



LearningSpace



E-Learning at the Peace Corps

A Moodle Deployment Story and Lessons Learned

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In March, 2018, the Peace Corps went live with a new Moodle-based learning management system.

The project consisted of:

- ✓ Migrating two existing Moodle instances into one
- ✓ Upgrading from Moodle v2.9 to v3.3
- ✓ Switching service providers and hosting
- ✓ Securing an Agency approved ATO
- ✓ Integrations with internal and external systems
- ✓ Relaunching/branding the LMS with a vision refresh



What We'll Cover Today

- The role of learning and a Learning Management System (LMS) at the Peace Corps
- Project management methodology
- Service provider relationship
- Moodle functionality, plugins, and customizations
- Migration challenges from an existing system
- Change management through communications, governance and engagement



Background



Peace Corps



About

[Leadership](#)

[Global Initiatives](#)

[History](#)

[Our Strategic Partners](#)

Changing lives the world over

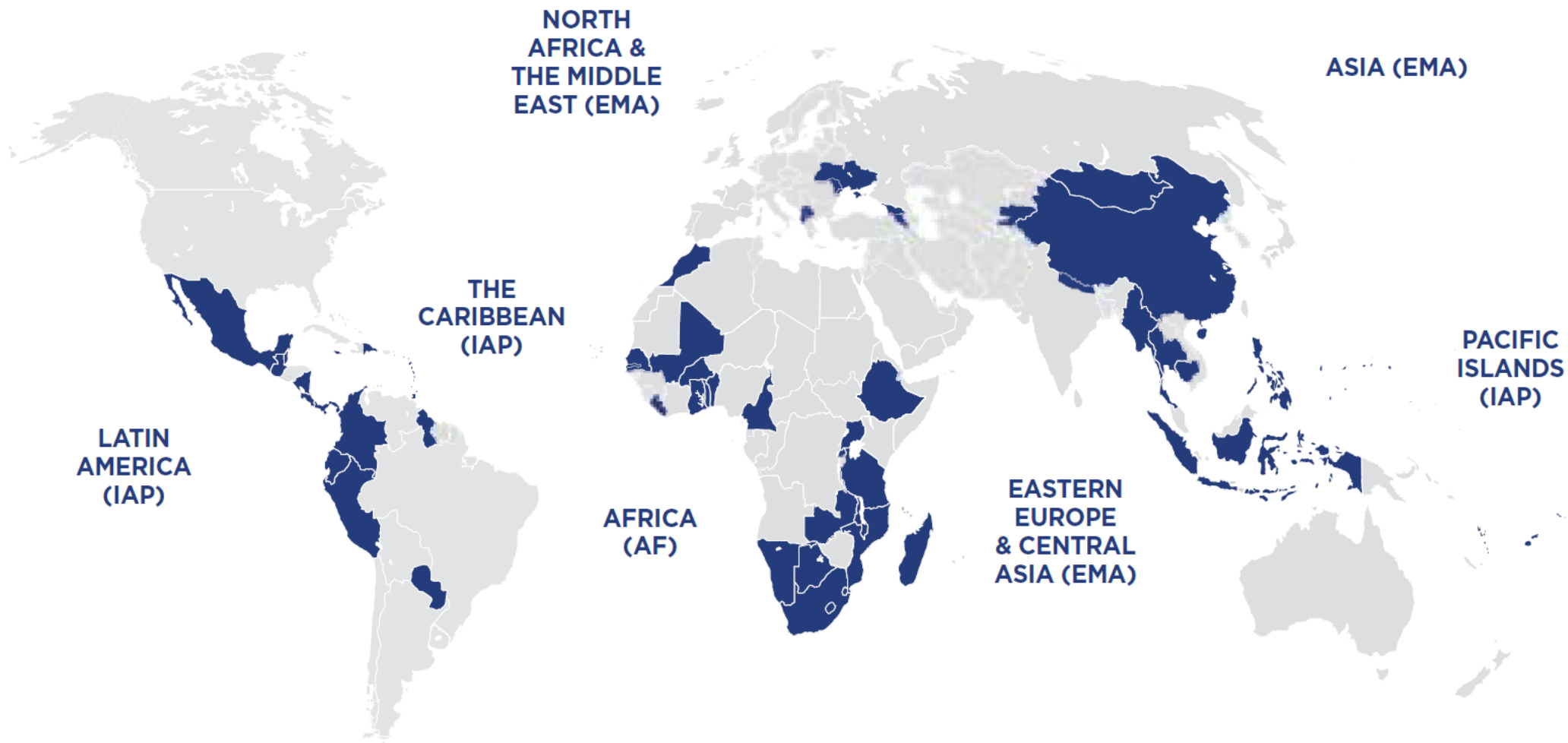
The Peace Corps is a service opportunity for motivated changemakers to immerse themselves in a community abroad, working side by side with local leaders to tackle the most pressing challenges of our generation.

The Peace Corps Mission

To promote world peace and friendship by fulfilling three goals:

- 1** To help the people of interested countries in meeting their need for trained men and women.
- 2** To help promote a better understanding of Americans on the part of the peoples served.
- 3** To help promote a better understanding of other peoples on the part of Americans.

WHERE PEACE CORPS VOLUNTEERS SERVED IN FY 2017



Learning in the Agency



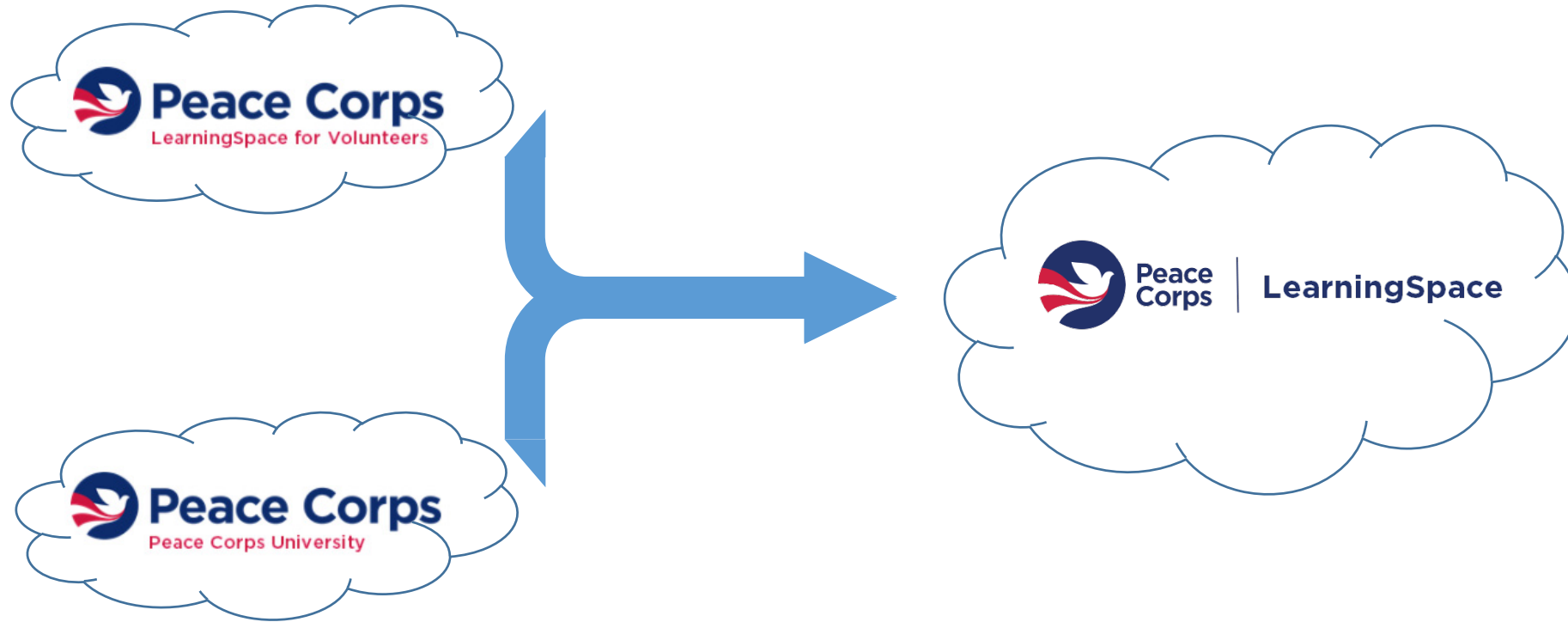
E-learning at the Peace Corps

- A critical enabling technology supporting the growth of a culture of continuous learning, and a key component of Agency knowledge management.
- An effective e-learning function and its associated business processes, technology, staffing, and support provide the Agency with:
 - Improved Volunteer effectiveness
 - Staff development and skill building
 - Compliance training & reporting
 - Improved operational efficiencies
 - Cost savings



