



## **2005 Brandon Hall Awards Outstanding Case Studies**

**Submitted by: Computer Associates**

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### **SETTING**

#### Computer Associates International and Its History

Computer Associates International, Inc. (CA) is one of the largest providers of management software in the world. Serving customers in more than 140 countries, CA delivers software and services across operations, security, storage, life cycle, and service management to optimize the performance, reliability, and efficiency of enterprise IT environments. In fact, CA's integrated solutions help manage the infrastructures of more than 95 percent of the *Fortune* 500 companies and more than 80 percent of the Global 1000, as well as government organizations and hundreds of other companies in diverse industries worldwide.

Founded in 1976 and headquartered in Islandia, NY, the company has grown from a four-person operation to more than 15,000 employees. FY 2004 revenue was US\$3.2 billion.

#### The Globalization of Computer Associates

In the 21<sup>st</sup> Century, Asian markets—in particular China and India—have grown exponentially. CA has grown right along with them in order to support its customers who now operate in the region.

To that end, the company has opened solution centers in Mumbai, Delhi, and Bangalore, India; a technology development center in Hyderabad, Pakistan; and a global technology support center in Chennai, India.

#### Global Workforce Development and Communications at Computer Associates

Quality and innovation are the bedrock of CA's organization, products, and culture. CA has built a culture that prides itself on discovery, technological innovation, and the ability to evolve to meet changing customer demands. The company's global workforce development strategies make this possible.

With the growth in Asia have come new challenges for the organization—in particular, in the alignment of its global workforce. The company has made significant investments to ensure that it can function efficiently as a global company, including the communications and technology infrastructure and training of employees around the world. Employees in similar job functions now operate in many different countries, but everyone ultimately reports to a manager at Islandia headquarters. Although this structure has proven to be very effective in the strategic alignment of operations, it has also heightened the importance of clear communication with headquarters. And because of the global nature of CA's employee base, the importance of English communication, in particular, is paramount to productive and efficient operations.

CA lives by its values and understands that investing in its workforce is one of the most strategic investments that it can make in its business. CA's executive management team is committed to investing in the tools and education necessary to produce world-class solutions that exceed customers' requirements.

### *Employee Development Strategy for Learning*

Employee Development (ED) will support CA's strategic direction and help enable employees to contribute to the company's success by offering a number of learning opportunities in critical areas. CA invests in continuing education for its employees—from financial reimbursement for higher education to online training.

More specifically, CA provides e-learning, instructor-led programs, workshops, and other learning resources to accommodate different learning styles and needs. These resources are targeted toward three major areas:

- *CA's Core Values: to help employees further develop their skills in the areas of customer satisfaction, performance management, quality and innovation, teamwork, and building shareholder value.*
- *Roles: with resources focused on enabling employees to strengthen their competency in the broader roles they hold, such as Individual Contributor, Manager, or Leader. Roles are useful for categorizing work and the skills and behaviors necessary for success. At CA, employees fall into one of three broad roles: Individual Contributor, Manager, or Leader. CA values each of these roles and will continue to provide opportunities for growth and career development for all employees, in all roles.*
- *Functional/technical: targeted for helping employees gain or strengthen the job-related skills and knowledge needed for successful performance, including good communication skills. Many of these offerings will be made available in partnership with those in CA's functional organizations responsible for ensuring the professional development of their employees.*

There is ample proof that CA delivers on its promise of employment development, including workforce-related awards that have been earned by the company. Computer Associates International, Inc., has been recognized frequently for its commitment to employees and for creating a work environment that empowers people to strive for success.

In 2003 alone:

- CA was named to *Working Mother* magazine's "100 Best Companies for Working Mothers" for the third consecutive year.
- CA was one of 15 companies nationwide to receive The Psychologically Healthy Workplace Award from the American Psychological Association.
- CA was selected for the 10<sup>th</sup> year as one of the "100 Best Places to Work for IT professionals" by *Computerworld* magazine.
- CA was elected as one of the "25 Best Companies to Work for in Spain."

