

# 2020 THTC Digital Transformation Report

A summary of THTC’s rapid digital response to the COVID-19 pandemic

On March 13, 2020, THTC delivered its last in-person workshop for the year. In alignment with the provincial response to the pandemic, all workshops as of that date were cancelled indefinitely.

On July 8, 2020, THTC resumed instructor-led workshops using web conferencing technology as the delivery platform.

During this in-between period, THTC continued to offer self-paced learning, uninterrupted, while getting ready for live online delivery.

Figure 1 illustrates the contrast in number of attendees between THTC’s in-person and live online training for the first and second halves of the year.

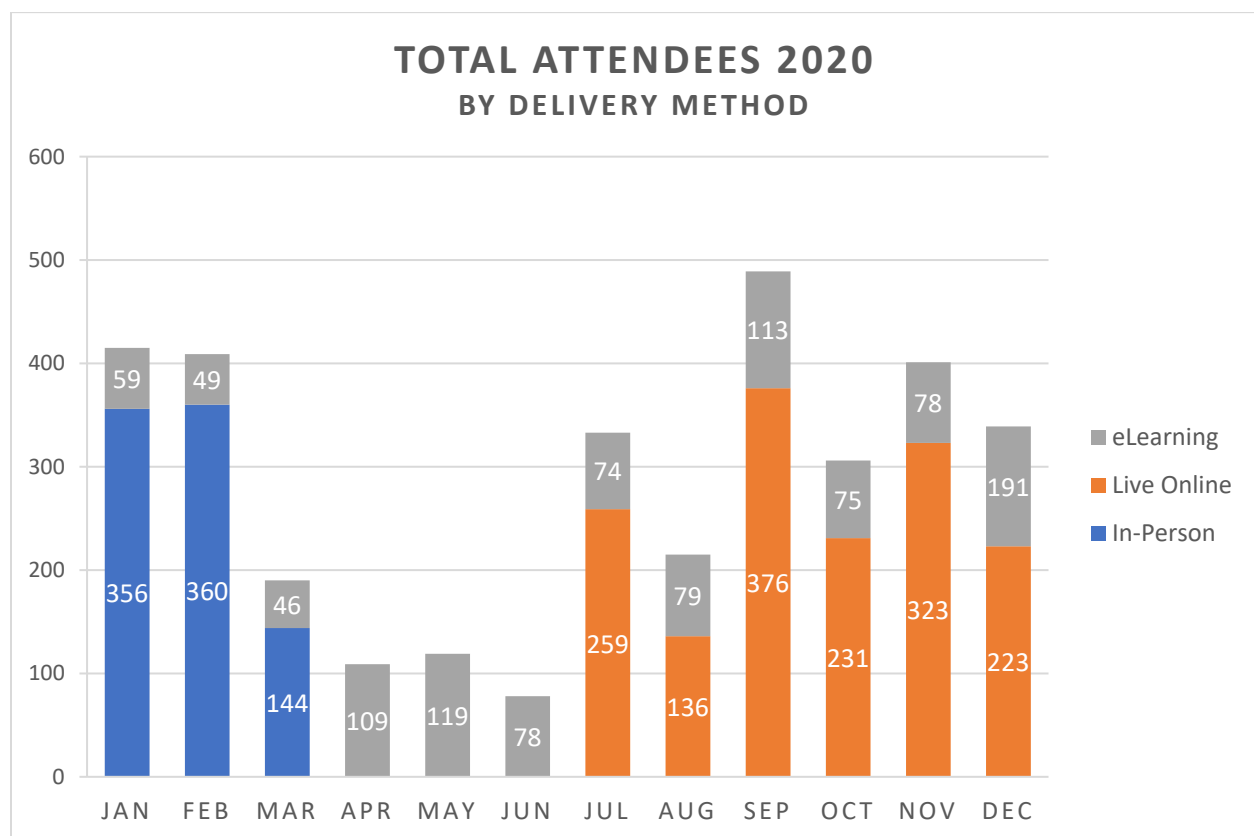


Figure 1. Number of attendees by delivery method for all service types.

## 1<sup>st</sup> Quarter

All THTC workshops were delivered in person during the first quarter of 2020.

## 2<sup>nd</sup> Quarter

Starting mid-March 2020, and throughout the second quarter of the year, self-paced eLearning registrations spiked when in-person events were cancelled. During this period, THTC began the digital transformation which would enable instructor-led workshops to resume later without a service impact.

## 3<sup>rd</sup> and 4<sup>th</sup> Quarters

THTC effectively transformed its delivery model during the third and fourth quarters of the year, offering nearly its entire catalogue through online platforms.

## THTC's Online Leap

Figure 2 breaks down the number of THTC participants by service type and delivery method for a more nuanced look at operations before, during, and after the core period of digital transformation.