Peace Corps

LMS Transition Project (SEP'17-MAR'18)



Guiding Vision for the LMS Transition Project


- All staff and Volunteers have the opportunity to learn, grow, and support the mission to the best of their ability.
- Collaboratively work across the agency to promote a global culture of continuous learning.
- We invest in e-learning as a high-impact capability to enhance learning, organizational effectiveness and efficiency.

LearningSpace Powers the Peace Corps by:



- Enabling supervisors to track Federally required courses and support the professional development of their staff
- Providing on-demand, self-directed learning whenever and wherever needed
- Expanding access to Peace Corps resources through a curated catalogue of courses from across the agency and our partners
- Supporting trainers to more efficiently and effectively support learners
- Empowering learners to connect and share their expertise with others

An Evolving Approach to Learning

OLD 	NEW
Compliance tracking	Learning across service
Manual account management	Automated account management
Individual courses	Learning paths & competency frameworks
Computer Only	Untethered mobile devices
Two systems	One unified environment
Underutilized	Learning hub

Project Methodology



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Contract Awarded, Now What?

- Contract awarded August 1, 2017
- First partner meetings started mid-September
- In the midst of a reorganization
- How to organize the work internally?
 - Roles
 - Work breakdown
 - Priorities
- How to blend Partner's and Peace Corps teams?
 - Roles
 - Communications
 - Methodology
- Do we have the necessary success factors?