The global training program is run from worldwide headquarters in Islandia, but to ensure high standards of excellence around the world, there are training managers in most countries where there are employees. Further, global training headquarters has instituted a Learning Council with training managers from around the world, as well as representatives from disciplines such as sales and customer support. The Council is helping to maintain high standards for employee development and, therefore, enabling CA to profit from the opportunities of globalization by sharing best practices and new materials once a month during global conference calls.

Previously, many local CA operations around the world, as well as the global IT and sales departments had their own learning applications, and few employees knew what was available or how to get it. The centralized system has made the global training effort much more efficient because HR and training administrators no longer waste time trying to identify and then deploy (and redeploy) the same training solutions. And now CA has a reliable medium for distribution of new information.

Among the online global training programs offered at CA via the Learning Center (CA's learning management system) are:

- Business ethics training (mandatory)

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- Various IT and business skills (not mandatory required by a manager)
- CA University: sales and technical training (administered by sales)
- Customer service training (administered by human resources and training administrators around the world)

Computer Associates also offers online English language training, currently hosted externally by GlobalEnglish Corporation—which brings us to the topic of this submission. The ability to communicate in English is critical at Computer Associates International. Everyone in the company ultimately reports into an English-speaking manager. Strategic business issues, policy, and all other corporate information are published in English.

## **LINK TO BUSINESS PRIORITIES**

“Customers First: We strive to put our customers first in every interaction.”

“We believe our corporate character is defined by how we conduct ourselves in every interaction, every day. Our values and our daily behavior should give you confidence in us as a company you can trust, whose products and services work as promised, and who is committed to keeping customers at the center of everything we do.” (from the Computer Associates web site)

Computer Associates maintains a complete focus on customer needs and satisfaction. To that end, the global training team was concerned with the English communication skills of its Customer Support team at its Global Technology Support Center, which opened in November 2000 in Chennai, India. The Global Technology Support Center is made up of highly trained and technically qualified individuals who work on cutting-edge technologies and who provide the highest level of technical support to customers across the globe. When hired, each member of the team undergoes an intensive three-week training and then continues to receive regular product updates and daily sales training from a dedicated training manager. In most cases, these individuals have at least rudimentary English communication skills, but that is not sufficient for the intensive communication process that their jobs require.

This important team of individuals provides 24x7 technical support to CA customers for all implementation and maintenance issues.<sup>1</sup> More often than not, these customers are English speaking<sup>2</sup>. In an effort to assess the communication needs and abilities of the team, Computer Associates conducted an employee survey and found that:

- 96% of India’s customer service employees said that English was “critical” or “important” to do their jobs.
- 93% said they need to use English daily.
- 96% said they needed to improve their skills in the next 12 months.

“If our people can’t communicate smoothly and clearly in English, they sound like novices, no matter how good their technical skills,” said Lisa Nikolaidis, Senior Program Manager—Employee Development with Computer Associates. “This is not acceptable to our clients. We need to be the experts to walk through problems and troubleshoot. We must communicate a sense of urgency that meets clients’ expectations. Therefore, using the correct tone and words is very important. Clear communication is the only way to earn clients’ confidence because we don’t have the advantage of being in person. For a large online commerce client, for example, every minute could be costing thousands and thousands of dollars. We don’t have any time to lose because of language difficulties.”

“Every customer must feel well cared for, and good communication is critical for this,” said a human resources manager for the India Support Center. “Not only does our support team need good vocabulary and grammar, but the subtleties are also important—tone of voice, for example. In some cases, what you

<sup>1</sup> CA also has a Customer Interaction Center (CIC) in Cornelia de Liobregat, Spain, which services small and medium-sized businesses in Europe. This center supports 20 languages.

<sup>2</sup> The client contacts that the India facility supports are mostly English-speaking technical managers, IT directors, network engineers, database administrators, and application developers.

say matters less than how you say it. But this does not come naturally, so we needed a service that was created by native English speakers.”

The staff at the Chennai facility also needs to communicate with remote managers and work teams in the U.S. They rarely meet face to face, so email and telephone communication are critical. These team members must also regularly prepare status reports and participate in team meetings by phone. English skills are needed to avoid misunderstandings.