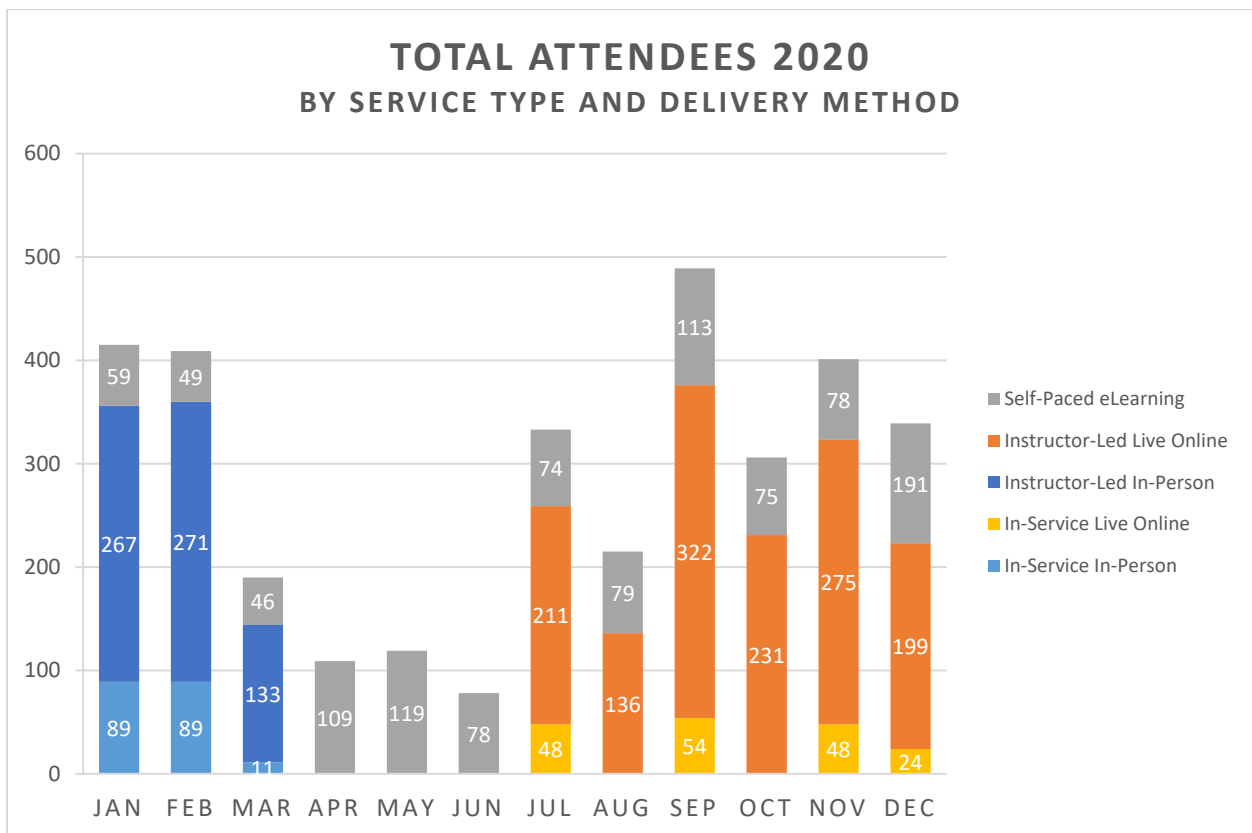


Figure 2. Number of attendees by service type and delivery method.

## Digital Transition was a Natural Adaptation for Participants

Consistent with previous years, except for the second quarter, THTC's in-house instructor-led events accounted for most attendees. It is significant, however, that as THTC resumed instructor-led workshops, in-service customers adapted to the new normal.

## Year-to-Year Comparison

### A Successful Year Despite Less Participants

As seen in Figure 3, despite experiencing over three months of no instructor-led workshops, 2020 ended up being a relatively successful year for THTC if measured by the number of people trained.

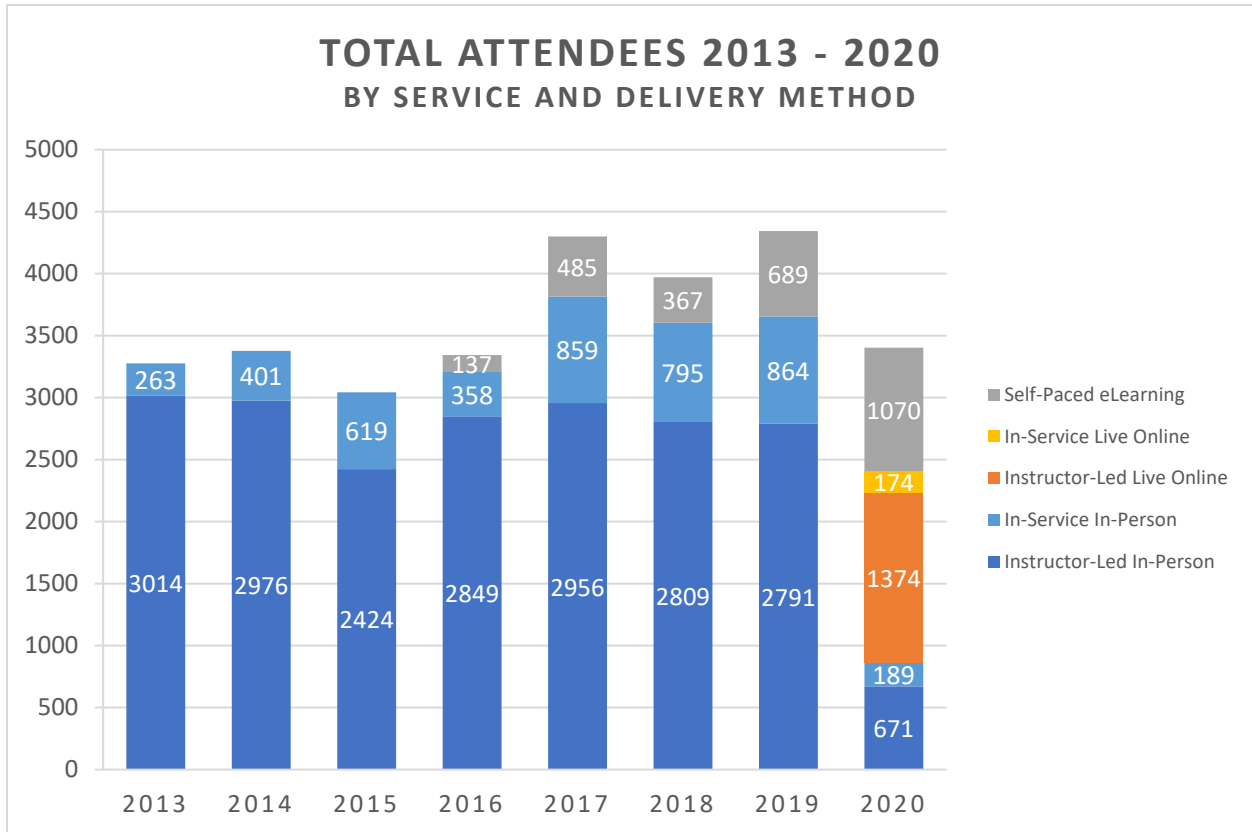


Figure 3. Comparison of total number of attendees for all service types and delivery methods.

In 2020, there were 3,478 attendees for all service types compared to 4,344 in 2019. Expressed as a percentage, this is a 20% reduction in attendees, while the total calendar time available for instructor-led events was reduced by 29% (3.5 months out of 12).

## Instructor Support

### Creation of Facilitator Guide

As THTC began getting ready to move all workshops online, a decision was made to support instructors with the transition. Most had never taught online, and many doubted it would be possible to teach their subject matter in a remote setting with some questioning the practicality of having hours-long sessions online.

THTC compared multiple available web conferencing solutions early in the process and settled on Zoom. Next, instructors needed help adapting their sessions for online delivery through

Zoom. A two-prong approach was implemented. THTC invested in the development of a self-paced train-the-trainers online course, as well as one-on-one support.