1. Give space to think through project
2. Plan, share, repeat

After Launch

- Mobile app/untethered sync
- Competencies/learning paths

Administration

- Reporting
- Distributed administration

Workflows/Special Applications

- Auto enrollments/approvals
- SF-182, LPI Testing

User Experience

- User-specific UI/UX
- Branding

Course Delivery

- Integrations
- Plugins

User Management

- Automated account creation/suspension/updates
- Role management

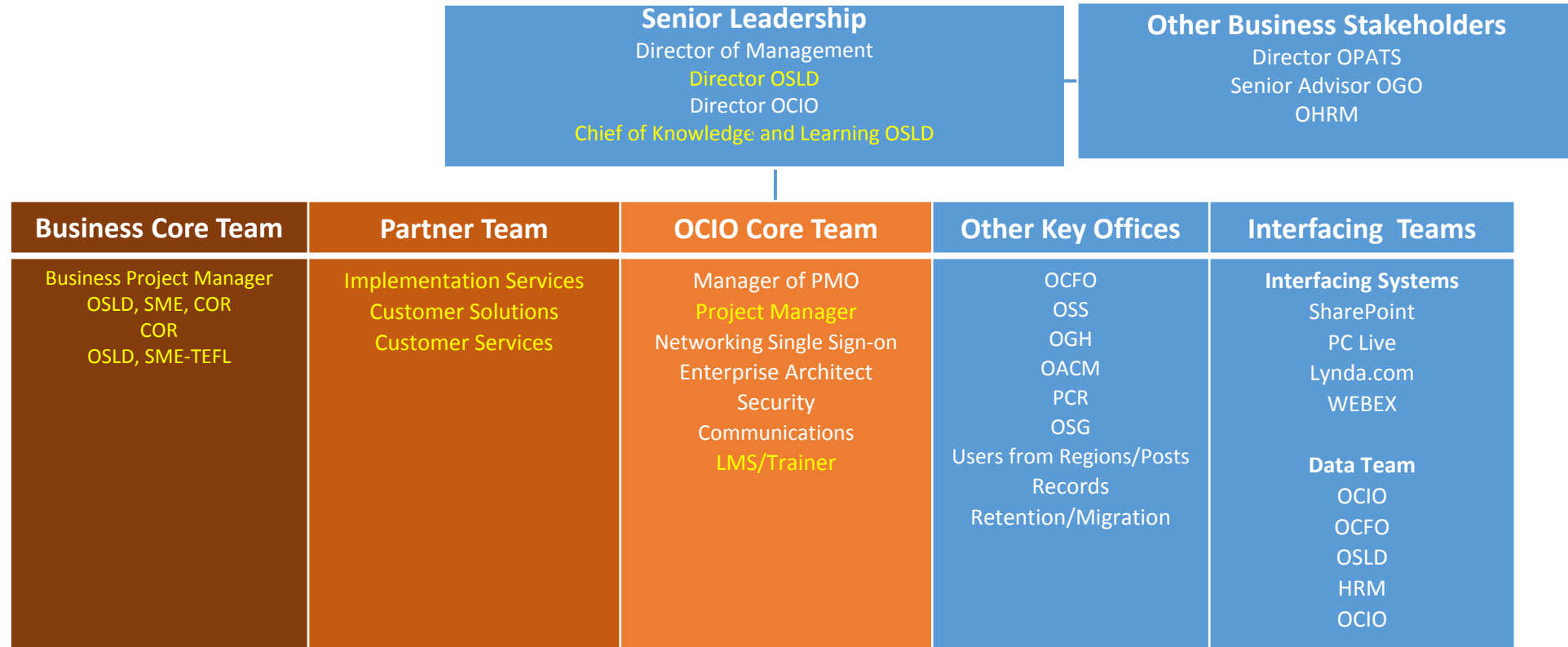
Infrastructure

- Secure hosting & management
- User authentication



Hierarchy of Peace Corps' New LMS Project Needs

Project Team Structure



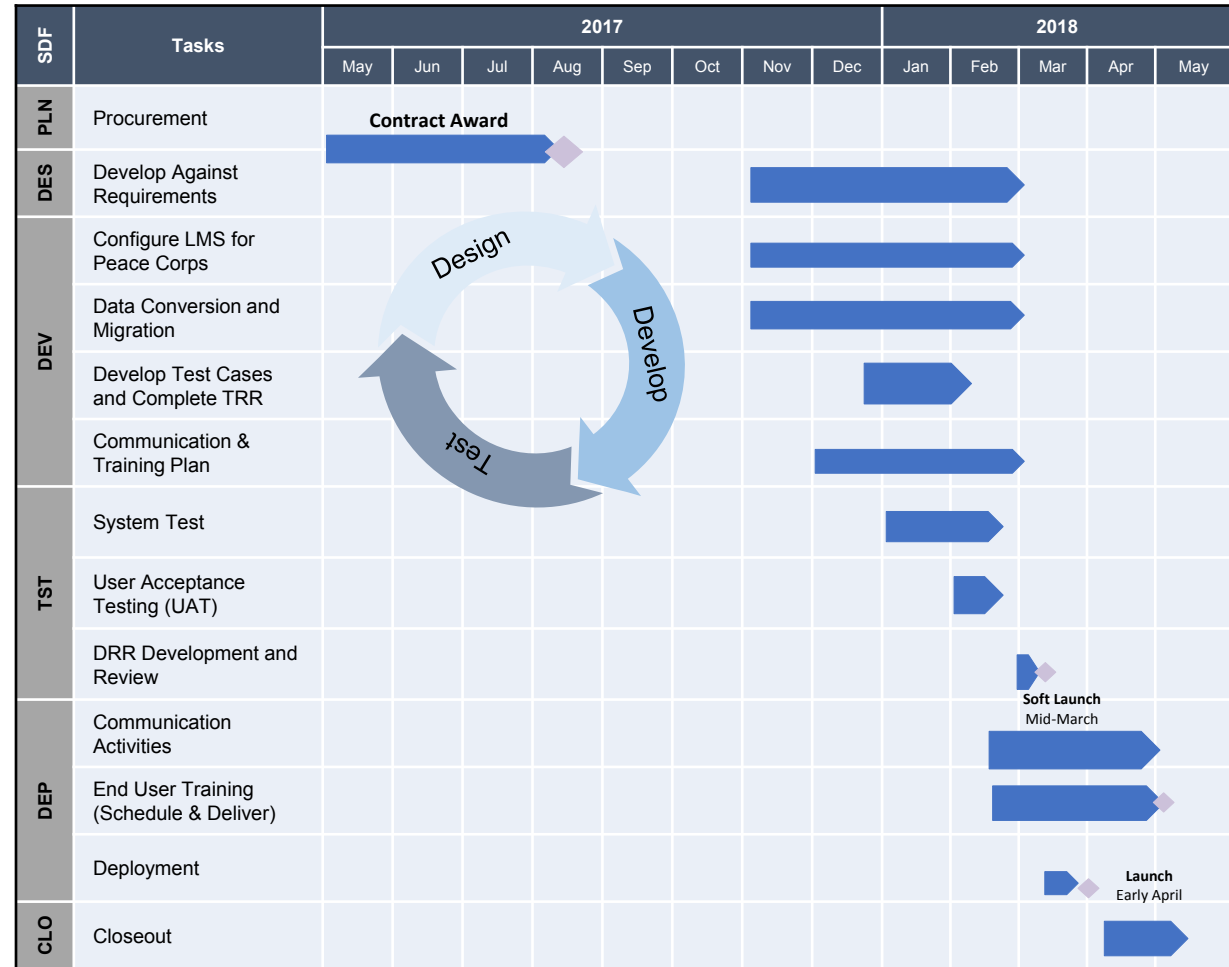
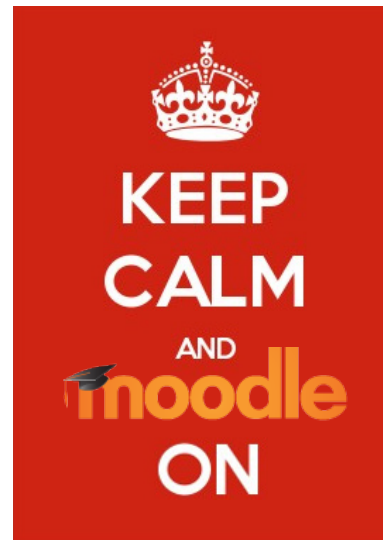
1. Understand OCIO processes/timeframes
2. Identify touch points and approval gates
3. Set expectations

Accelerated Project Schedule

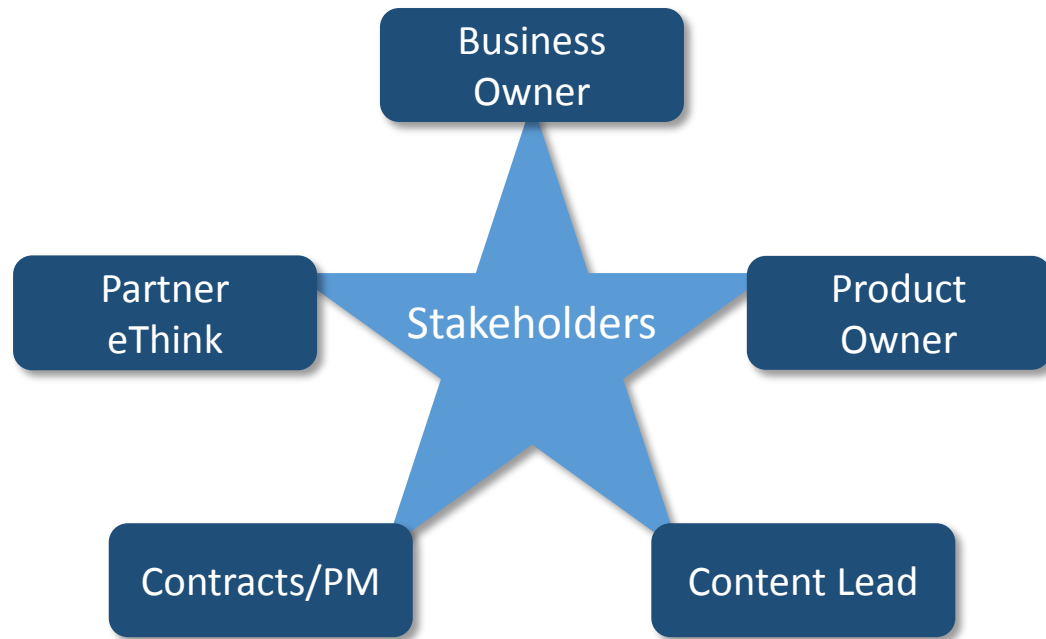
- Existing contract ending late March
- Risk factors
 - Firm go-live, delay not an option
 - Merging 2 systems into one
 - Successful ATO acquisition



1. Lock in leadership early
2. Plan, share, repeat
3. Socialize/projectize RFQ/Spec

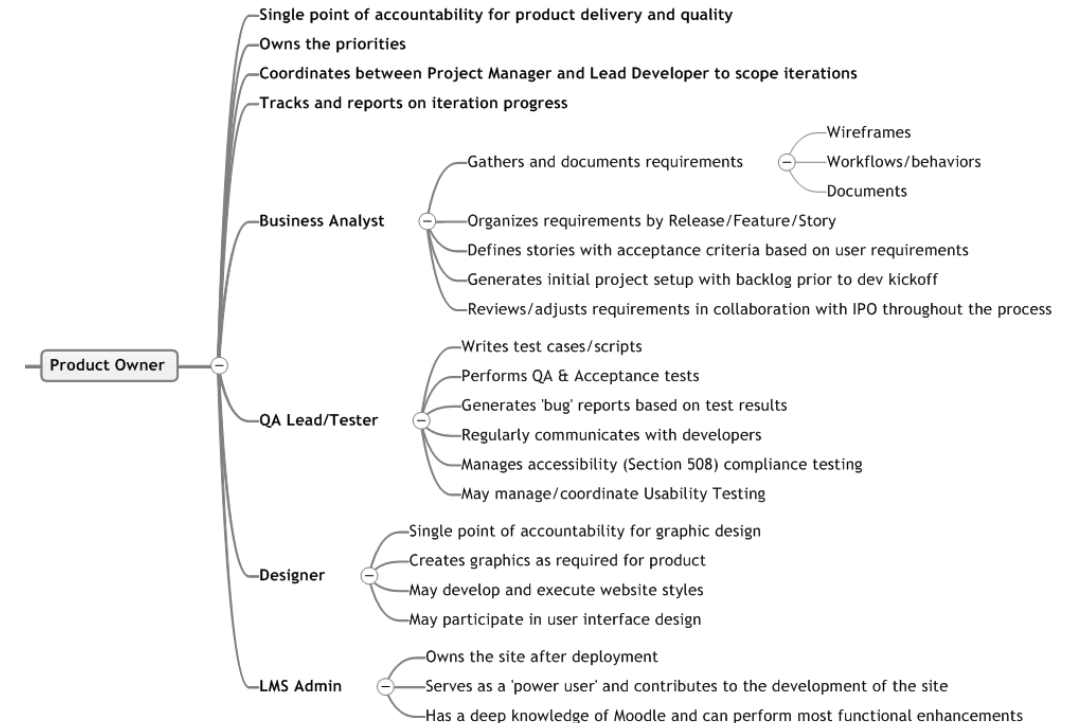


Technical Project Roles: Quasi-Agile



Accommodate and leverage:

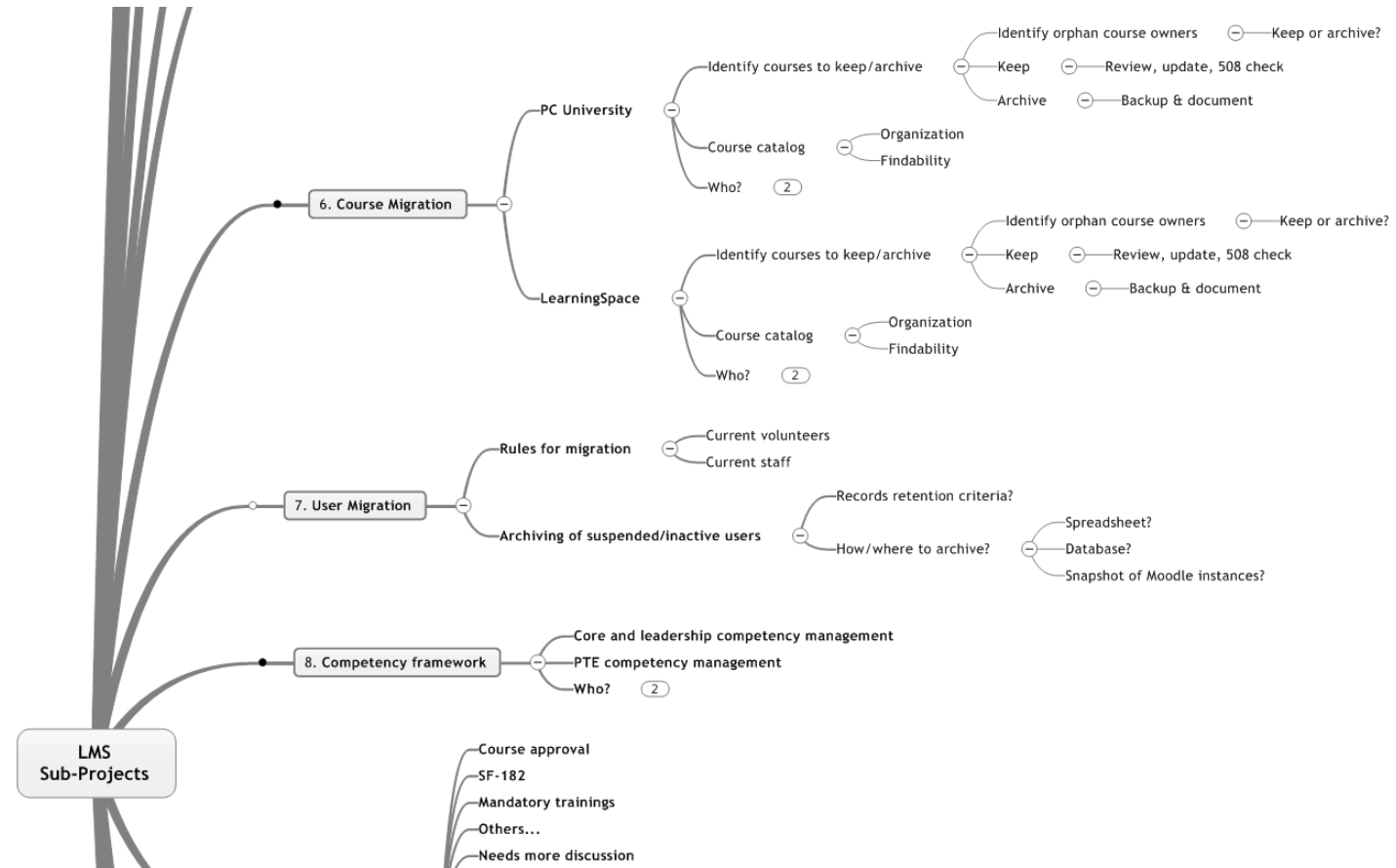
- Limited staff and time
- Ability to wear many hats
- Regular work still needed to be done
- Existing systems live till cut-over



1. Socialize/agree on roles
2. Consider experience of team members
3. Maintain customer focus

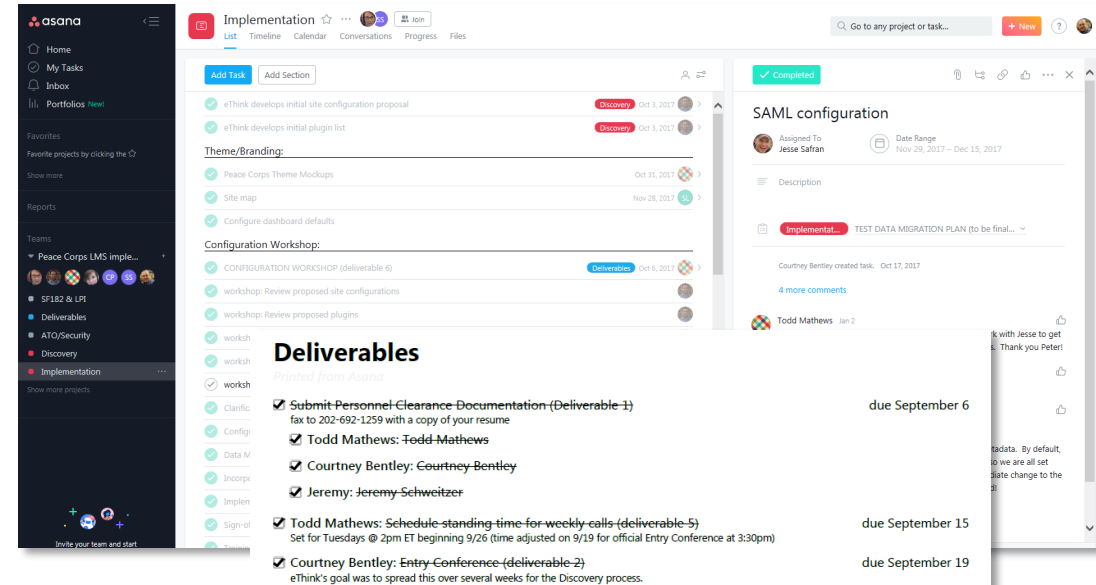
Organizing the Work: 13 Sub-Projects

1. Governance
2. User Accounts
3. Integrations
4. Hosting
5. LPI (Language Proficiency)
6. Course Migration
7. User Migration
8. Competency Frameworks
9. Workflows
10. Reporting
11. Branding/Theming
12. Training
13. Comms/Change Management



Blending Two Teams Into A High Performing One

- Accelerated Forming, Storming, Norming
- Weekly discovery meetings for the first month
- Role clarity
- Regular communications through Asana
- Managed sequence of deliverables
- Adapting and iterating throughout



1. Adopt and agree to communicate with 'Radical Candor'
2. Use an online collaborative team-space
3. Optimize meeting time


Getting to Go-Live

- Site transfer processes
- Site URL and SSL cert
- User authentication and management
- User enrollment and course creation
- SMTP configuration
- Theme and site design
- Plugins and 3rd party tools
- Authority to operate (ATO)
- Integrations
- Course migration/updates



Site Transfer & Merge Processes


- Preservation of all courses, enrollments, and records
- Existing sites copied and transferred to new hosting environment
 - Rsync pull via an SSH Tunnel
 - Backup of the site database (sql.gz)
- Merging the two sites
 - One used as the 'new' site
 - Courses in the other site (~50)nm needed to be manually restored in the new site
 - Users with accounts in both sites had to be merged via DB

- 
1. Verify all plugins are loaded in the new system (Moodle-specific)
 1. Course activities will not restore if the plugin isn't present
 2. Includes quiz question types, enrollment methods, etc.
 3. Test one course well before restoring the rest