## DESIGN AND DELIVERY

The need for English communication skills at CA is tremendous

Although this submission is focused on the front-line communication needs for the customer support team, it is in fact the assessment of the global training team that the majority of the thousands of employees outside the North America offices need training in English. As discussed, every CA employee ultimately reports to an English-speaking manager. This includes sales, IT, marketing, human resources, and anyone who has any contact with headquarters or customers.

Because of the influence of English in this U.S.-based company, all interactions, regardless of locale, are in English. “If you’re in China or Mexico and need to communicate with a manager in France, that interaction will be in English; there is no flexibility on this,” said Lisa Nikolaidis. “To be able to understand and contribute, you must know English. This is particularly important when discussing business strategy around the world, overall and with specific business units.”

The choice to use an e-learning solution for this software company’s English training was an easy one. The organization had used instructor-led training for English in years past, but the courses required too much time away from the office, and students weren’t able to study for long enough to become proficient<sup>3</sup>. Also, these classes did not help with accent reduction because employees were learning English from Indian teachers for whom English was a second language. “We have found that we must learn English from a native speaker,” said the HR manager at the India Support Center.

More importantly, with a business need this great, CA needed a program that could scale readily if it needed to be provided to more employees. There were no barriers to e-learning deployment, as every employee had a desktop computer and the technology infrastructure was sophisticated.

The greatest challenge for design was assessing the need. In order to accomplish this, the CA global training team invoked the assistance of the HR professionals on the ground around the world. The local HR teams worked directly with managers in each of their divisions to identify the highest-need employees. These employees met three criteria:

1. In a job role that had frequent interaction with headquarters, in particular those individuals with responsibility for strategic planning or budgeting
2. Employees whose job roles put them in frequent communication with customers
3. Those individuals whose English skills were insufficient to efficiently manage daily English correspondence and verbal interactions—in other words, those individuals whose success on the job was dependent on English communication skills

Once those employees were identified, English language skill improvement was added to their annual performance review and tracked monthly.

Selection of the program was easier to accomplish. “We chose the GlobalEnglish Corporate Learning Service for three reasons,” said Nikolaidis. “One, the content was just what we needed. The comprehensive curriculum focused on *business* interactions, and the courses offered the kind of information that our employees needed to learn all the critical communication skills. The supplemental

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<sup>3</sup> Individuals who continue to participate instructor-led English training are also assigned a seat in the GlobalEnglish service.

features, like the Skills Center, provided a lot of 'just in time' support. For example, an employee can go to the Pronunciation Center for focused instruction on specific areas of pronunciation that are particularly difficult for speakers of his or her native language. Two, the hosted service was easy to deploy around the world and we have yet to challenge its scalability. GlobalEnglish doesn't have any competition on this count. And three, it was a great tool for employees at all levels of proficiency because it allowed more advanced students, like many in India, to learn appropriate tone and vocabulary for interactions with customers."

The global customer support team specifically needed an English training program that would help them with customer relationship management. For the work these employees do, this includes issues such as:

- Cultural sensitivity
- Accent neutralization
- Grammar and sentence structure when speaking
- Telephone etiquette
- Voice tonality
- Customer correspondence by email, including punctuation

"Bottom line, our customer support team needs to understand what the customer is saying, how urgent the situation is, and how to manage escalation," said Nikolaides. "That is asking a lot from an English language training program, but we got everything we needed with the GlobalEnglish service."

## IMPLEMENTATION

The online English language training program was launched in nearly 20 countries in August and September of 2002. The following implementation process was conducted around the world and managed by CA's global training team<sup>4</sup>:

1. The global training team identified and got the support of an executive champion to emphasize the importance of this English training program to the company. The Senior Vice President of Worldwide Human Resources, who has a keen understanding of the business need around language, was introduced to the GlobalEnglish service. In addition to supporting the launch with a letter to HR staff around the world, he also provides regular updates to the executive team on the Learning Center and the online English language program. During these updates, he encourages executives to promote the program and usage in their organizations.
2. The global training team identified in-country HR and training managers in each country to administer the program locally. In the first year of deployment, the GlobalEnglish global implementation and support team worked directly with only two administrators, one who assessed need for the seats in U.S. and one who assessed the need for Europe and the Middle East. In the years since, the program has become much more diversified, engaged many more HR and training professionals, and, as discussed, is particularly strong throughout Asia.
3. The global training team instructed these administrators on how to complete a local needs assessment and evaluate demand (please see below). Local HR and training managers worked with their local operations to identify employees who needed to improve English skills for their jobs.
4. After employees with the need to improve English skills were identified, the local HR and training managers prepared written goals for each employee's development plan. HR and training got the managers of these employees involved to get their buy-in and support for their employees' development. This process highlighted the importance of having access to good tracking data and reports to follow the employees' progress.
5. Employees were enrolled into the GlobalEnglish service and provided an orientation. This included an explanation of the policies around participation in the training, with clear expectations for how the employees should study and what they should complete. In the first year, the CA policy specified that employees had to study with their e-learning programs during non-work hours. By the following year, the profile of the program had grown because the significance of the

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<sup>4</sup> This process repeats annually.

business problem was better understood and this policy changed to allow employees to study at work.

6. The local HR and training managers were taught how to use the GlobalEnglish administrative and reporting features to compile usage and performance data. They now administer the program on an ongoing basis, generating monthly progress reports and distributing them to the local managers.

To get off to a strong start with the implementation, HR and training managers around the world who were responsible for administering the online English language training program were provided with a thorough training themselves. They were each given introductory materials (please see box below), a demonstration of the entire service, and a seat to use the service if English was not their native language. Each participating local HR or training manager was given this easy seven-step guide for supporting the program in his or her region:

- **Step 1:** Identify employees who need to improve English skills for their jobs and enroll them in the GlobalEnglish service. Ensure the seat licenses allocated to your country are fully utilized.
- **Step 2:** Help managers define English proficiency goals with their employees.
- **Step 3:** Launch the GlobalEnglish service and communicate benefits and policies with participants and their managers.
- **Step 4:** Motivate participants to continue their studies on the GlobalEnglish service with frequent reminders and check-ins.
- **Step 5:** Encourage participants' managers to support the participants' use of the service and ensure accountability.
- **Step 6:** Communicate with key CA management in your country regarding the use of the GlobalEnglish service.
- **Step 7:** Track progress and usage at least once per month and share with managers.

Administrators were given deadlines for the implementation and guidelines that were to be communicated to the employees for use of the service. The following sample email from the global training team to a local administrator demonstrates the thorough process:

**Email sent by global training team to local HR and training managers:**

**On 15 September**, in email format, send the Welcome Letter separately to each GlobalEnglish user in your country and copy the managers.

<<WelcomeLetter Chinese.doc>> -- See Appendix A

**No later than 16 September**, prepare and send the Manager Email separately to each manager of employees who will be using the GlobalEnglish service.

<<ManagerEmail Chinese.doc>> -- See Appendix B

Review the attached FAQ document to prepare yourself for questions that you might receive from participants.

<<Frequently Asked Questions.doc>> -- See Appendix C

Meet with the local GlobalEnglish contact to receive administrator training and plan user orientation sessions. The user orientation sessions will help employees get started using the GlobalEnglish service and should occur within 4-6 weeks of the launch.

Monitor usage at least once per month. We recommend that participants study **at least 30-60 minutes per week** or **complete 1-2 activities per week** to see progress and results. You will be able to view user data through your GlobalEnglish administrator account as often as you like. The data from this report should be used by you and shared with employees' managers to ensure the participants are getting the most out of our investment in GlobalEnglish.

Because the results of the training program were so important to the business drivers of the organization, HR and individual users' managers handled the management and tracking of the program at the local level.

To get started, users received a welcome letter (Appendix B) and FAQ (Appendix C) in their native language, which provided an overview of the GlobalEnglish Corporate Learning Service, how they should use the service, a description of how their activity and progress would be monitored and measured, and how to get started. During the first year, in most countries, users also had an opportunity to attend an orientation session conducted by GlobalEnglish, which included an overview of the service and a demonstration of the Corporate Learning Service<sup>5</sup>. By the second year, GlobalEnglish was able to hand this responsibility over to the local administrators because they had now become very well acquainted with the service.