Every instructor was eligible to enrol in the self-paced online training course at no cost as well as receive at least one hour of personalized training with an experienced consultant.

THTC's partner, THINK eLearn, began development of the course and provided individualized trainer support.

### Live Online Trainer Guide

The self-paced course, titled "THTC Live Online Trainer Guide," featured content ranging from the Zoom interface and training-friendly features to ideas for participant interactivity, including engaging activities and recommendations for facilitator presentations, online training design and delivery.

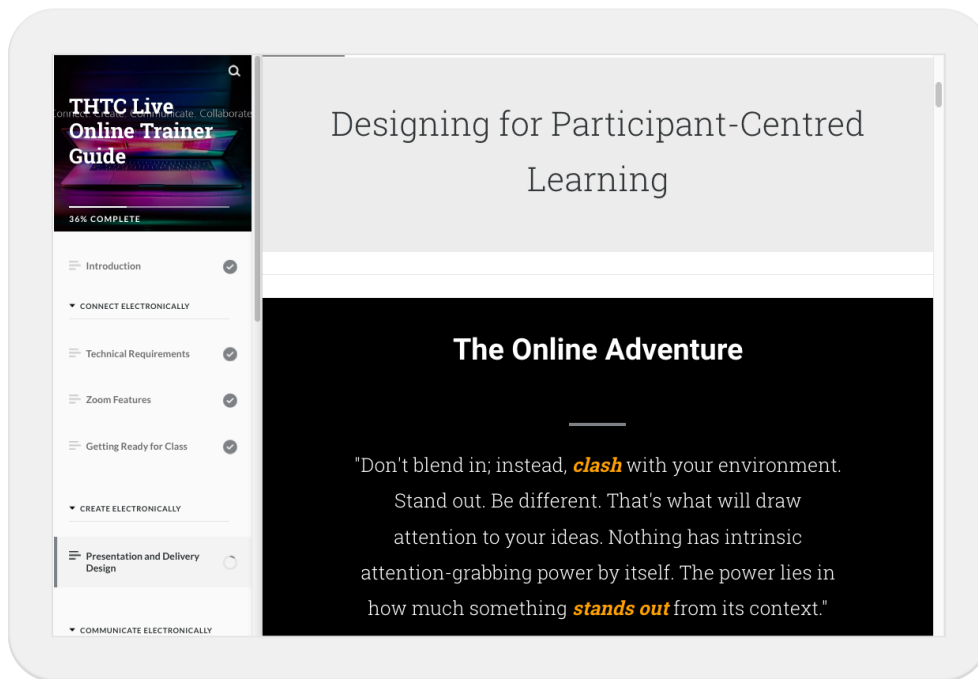


Figure 4. Screenshot of THTC's self-paced live online instructor training modules.

Print-friendly quick guides were also developed for instructors, as well as attendees and THTC staff.

### Supporting Facilitators to Go Live

Between May 21, 2020, and July 2, 2020, the period before the first live online course was delivered, nine trainers received individualized train-the-trainer support. By the end of 2020, 28

Instructors had been trained during 42 one-on-one sessions. Some instructors were provided additional sessions based on need.

During these sessions, depending on their individual needs, instructors had an opportunity to practice with Zoom’s presentation and basic-to-advanced engagement features such as screen-sharing, polling, and breakout rooms. In addition, instructors received feedback on presentation design and were given ideas for converting in-person activities to the online format.



Figure 5. Live online instructor support by the numbers.

## Attendee Feedback

### Successful Transition Confirmed

The ultimate test of whether the digital transformation experiment had worked was whether THTC’s mission was still being fulfilled. Attendee feedback, provided via surveys, is one of the most important indicators of success.

Despite the change of delivery method, THTC continued to receive highly positive feedback, in line with historical trends. Responses throughout the survey mirrored the distribution observed in Figure 6.

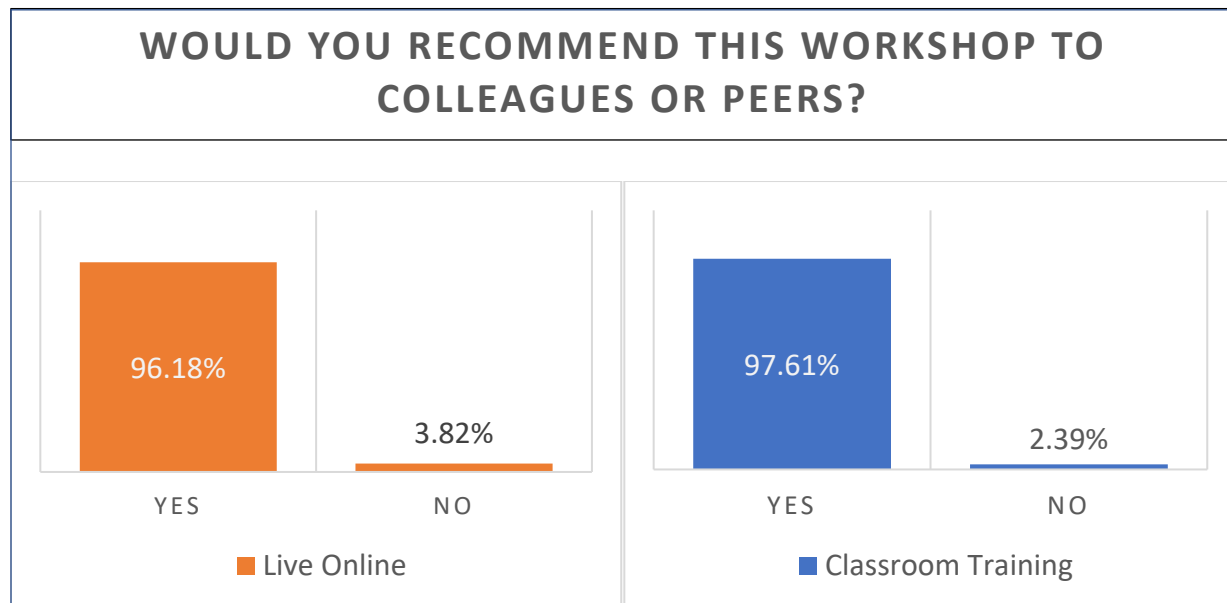


Figure 6. Comparison of survey responses for live online and classroom deliveries in 2020. Live online respondents n = 1,020. Classroom respondents n = 209.