Site URL and SSL Cert

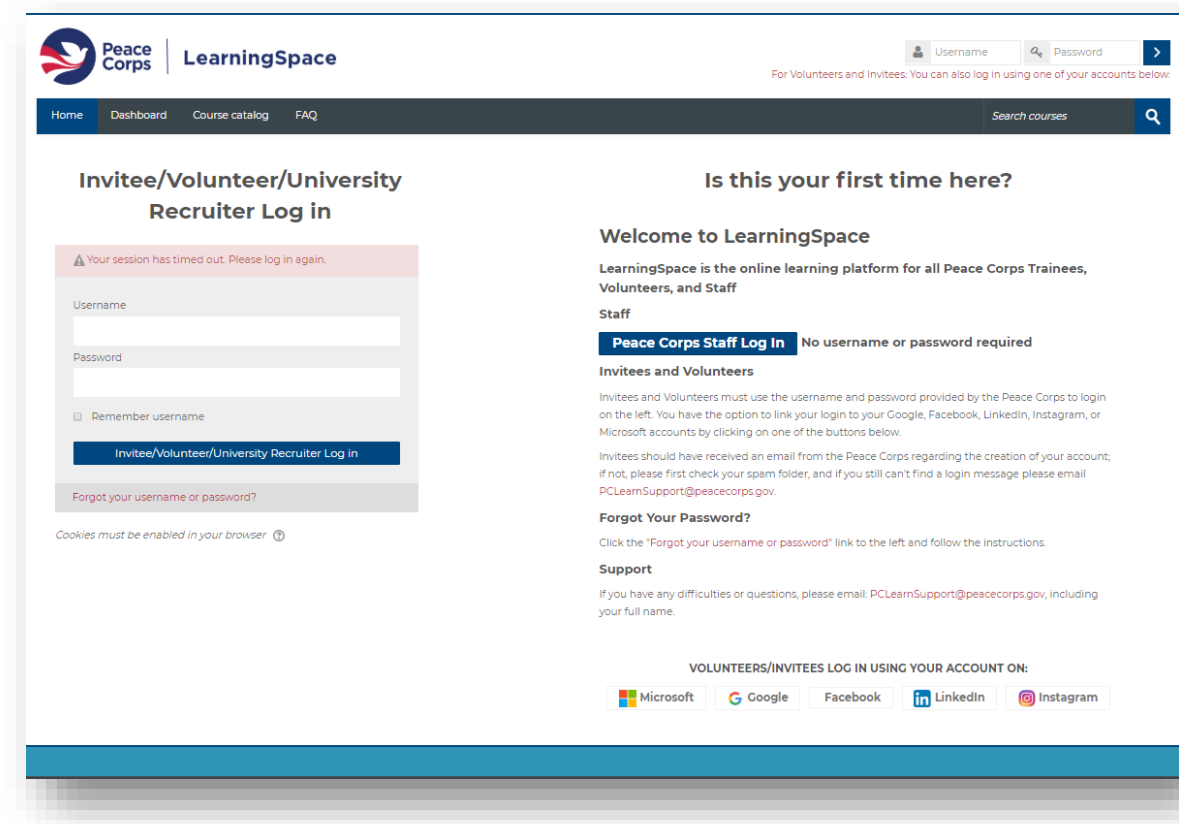
- Live URL decision
- SSL Cert creation process
- Public IP needed for the DNS entry
- Schedule a date for this URL cutover

<https://learning.peacecorps.gov>

- 
1. Understand the OCIO processes/timeframe
 1. Does it require Change Control Board approval?
 2. How often do they meet?
 3. What information do they need?

User Authentication and Management


- Single sign-on via SAML for staff
- Oauth account linking for others (Facebook, Google, Microsoft, LinkedIn, Instagram)
- User account creation/maintenance
 - Moving from manual methods to automated via Moodle API
 - Updated and added new user data fields to accommodate LMS automation



1. Consider current and future data fields to support automation (e.g., auto-enrollments, supervisor roles/reports)
2. Find the data owners and the systems
3. Identify the internal processes for data consolidation and external integration
4. Set realistic expectations for integration effort

Course Creation and Enrollment

- Goal to automate as much as possible
- Enrollment rules based on user profile field data
- Automatic 'cohort' creation
- Distributed administration


- 
- A green arrow pointing to the right, containing a white exclamation mark.
1. Consider new roles necessary to accommodate distributed administration
 2. Leverage the platform
 3. User data quality is key

SMTP Configuration

- Host/port
- Encryption
- Authentication
- NoReply
- Support Email Address

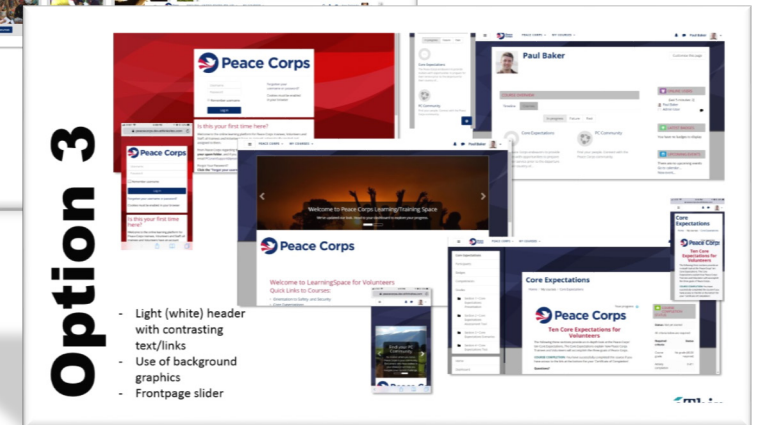
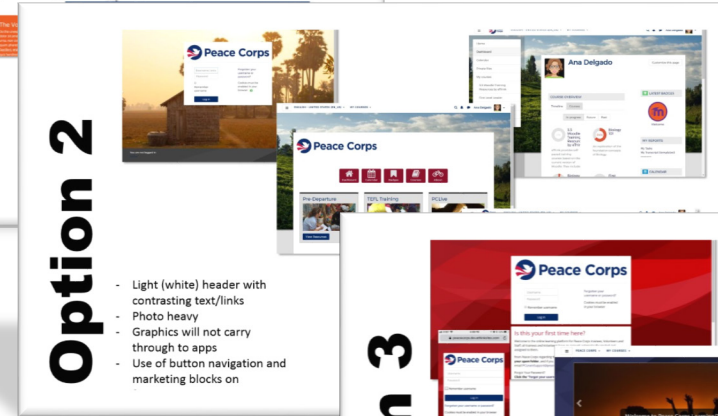
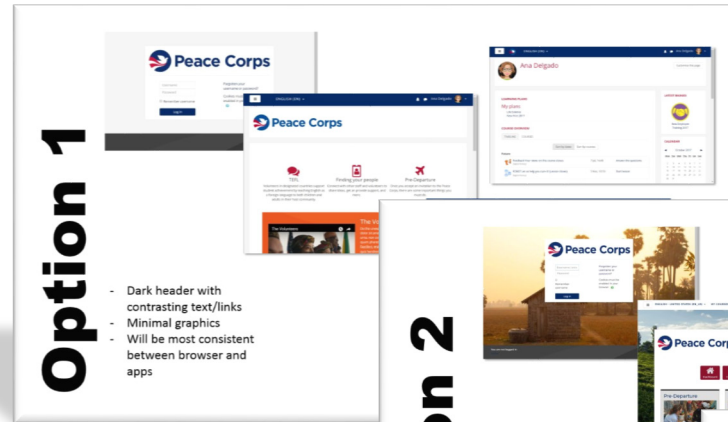
From: Do not reply to this email (via LearningSpace) [mailto:noreply@peacecorps.gov]
Sent: Saturday, November 24, 2018 2:31 AM
To: Bergh, Peter <pbergh@peacecorps.gov>
Subject: Peace Corps LearningSpace :: Failed logins notification

Here is a list of failed login attempts at <https://learning.peacecorps.gov> since you were last notified

- 
1. Understand the OCIO processes/timeframe
 1. Does it require Change Control Board approval?
 2. How often do they meet?
 3. What information do they need?