The thorough orientation in native language covers the following topics (please see Appendix A for detailed explanation of each of these items):

- Objectives for training
- Prerequisites
- Deployment options
- Development of goals in annual PRMI (performance) review (This is a requirement for participation. These goals are also reviewed with the individual's manager.)
- Study requirements (time and completion rates in stated timeframe)
- Review of the courses, including a description of the target business communication skills in each course, organized by listening, speaking, reading, and vocabulary

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<sup>5</sup> In some cases, such as India, this orientation was done as a webcast.

- Support resources for technical issues and questions about the content

Because the online English language training program was hosted outside the CA environment, implementation was as easy as assigning user names and passwords. The CA desktops and technical infrastructure are very sophisticated and easily met the GlobalEnglish system requirements. In fact, even as GlobalEnglish has added new features and more media-rich applications, there have not been any problems.

It is worth noting that when the program was first launched, the majority of the licenses were deployed to employees in Europe and the Middle East. As the CA business has grown in Asia, however, this allocation has changed and Asian employees now hold the majority of the seats.

## **BUSINESS IMPACT**

Usage of the online English program at CA has been good around the world, but highest in Asia, and India in particular, where employees average 2 to 3 hours of study each month. In the 90 days prior to the latest annual evaluation, in fact, 100 percent of all Indian employees had actively studied in the GlobalEnglish service.

Strong usage has resulted in the improved English communication ability of the customer support team<sup>6</sup>:

- 96% improved their ability to respond to questions and offer assistance in English.
- 96% improved their ability to produce and understand email in English.
- 96% improved their ability to participate in one-on-one meetings by phone
- 96% improved their ability to participate in telephone conference calls.

In a self-evaluation of their progress, users in India made these comments about how they have applied their improved skills to the job and working with customers:

***“Speaking to customers over the phone. Drafting mails to clients.”***

***“Day-to-day communication with co-workers and during client interaction.”***

***“Practiced with the Pronunciation Center and was able to clearly communicate to the client. Regular usage of this will help me improve and articulate things in a better way.”***

***“When handling escalated issues, the language matters a lot. This gives a positive experience to the client who is irate and is looking for a solution.”***

***“While speaking to the clients earlier, they used to ask me to repeat. This has considerably reduced now, which shows the significant improvement in my accent.”***

In fact, 80 percent of the Indian users said that someone has noticed their improved English skills and it shows in the customer comments.

The managers of these individuals also agree that the improved working skills are improving their communication and this is having a positive impact on the business

***“Yan (the participant) is a developer. Usually she communicates with other group members regarding technical matters via Emails, group meetings, etc. Employees in CA come from different countries. People have different communication style. After Yan used GlobalEnglish service, she***

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<sup>6</sup> The productivity of the customer support team members has also improved, and on average, each is saving five hours each week on day-to-day communication tasks. An employee working a 48-week work year has increased productive work hours by 240 hours—more than six weeks of work.

***can better grasp people's point; she can politely interrupt other people when needed instead of simply avoiding any interruption; she has better understanding of different cultures and knows how to avoid asking sensitive questions that may hurt other people's feeling."***

***"Our group provides level 2 support to our clients. As such, most of our business situations are done on English. This includes client contacts as well as support and development meetings. Since taking these [GlobalEnglish] classes, Yuanfang has been much more active in the meetings."***

Lastly and most importantly, comments from customers demonstrate the business impact that the online English training program has had on customer service. According to Lisa Nikolaidis, customer satisfaction has improved. CA does satisfaction surveys on a transaction basis and knows, down to the individual level, how the customer support team is performing. Changes in customer satisfactions ratings of those employees using the service has been tracked and comments from specific customers have been gathered. Below are a few examples:

***"Robert was very good and speaks good English and did a very fine job. He was quite helpful."***

***"I found experience to be completely professional and expedient ... wish everyone else was that easy and professional to deal with. Thank you."***

***"I spoke with Bill. He was very congenial and knowledgeable. A full backup will be scheduled and checked to determine the success of the cumulative troubleshooting."***

***"The representative was extremely efficient and helpful ... thank you so much"***

"Overall, this GlobalEnglish program has been valuable," said Nikolaidis. "We see that English skills affect our customer satisfaction ratings, so it is critical for our representatives to be effective. And the improvements they have in accent and overall ability to communicate in English after using the GlobalEnglish service is being noticed by our customers."