## 2019-2020 Detailed Participant Feedback Comparison

The following charts illustrate participants' feedback in all areas covered by the survey. The 2020 information is divided into live online and classroom surveys and presented as percentages for easier comparison to 2019 data. See Appendix for the source data.

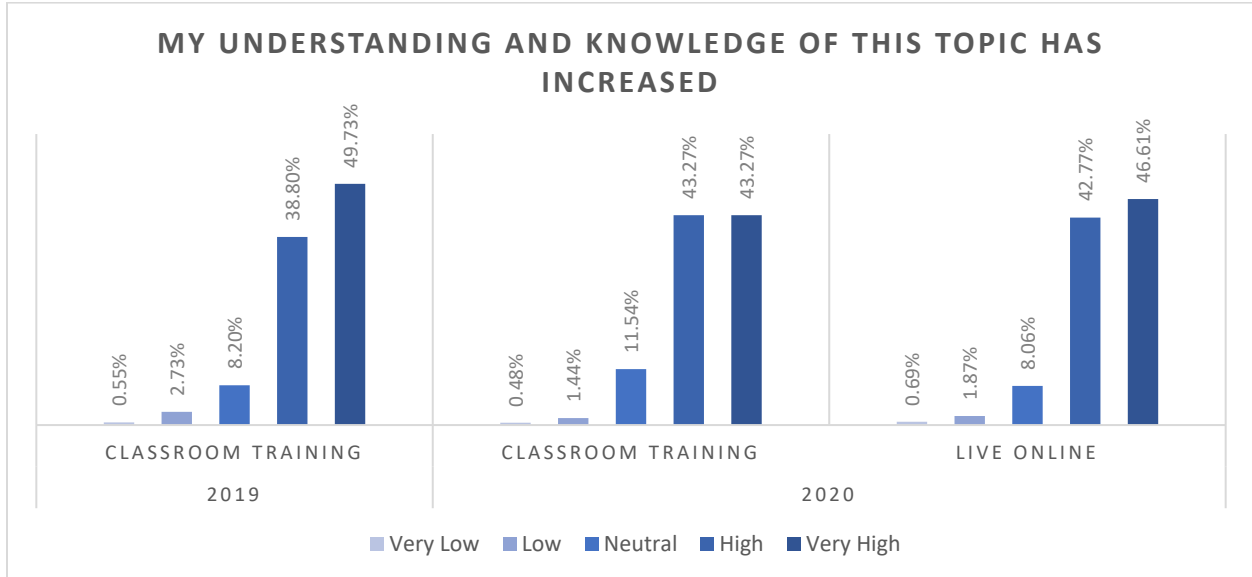


Figure 7. Comparison of 2019 and 2020 survey responses for the question "My understanding and knowledge of this topic has increased." 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,017.

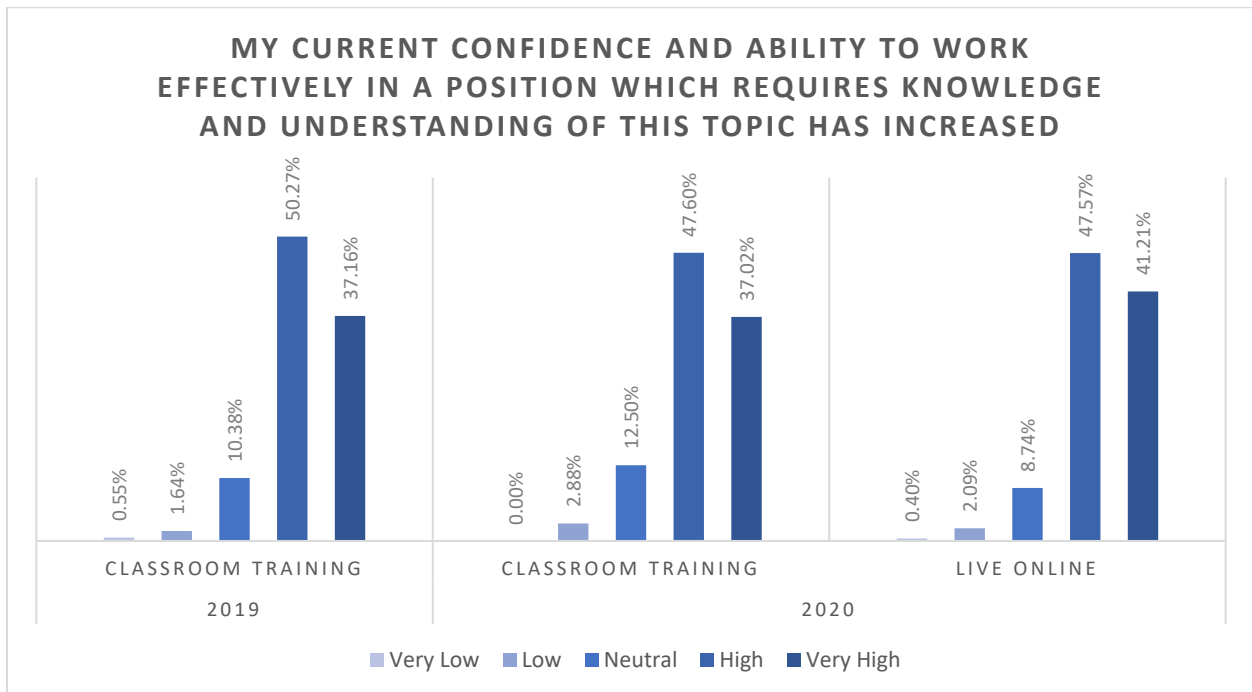


Figure 8. Comparison of 2019 and 2020 survey responses for the question "My current confidence and ability to work effectively in a position which requires knowledge and understanding of this topic has increased." 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,007.