Theme and Site Design

- Base theme decision
- Hex codes/RGB
- Logos
- Banner images
- Login page images
- Course level branding
- Custom CSS/SCSS




1. Stay focused on the purpose of the system
2. Theme/design can't make up for holes in your agency's systems landscape
3. Always takes longer than you expect

Plugins and 3rd Party Tools

- 127 contributed plugins
- Verified for Moodle v3.3
- Plugins added for new functions
 - Audio/video recording
 - Enrollment methods
 - Reporting



- 
1. Verify all plugins are loaded in the new system
 1. Course activities will not restore if the plugin isn't present
 2. Understand the OCIO processes/timeframe
 1. Does it require Change Control Board approval?

Authority to Operate (ATO)

- Delayed start, critical path
- Hosting on AWS, not Gov Cloud
- Heavy lift

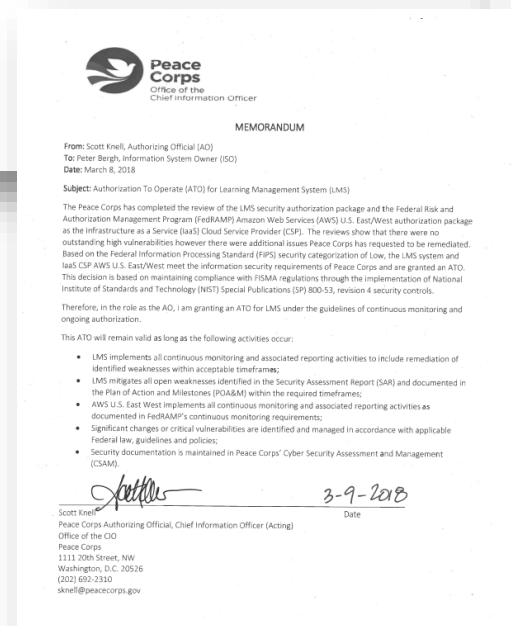


1. Understand the OCIO processes/timeframe
2. Plan early, ensure resources are available

Peace Corps
Office of the Chief Information Officer (OCIO)



Learning Management System (LMS) PC41
Security Assessment Report (SAR)
for
Enterprise Continuous Monitoring and Ongoing
Authorization Plan Assessments



Peace Corps



Office of Staff Learning and Development

System Security Plan (SSP) for
Learning Management System

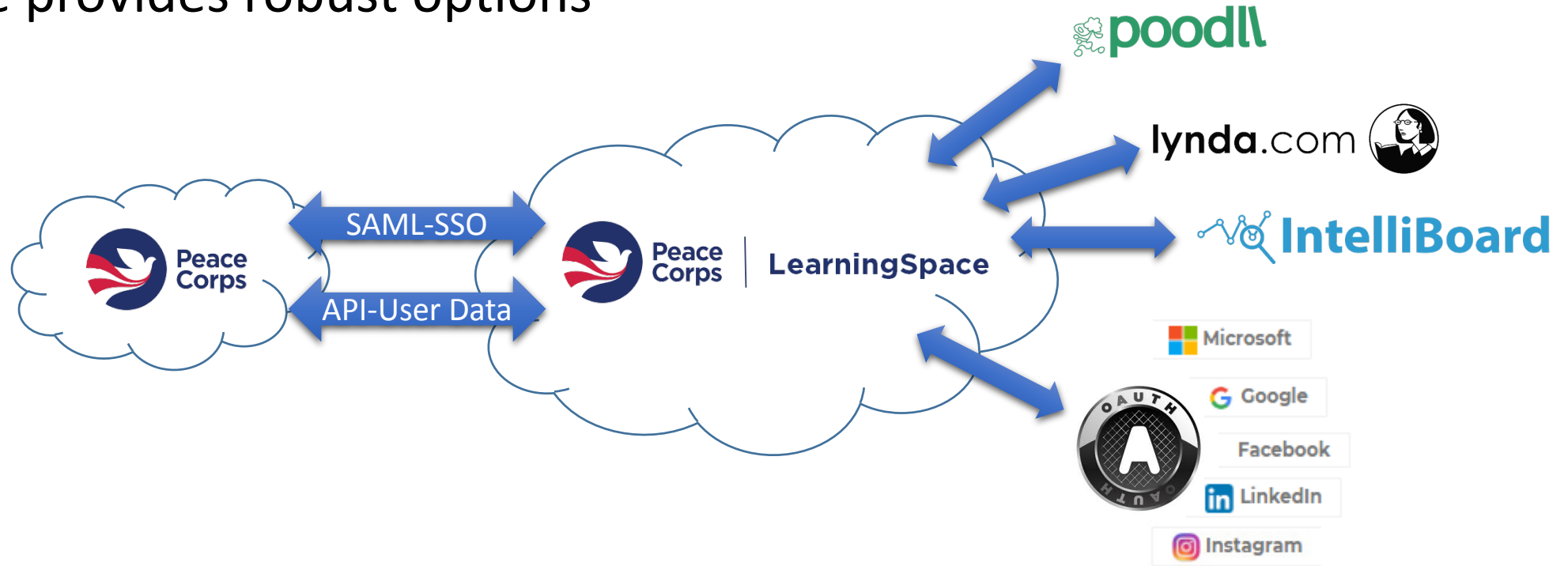


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Integrations

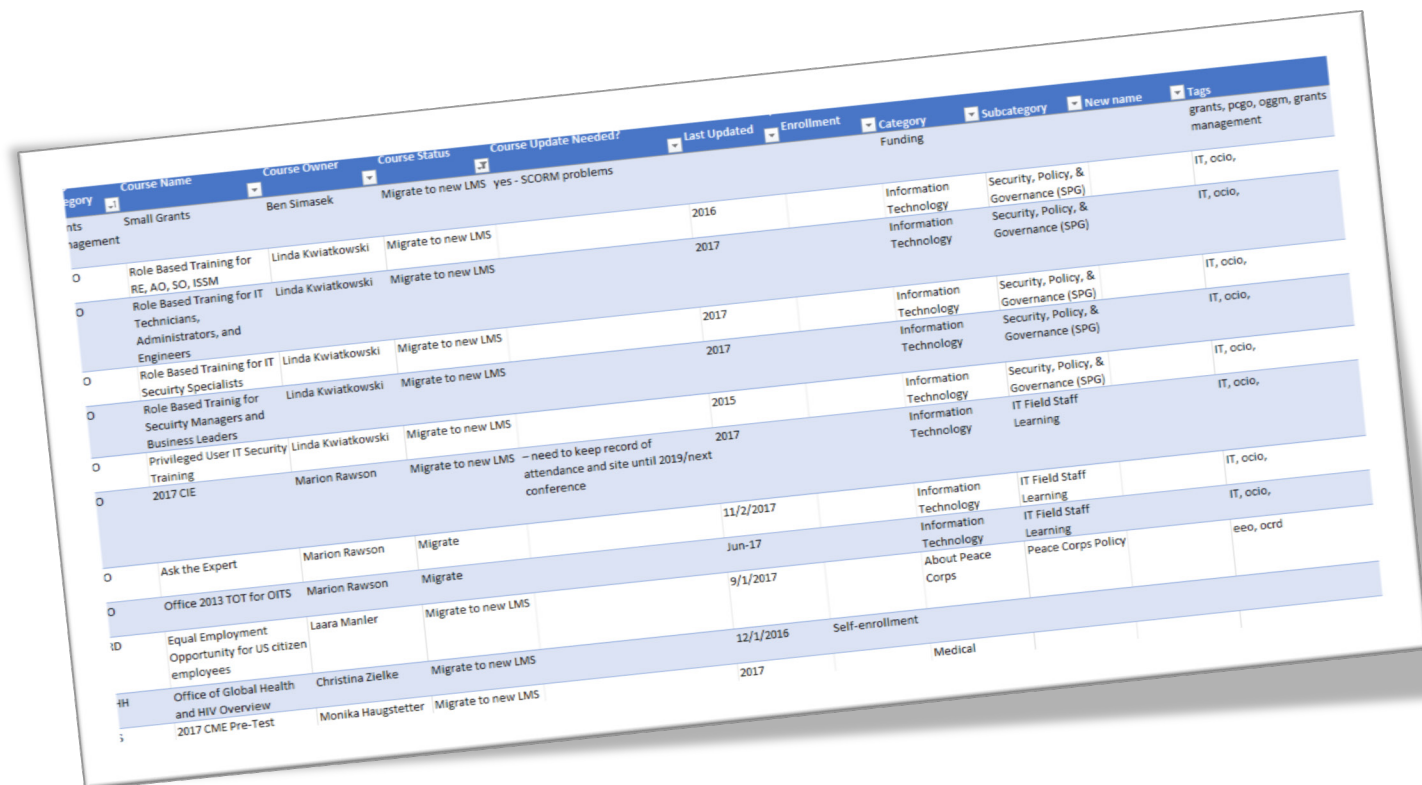
- Moodle provides robust options



1. Verify plugins/integrations are maintained before committing
2. Test and verify


Course Migration/Updates

- Inventory all courses (170)
- Active or archive
- Outreach to all course owners
- Revise to accommodate new branding/functions
- Updated course catalog for multiple audiences