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## APPENDIX A

亲爱的 CA 员工,

经您的主管同意, 您已被注册GlobalEnglish的学习执照, GlobalEnglish学习计划在CA员工发展部为提高您的英语交流能力而提供的一项新型网上以英语为第二语言的学习计划。此学习执照到2004年9月17日到期。

通过 GlobalEnglish 服务, 您能随时随地上网学习。您还可以每周 7 天, 每天 24 小时跟真实存在的老师实时练习口语会话(您甚至还可以下载练习到您的微机上, 然后下网直接从您的微机进行学习!)

我们的服务包括 14 个从初级到高级的课程。这些课程可以帮助您有效的使用英语进行交流。您可以学习如何使用英语发表演讲, 进行电话会谈, 介绍 CA 产品, 跟您的合作者沟通, 开展谈判, 书写电子邮件及报告, 以及其他等等。

您个人的积极参与和持之以恒的学习将非常有助于提高您的英语水平。请坚持每周至少学习30~60分钟或完成1~2个练习以切实提高您的阅读，听力及会话能力。您的主管将收到您的学习进步报告并评估您的学习进度。您将会直接收到 GlobalEnglish 发到您 CA 电子邮件信箱的学习更新。

明天您将收到GlobalEnglish的电子邮件以告知您的用户名，密码，及登陆GlobalEnglish的步骤指示。您收到此邮件后应该马上开始使用GlobalEnglish服务，最好在非工作时间。

如果您有任何问题或遇到任何故障，请直接跟 GlobalEnglish 用户服务部联系：  
[zh-cn.corporate.support@globalenglish.com](mailto:zh-cn.corporate.support@globalenglish.com)

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Dear CA Employee,

**With the approval of your manager, you have been assigned a license to participate in GlobalEnglish, the online self-paced learning program offered by CA Employee Development to improve your English communication skills. This license will expire on September 17, 2004.**

The GlobalEnglish service provides you with English language training anywhere, anytime through the Internet, and you can talk live with a teacher 24 hours a day and seven days a week. (You can also download assignments to your computer and study English when you're not connected to the Internet!)

The service includes 14 beginner through advanced English courses and other resources to help you communicate confidently in English. You will learn the language you need to give presentations, conduct phone conversations, describe a CA product, interact with partners, conduct negotiations, write emails and reports, and much more.

**Your commitment and participation are very important to improving your English. Try to study at least 30-60 minutes each week or complete 1-2 activities each week to really improve your reading, listening, and conversation skills.** Your manager will receive reports and conduct periodic reviews of your progress. You will be receiving updates directly from GlobalEnglish to your CA email address.

In the next day, you will receive an email from GlobalEnglish that will provide your user name, password, and instructions for accessing GlobalEnglish. Once you receive that email you should begin using the GlobalEnglish service immediately, preferably during non-business hours.

If you have any questions or problems, you may contact GlobalEnglish support directly at: [zh-cn.corporate.support@globalenglish.com](mailto:zh-cn.corporate.support@globalenglish.com)

## APPENDIX B

您的员工(员工姓名)，已被注册参加一项新的网上‘英语为第二语言’的学习计划以提高他/她的英语交流能力。此学习执照到2004年9月17日为止。您的员工应该在非工作时间每周至少通过上网登陆此服务学习30分钟。

作为(员工姓名)的主管，您的职责是：

带领您的员工进行学习，并最终完成他们的学习发展计划是至关重要的。您将每月收到您员工学习进展的报告。跟您的员工安排定期会谈，考察他/她的学习进步并提供直接反馈很重要。由于每个学员的学习情况不同，此学习计划不存在清晰的开始及结束的界限。因此，学员的进步应该由工作中英语会话，阅读，及理解能力的提高来衡量。

请参阅随附的“领导的10要点”，以了解支持您的员工学习英语的关键步骤。  
(插入附件)

如果您有任何问题或需要更多信息，请跟（地方主管姓名）联系。

万分感谢！

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Your employee, **(EMPLOYEE NAME)**, has been assigned a license to participate in the new online self-paced English as a Second Language program (ESL) to improve his/her English communication skills. This license will expire on September 17, 2004. Your employee should try to study at least 30 minutes each week, preferably during non-business hours and will access the program via the Internet.