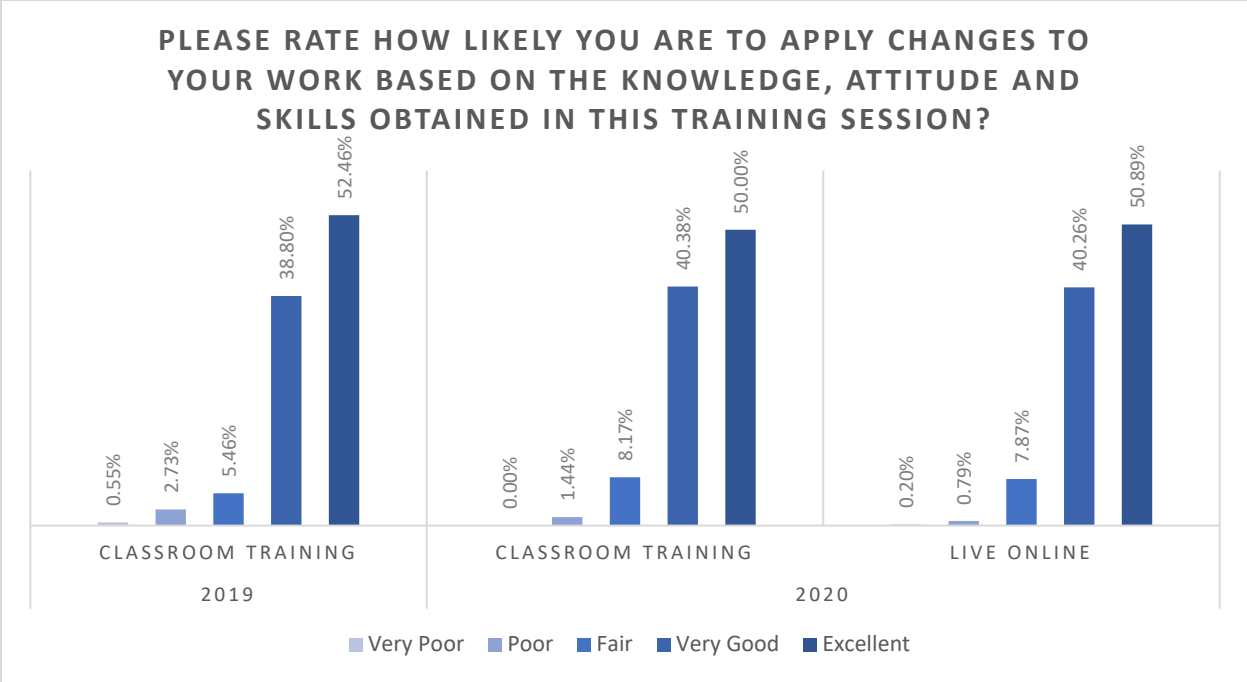


Figure 9. Comparison of 2019 and 2020 survey responses for the question “Please rate how likely you are to apply changes to your work based on the knowledge, attitude and skills obtained in this training session?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,016.

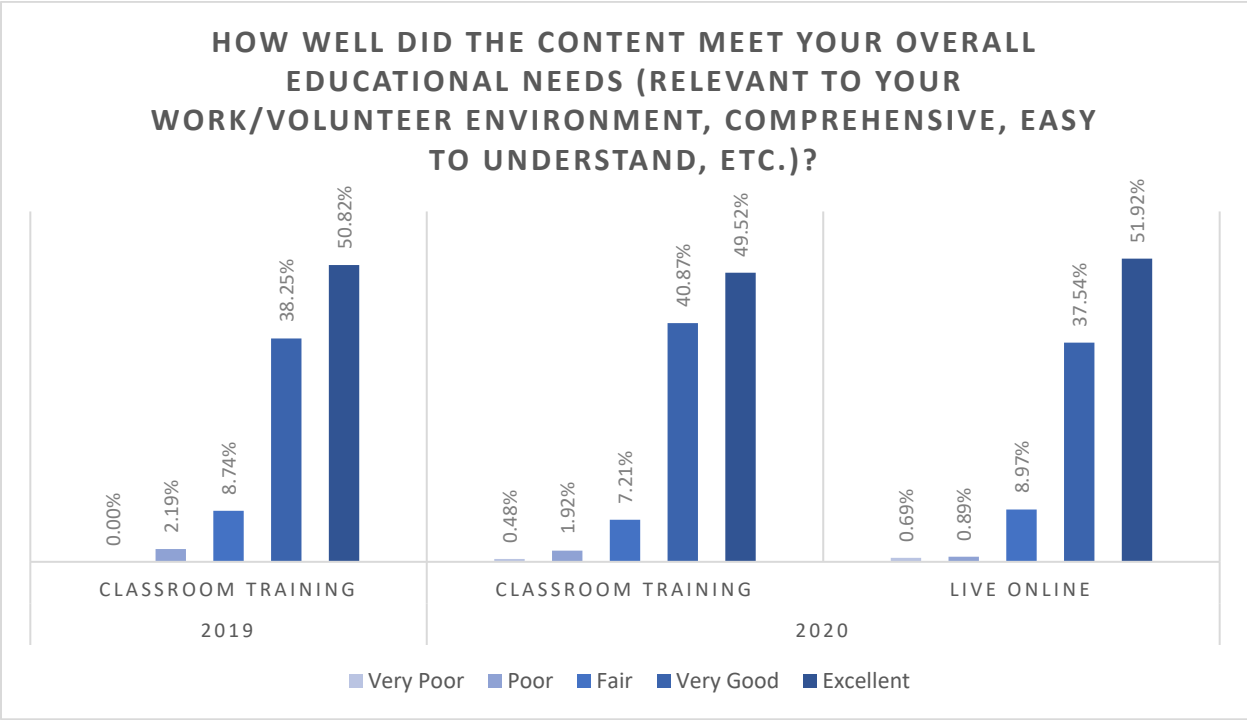


Figure 10. Comparison of 2019 and 2020 survey responses for the question “How well did the content meet your overall educational needs (relevant to your work/volunteer environment, comprehensive, easy to understand, etc.)?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,015.