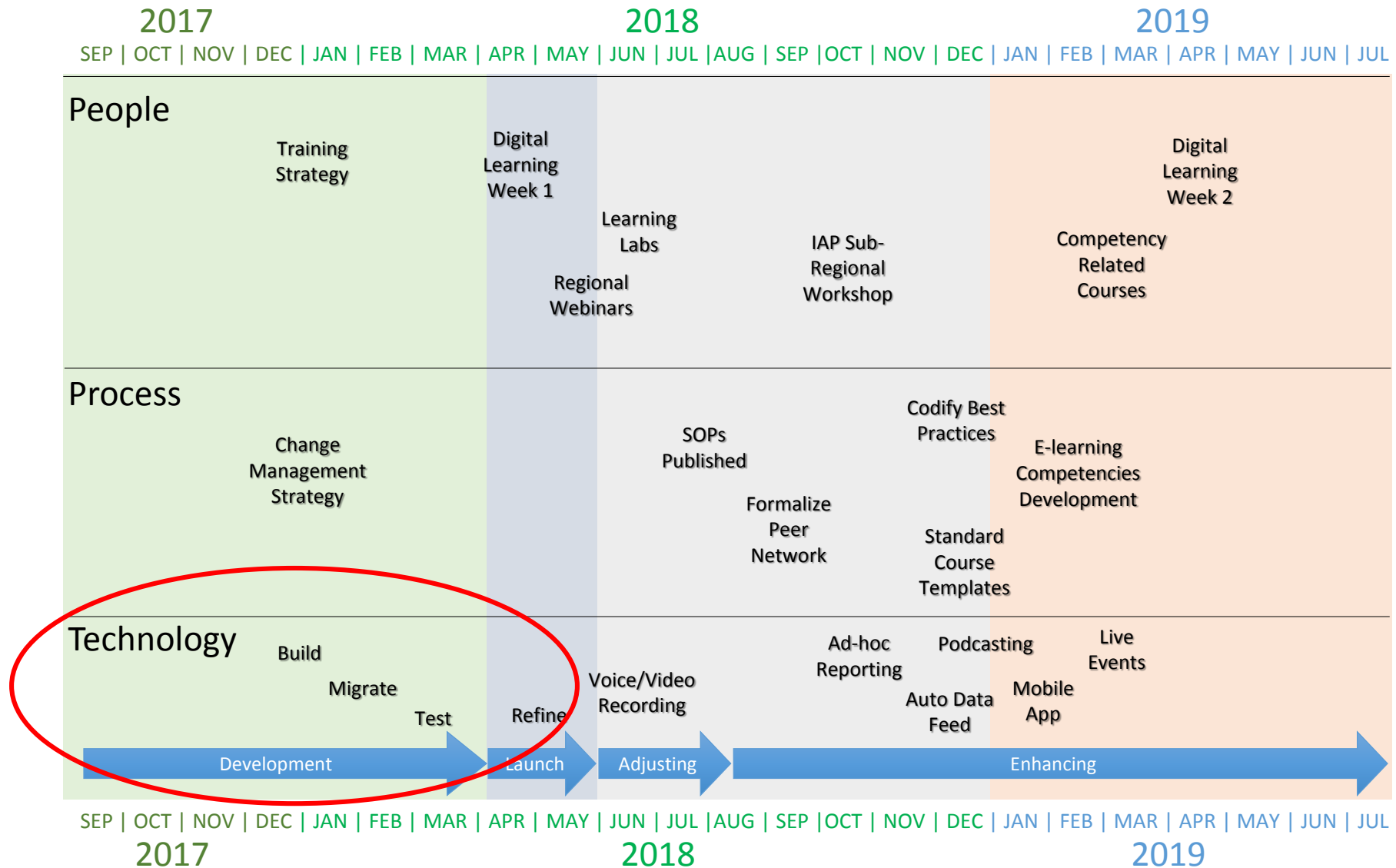


The image shows a screenshot of a spreadsheet used for course migration. The columns include: Category, Course Name, Course Owner, Course Status, Course Update Needed?, Last Updated, Enrollment, Category Funding, Subcategory, New name, and Tags. The rows list various courses such as 'Small Grants Management', 'Role Based Training for RE, AO, SO, ISSM', 'Role Based Training for IT Technicians, Administrators, and Engineers', 'Role Based Training for IT Security Specialists', 'Role Based Training for Security Managers and Business Leaders', 'Privileged User IT Security Training', '2017 CIE', 'Ask the Expert', 'Office 2013 TOT for OITS', 'Equal Employment Opportunity for US citizen employees', 'Office of Global Health and HIV Overview', and '2017 CME Pre-Test'. Many rows indicate a migration to a new LMS.

Category	Course Name	Course Owner	Course Status	Course Update Needed?	Last Updated	Enrollment	Category Funding	Subcategory	New name	Tags
Management	Small Grants Management	Ben Simasek	Migrate to new LMS	yes - SCORM problems	2016		Information Technology	Security, Policy, & Governance (SPG)		grants, pogo, oggm, grants management
	Role Based Training for RE, AO, SO, ISSM	Linda Kwiatkowski	Migrate to new LMS		2017		Information Technology	Security, Policy, & Governance (SPG)		IT, ocio,
	Role Based Training for IT Technicians, Administrators, and Engineers	Linda Kwiatkowski	Migrate to new LMS		2017		Information Technology	Security, Policy, & Governance (SPG)		IT, ocio,
	Role Based Training for IT Security Specialists	Linda Kwiatkowski	Migrate to new LMS		2017		Information Technology	Security, Policy, & Governance (SPG)		IT, ocio,
	Role Based Training for Security Managers and Business Leaders	Linda Kwiatkowski	Migrate to new LMS		2015		Information Technology	Security, Policy, & Governance (SPG)		IT, ocio,
	Privileged User IT Security Training	Linda Kwiatkowski	Migrate to new LMS		2017		Information Technology	IT Field Staff Learning		IT, ocio,
	2017 CIE	Marion Rawson	Migrate to new LMS	- need to keep record of attendance and site until 2019/next conference	2017		Information Technology	IT Field Staff Learning		IT, ocio,
	Ask the Expert	Marion Rawson	Migrate		11/2/2017		Information Technology	IT Field Staff Learning		IT, ocio,
	Office 2013 TOT for OITS	Marion Rawson	Migrate		Jun-17		Information Technology	IT Field Staff Learning		IT, ocio,
ID	Equal Employment Opportunity for US citizen employees	Laara Manler	Migrate to new LMS		9/1/2017		About Peace Corps	Peace Corps Policy		eeo, ocrd
	Office of Global Health and HIV Overview	Christina Zielke	Migrate to new LMS		12/1/2016	Self-enrollment				
	2017 CME Pre-Test	Monika Haugstetter	Migrate to new LMS		2017		Medical			