#### **Your Role as (EMPLOYEE NAME)'s Manager:**

It is vital that you coach your employee through this program, and ultimately through their development plan. You will receive monthly reports that contain the progress your employee is making through the program. It is important that you schedule regular status meetings with your employee to review his/her progress with the program, and provide direct feedback. There is no clear beginning or end to this program as each students' learning is different. Therefore, progress should be measured by improvement of overall on-the-job English speaking, reading and comprehension proficiency.

For tips in supporting your employee's efforts to learn English, please refer to the attached "Ten Tips for Mentors":  
(INSERT)

Should you have any questions or require further information, please contact **(LOCAL ADMINISTRATOR NAME)**.  
Thank you!

## **APPENDIX C**

### **Frequently Asked Questions**

#### **1. How long does it take to finish a course?**

Each course takes about 50 hours to complete. The individual activities in the courses take about 10–30 minutes each.

#### **2. What types of teacher support do you provide?**

Teacher support is available 24 hours a day, 7 days a week in the online classrooms.

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### **3. How much do I need to study?**

You can study in short sessions that take as little as 10 or 15 minutes at a time. To make steady progress and improve your English over time, you should follow your personalized plan. In general, it's a good idea to try to study at least 2–3 hours per week to improve your overall English proficiency.

### **4. Do you have TOEIC® (Test of English for International Communication) and TOEFL® (Test of English as a Foreign Language) test support?**

GlobalEnglish has test preparation materials for both the TOEIC® and the TOEFL®. As Corporate users you will have unlimited access to these materials, including sample tests that can be taken in their entirety or in sections.

### **5. What kind of technical support does GlobalEnglish provide?**

Technical support is available in English, German, French, Spanish, Italian, Portuguese, simplified and traditional Chinese, Japanese, and Korean. You can access support on the site, via email, and by phone. For answers to common technical questions, click on the Help link in the upper right-hand corner of any page.

### **6. How do I change my password?**

Click on the My Profile link at the top of My Page. Type your new password in the Password box, and then type it again in the Verify Password box. Click the Update button to submit your changes.

### **7. What do I do if I forget my user name or password?**

Click on the link at the bottom of the log-in page that says “Did you forget your user name or password?” You will receive an email with your user name or password information.

### **8. How can I study most effectively using the GlobalEnglish service?**

- **Schedule Learning Sessions**—Set up a regular study schedule for learning English. Choose a time that fits into the rest of your schedule. Having a regular schedule will help you make the time necessary to improve your English, even if you cannot always stick to it.
- **Create a Good Learning Environment**—If you have a good place to learn, you can focus better when you study. Try to do the following:
  - Schedule the time with yourself
  - Choose a quiet place to learn
  - Reduce distractions
  - Make your learning place comfortable
- **Study at Your Own Pace**—The GlobalEnglish service is designed so that you can use it at your own pace. You can work as quickly or as slowly as you want. You can also spend as much time as you need with each activity, and you can redo activities as many times as you want.
- **Study Anytime**—E-learning is available anytime. You can study whenever it is most convenient for you. Unlike a scheduled class, the GlobalEnglish service is available to you 24 hours a day, 7 days a week. You can log in anytime and continue your learning—early in the morning, during lunch, or at night.

- **Study Anywhere**—Access to e-learning is very convenient. You can use the GlobalEnglish service at work, but you can also use it from home or from an Internet cafe. You can also study even if you are not connected to the Internet. If you are traveling or do not have an Internet connection at home, use the Offline Study feature to download a GlobalEnglish assignment to your hard drive and take it with you. You can complete the assignment and then upload your work the next time you log in to the GlobalEnglish service with an Internet connection.
- **Practice**—Practice your English with co-workers who are studying English or with native English speakers. Find out who else wants to learn English and set up a time to practice together. You can also practice with other GlobalEnglish learners from around the world by using Text Chat, Talk with the Teacher, or the Discussion Center in the Community area.