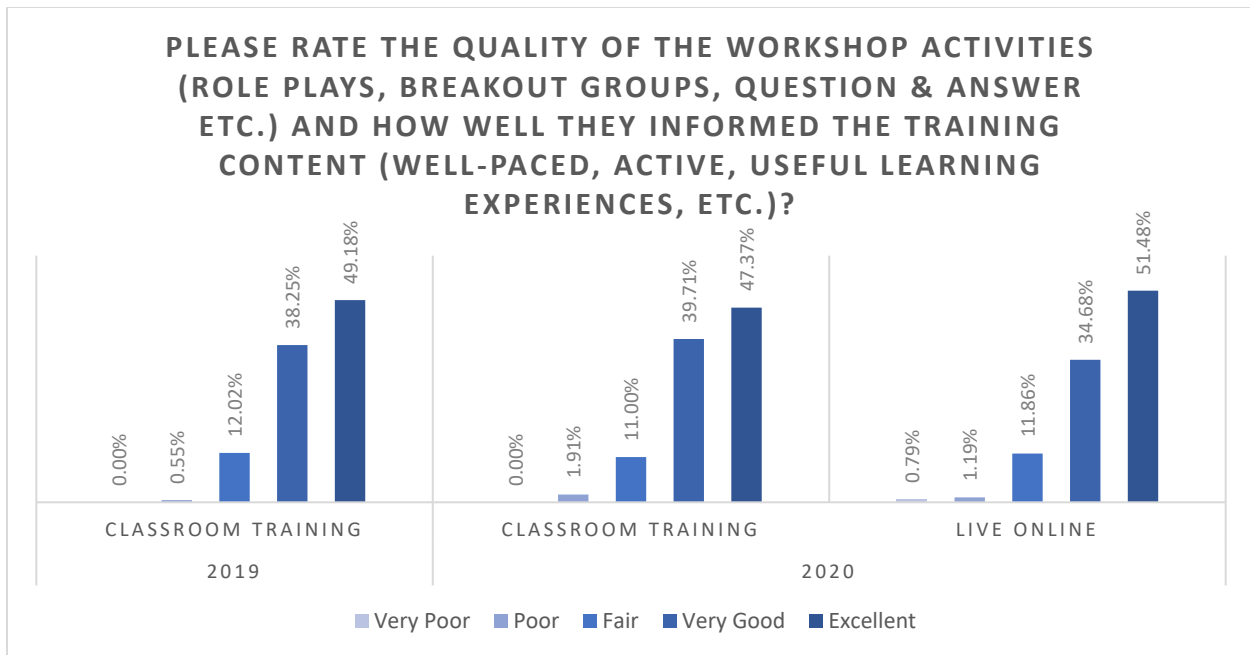


Figure 11. Comparison of 2019 and 2020 survey responses for the question “Please rate the quality of the workshop activities (role plays, breakout groups, question & answer etc.) and how well they informed the training content (well-paced, active, useful learning experiences, etc.)?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,012.

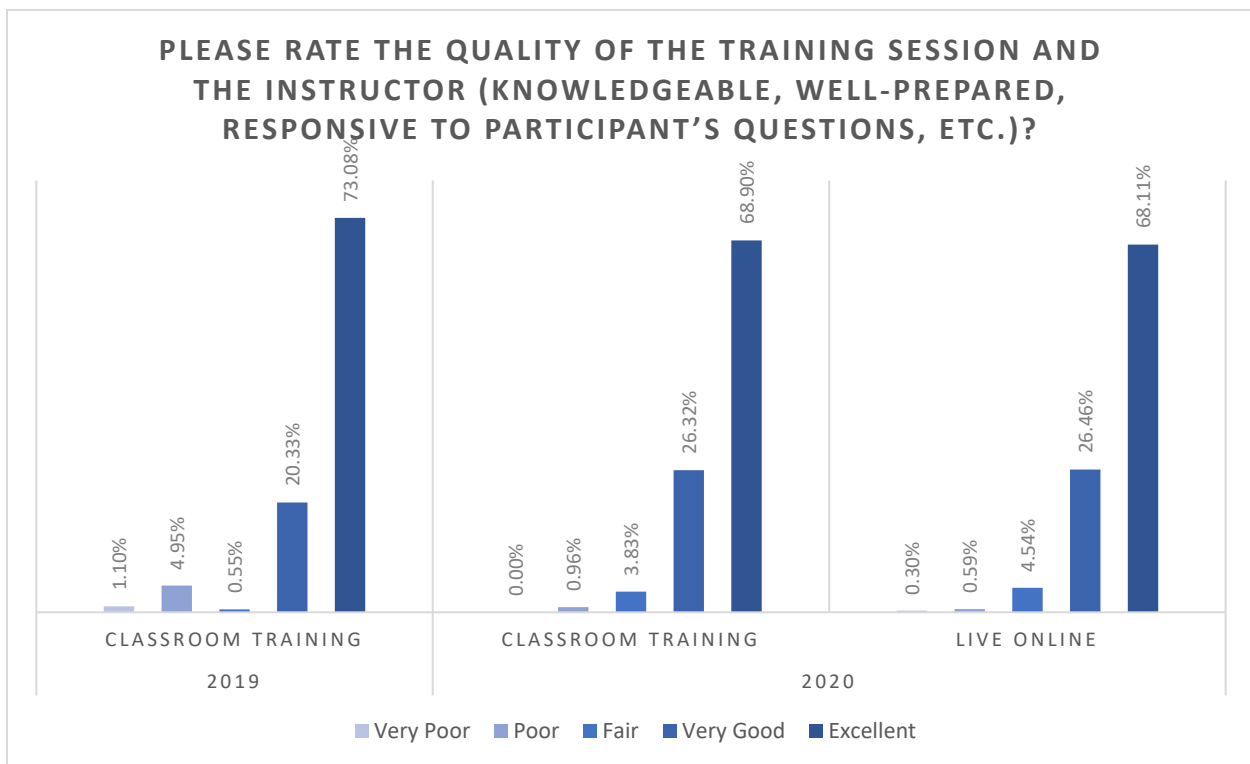


Figure 12. Comparison of 2019 and 2020 survey responses for the question “Please rate the quality of the workshop activities (role plays, breakout groups, question & answer etc.) and how well they informed the training content (well-paced, active, useful learning experiences, etc.)?” 2019 classroom respondents n = 182. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,013.