- 
1. Understand records retention requirements
 1. For course content/training materials
 2. User training records
 2. Socialize and provide tools/guidance for course owners

LearningSpace Timeline



System Launch and Change Management



Communications

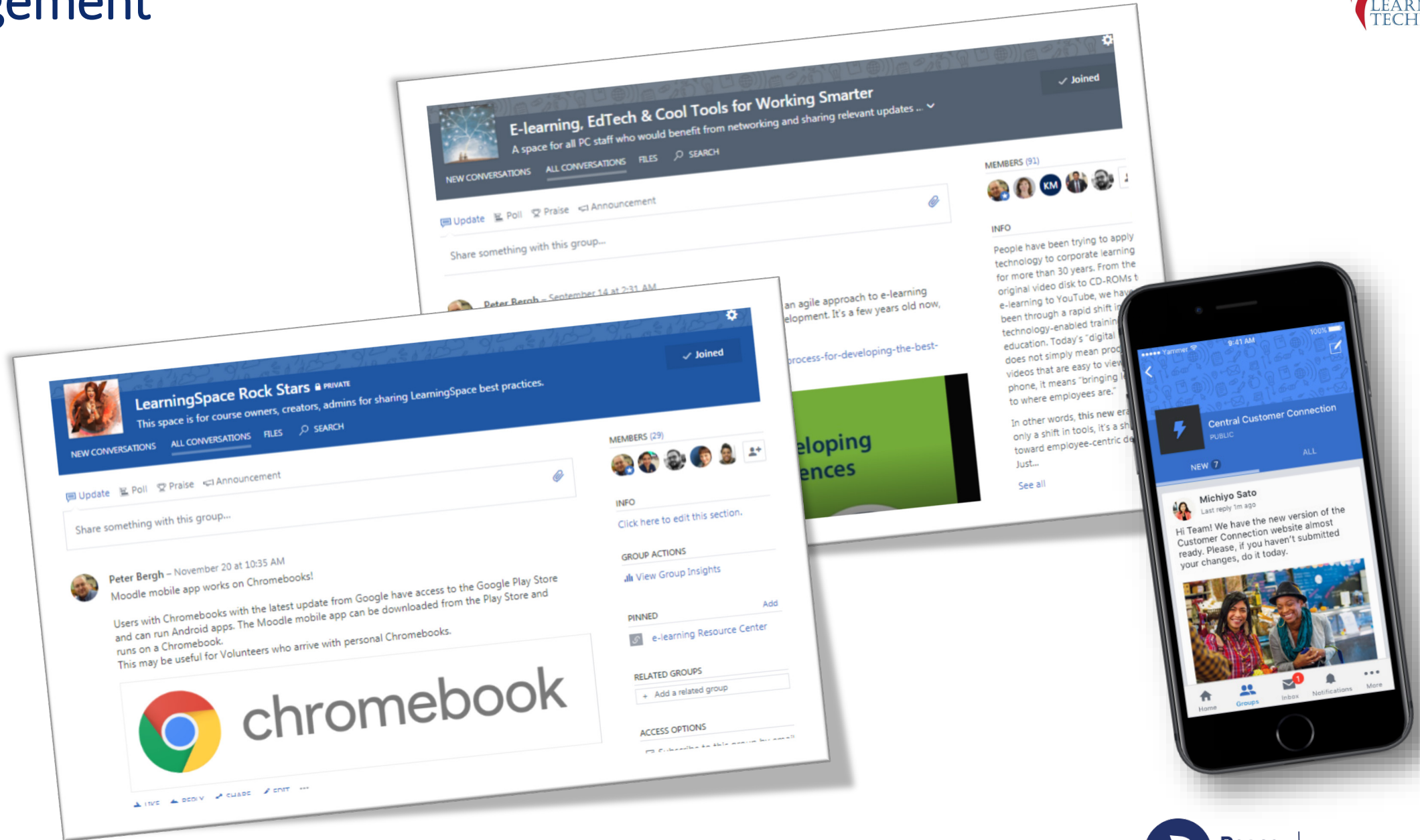
- Agency-wide rollout
- HQ events
- Global virtual events
- Ongoing targeted communications



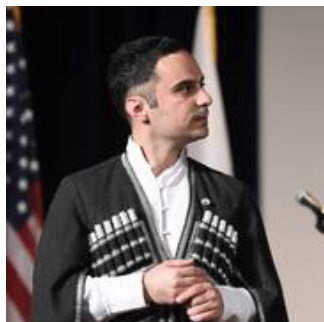
Governance



Engagement



ONCE YOU GET FAMILIAR AND
COMFORTABLE WITH
LEARNING SPACE,
THE POSSIBILITIES ARE



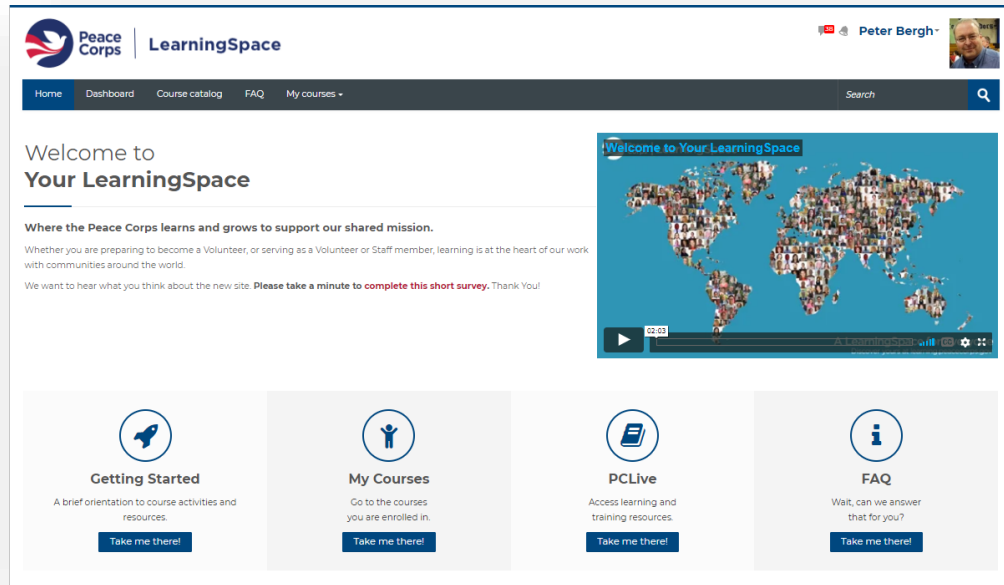
Kakha Gordadze,
Training Manager, Georgia



I N F I N I T E

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E-learning for the whole agency (learning.peacecorps.gov)



HQ Offices Creating Courses

- Safety & Security
- Chief Information Officer
- Victim Advocacy
- Staff Learning and Development
- Intercultural Learning
- Health Services
- Civil Rights and Diversity
- Management
- Overseas Programming and Training Support
- Global Health and HIV
- Grants Management
- Peace Corps Response
- University Programs
- Third Goal
- Staging
- General Counsel
- Travel and Transportation
- Inter America and Pacific Region
- Africa Region
- Human Resources

Active Posts

IAP (9/19)

1. Costa Rica
2. Ecuador
3. Guatemala
4. Jamaica
5. Mexico
6. Nicaragua
7. Panama
8. Paraguay
9. Peru

EMA (11/17)

10. Armenia
11. Cambodia
12. China
13. Georgia
14. Indonesia
15. Kyrgyz Republic
16. Macedonia
17. Moldova
18. Mongolia
19. Morocco
20. Thailand

AFRICA (17/23)

21. Benin
22. Comoros
23. Ethiopia
24. Ghana
25. Guinea
26. Liberia
27. Madagascar
28. Malawi
29. Mozambique
30. Rwanda
31. Senegal
32. Sierra Leone
33. Tanzania
34. The Gambia
35. Togo
36. Uganda
37. Zambia

Successful Teamwork





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