOU at a glance

- A semi-public organization
- Assisting the Managing Authorities within the Greek public sector to manage and organize development programs, co-funded by the European Union
- A model administrative structure and a cellule of innovation within the Greek public sector

<http://www.mou.gr>



The external environment





The new idea....

As a cellule of innovation within the public sector environment, MOU SA introduced

- a technology based system
- to enhance the skills, competencies and technical knowledge of the staff in the Managing Authorities and their retrospective managerial capacity

...becomes reality



Project's identity

- **Services:** Delivery of a blended e-learning system for the employees of the Managing Authorities
- **Budget :** 1.714.000 € + vat
- **Source of funding:** Operational Programme «Information Society» of the CSF
- **Duration:** 12/7/2006 – 30/6/2009
- In full production mode since then



The project

www.elearning.mou.gr

The system

Infrastructure

Software

Training & consulting services

The content

110 Off the shelf courses

12 Custom made courses

The strategy

Needs analysis & strategy development

Blended learning delivery

Collaborative learning environment

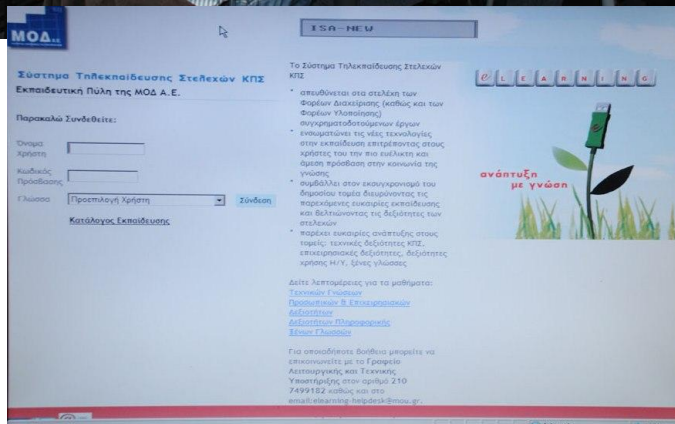
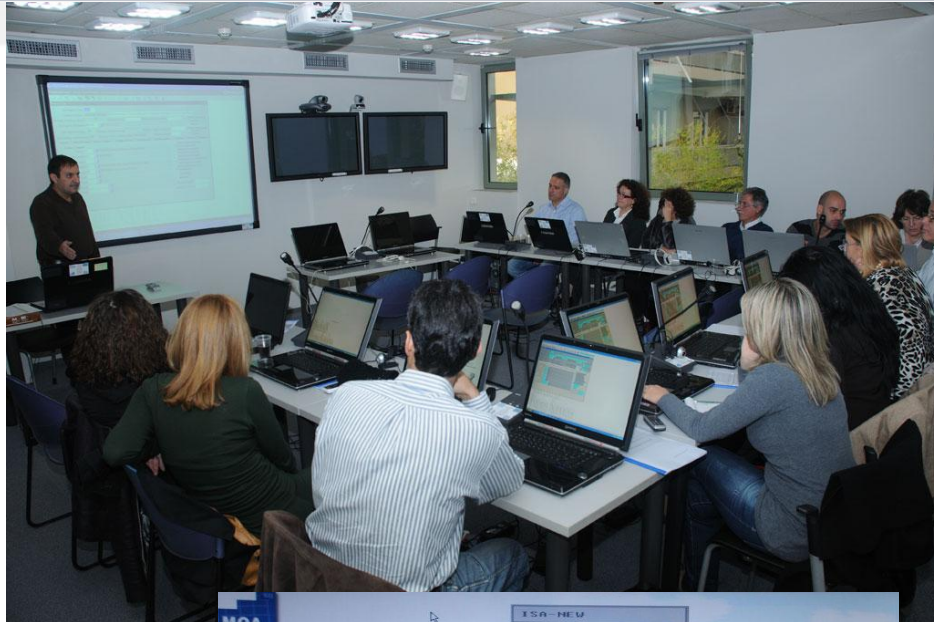


Today's reality

Blended learning delivery

- To 1400 users
- 3000 enrolments
- 122 asynchronous courses
- 110 virtual classes
- Consistent pedagogical approach and technical support





Lessons Learned Risk Factors

- Conservative environment, resistance and transformation
- Focus on innovation in conflict with users' needs and capabilities
- E-learning users subject to external HR procedures



Lessons Learned Risk Factors

- Aim to connect e-learning with performance management in conflict with current institutional framework
- Demand on highly specialized subject-matter experts
- Users' resistance in actively participating in 'communities' & synchronous courses



Lessons Learned Success Factors

- Progressive, smooth transformation of policies, roles and processes
- Combination of traditional and innovative components in training
- Blended learning delivery adapted to the requirements of the learning content



Lessons Learned Success Factors

- Technological and Pedagogical profile of Asynchronous & Synchronous courses
- Active communication and creation of a strong e-learning identity
- Self-realization and identification of one's self within the new roles



Lessons Learned Success Factors

- Awareness that e-learning is an administrative tool of performance and effectiveness
- Attainment of Managers' support
- Measurement of effectiveness from learner's perspective



“Change happens”

The introduction of e-learning in the area of public administration is a highly ‘political endeavor’ which leads to change management in mentality, behaviors, organizational structures, processes and roles



Yesterday's challenge - Today's reality - Tomorrow's risk

Current Situation Transformation

New Structure Reforming

Transformation of mentality, structures, processes and roles