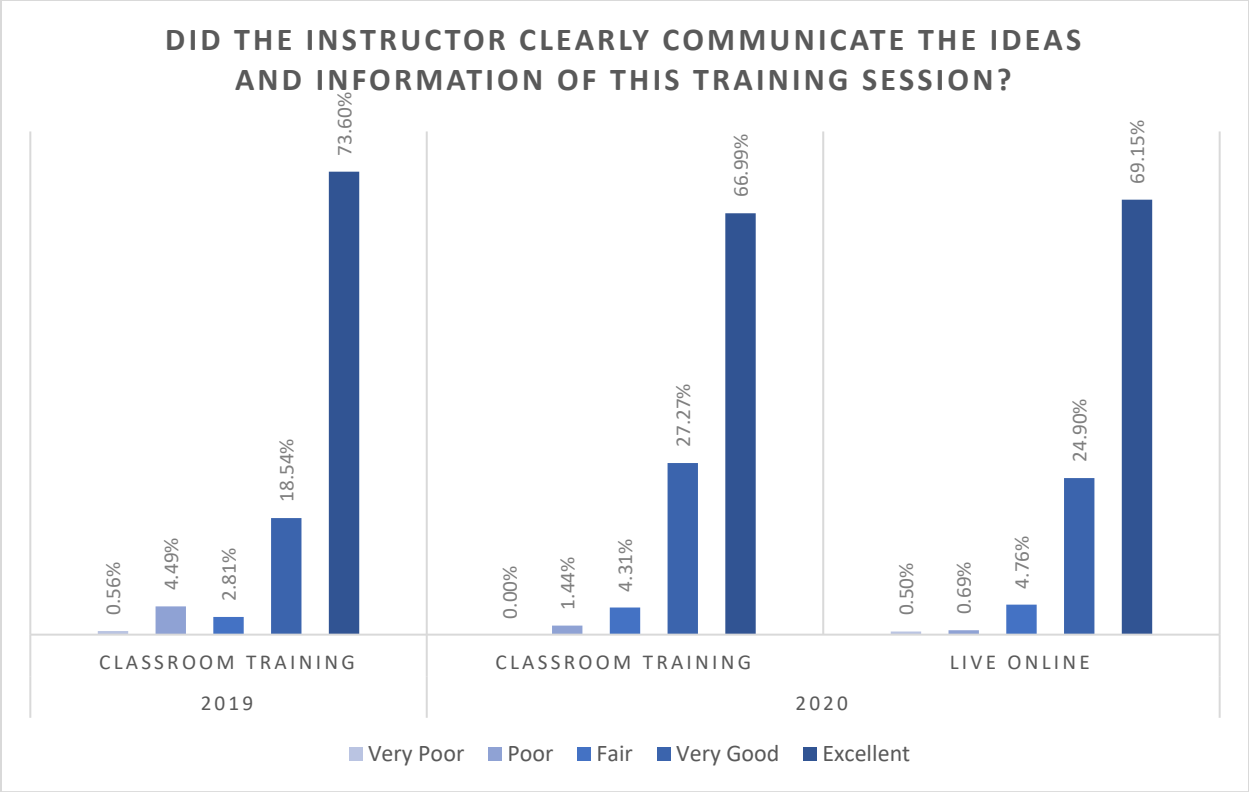


Figure 13. Comparison of 2019 and 2020 survey responses for the question “Did the instructor clearly communicate the ideas and information of this training session?” 2019 classroom respondents n = 178. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,008.

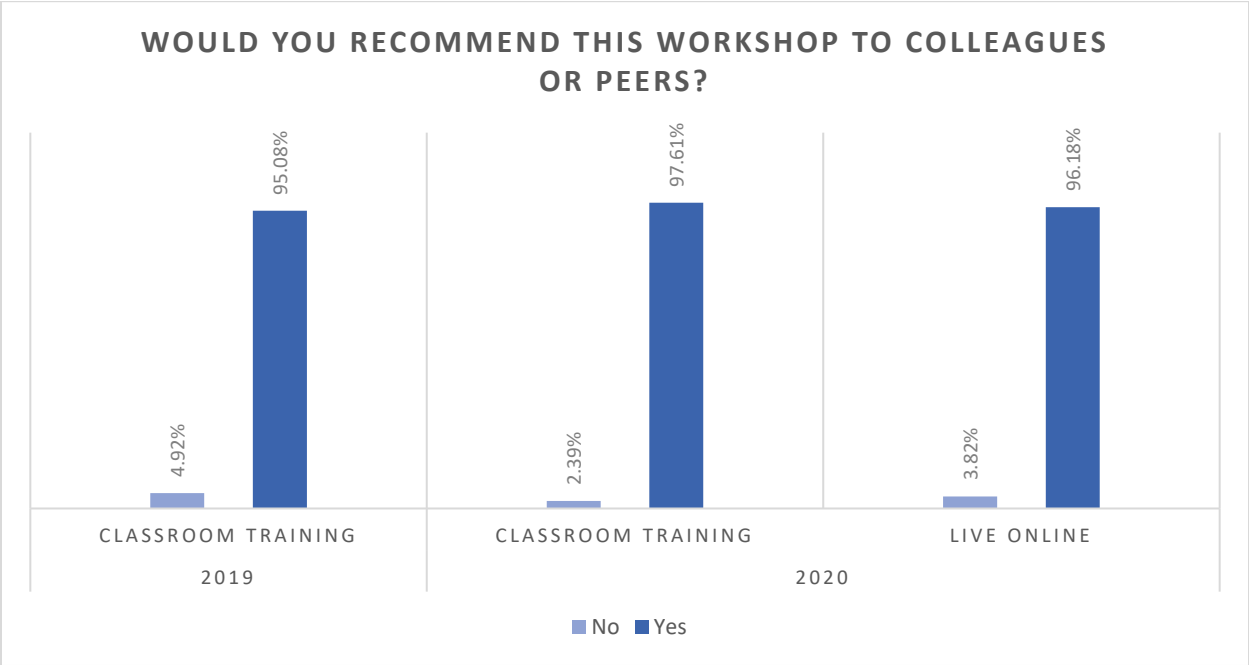


Figure 14. Comparison of 2019 and 2020 survey responses for the question “Would you recommend this workshop to colleagues or peers?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,020.

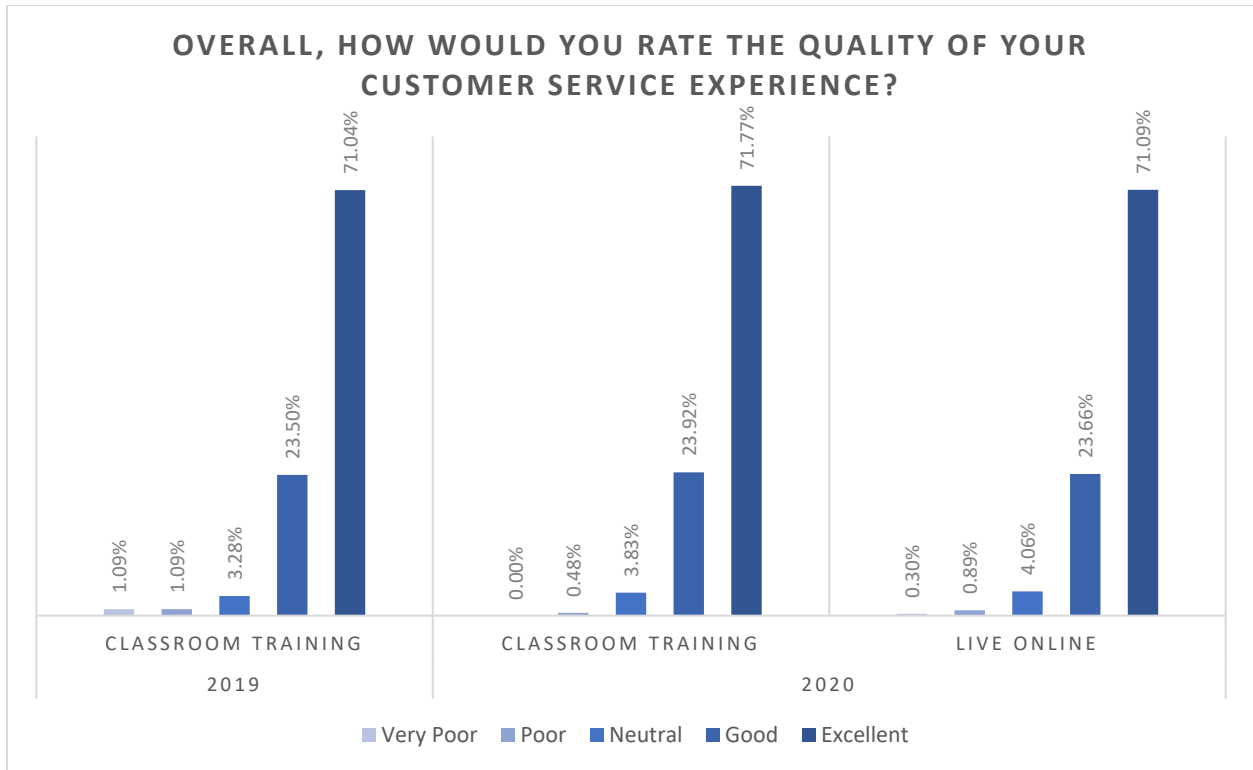


Figure 15. Comparison of 2019 and 2020 survey responses for the question “Overall, how would you rate the quality of your customer service experience?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,010.

## Appendix

### Data source for Figure 1.

Total attendees 2020 by delivery method.

	IN-PERSON	LIVE ONLINE	ELEARNING	GRAND TOTAL
JAN	356		59	415
FEB	360		49	409
MAR	144		46	190
APR			109	109
MAY			119	119
JUN			78	78
JUL		259	74	333
AUG		136	79	215
SEP		376	113	489
OCT		231	75	306
NOV		323	78	401
DEC		223	191	339
<b>GRAND TOTAL</b>	<b>860</b>	<b>1548</b>	<b>1070</b>	<b>3403</b>

### Data source for Figure 2.

Total attendees 2020 by service type and delivery method.

	IN-SERVICE IN-PERSON	IN-SERVICE LIVE ONLINE	INSTRUCTOR- LED IN-PERSON	INSTRUCTOR-LED LIVE ONLINE	SELF-PACED ELEARNING	GRAND TOTAL
JAN	89		267		59	415
FEB	89		271		49	409
MAR	11		133		46	190
APR					109	109
MAY					119	119
JUN					78	78
JUL		48		211	74	333
AUG				136	79	215
SEP		54		322	113	489
OCT				231	75	306
NOV		48		275	78	401
DEC		24		199	191	339
<b>GRAND TOTAL</b>	<b>189</b>	<b>174</b>	<b>671</b>	<b>1374</b>	<b>1070</b>	<b>3403</b>

### Data source for Figure 3.

Total attendees 2013—2020 by service type and delivery method.

	INSTRUCTOR-LED LIVE ONLINE	IN-SERVICE LIVE ONLINE	INSTRUCTOR- LED IN-PERSON	IN-SERVICE IN- PERSON	SELF-PACED ELEARNING
2013			3014	263	
2014			2976	401	
2015			2424	619	
2016			2849	358	137
2017			2956	859	485
2018			2809	795	367
2019			2791	864	689
2020	1374	174	671	189	1070

### Data source for Figure 6.

Survey responses for live online and classroom (instructor-led in-person) deliveries in 2020.

Would you recommend this workshop to colleagues or peers?

	CLASSROOM TRAINING	LIVE ONLINE	GRAND TOTAL
YES	204	981	1185
NO	5	39	44
GRAND TOTAL	209	1020	1229

### Data source for Figure 7.

Comparison of 2019 and 2020 survey responses.

My understanding and knowledge of this topic has increased

	Very Low	Low	Neutral	High	Very High	Grand Total
2019 TOTAL	1	5	15	71	91	183
CLASSROOM TRAINING	1	5	15	71	91	183
2020 TOTAL	8	22	106	525	564	1225
CLASSROOM TRAINING	1	3	24	90	90	208
LIVE ONLINE	7	19	82	435	474	1017
GRAND TOTAL	9	27	121	596	655	1408

**Data source for Figure 8.**

Comparison of 2019 and 2020 survey responses.

**My current confidence and ability to work effectively in a position which requires knowledge and understanding of this topic has increased.**

	Very Low	Low	Neutral	High	Very High	Grand Total
<b>2019 TOTAL</b>	<b>1</b>	<b>3</b>	<b>19</b>	<b>92</b>	<b>68</b>	<b>183</b>
<b>CLASSROOM TRAINING</b>	1	3	19	92	68	183
<b>2020 TOTAL</b>	<b>4</b>	<b>27</b>	<b>114</b>	<b>578</b>	<b>492</b>	<b>1215</b>
<b>CLASSROOM TRAINING</b>		6	26	99	77	208
<b>LIVE ONLINE</b>	4	21	88	479	415	1007
<b>GRAND TOTAL</b>	<b>5</b>	<b>30</b>	<b>133</b>	<b>670</b>	<b>560</b>	<b>1398</b>

**Data source for Figure 9.**

Comparison of 2019 and 2020 survey responses.

**Please rate how likely you are to apply changes to your work based on the knowledge, attitude and skills obtained in this training session?**

	Very Poor	Poor	Fair	Very Good	Excellent	Grand Total
<b>2019 TOTAL</b>	<b>1</b>	<b>5</b>	<b>10</b>	<b>71</b>	<b>96</b>	<b>183</b>
<b>CLASSROOM TRAINING</b>	1	5	10	71	96	183
<b>2020 TOTAL</b>	<b>2</b>	<b>11</b>	<b>97</b>	<b>493</b>	<b>621</b>	<b>1224</b>
<b>CLASSROOM TRAINING</b>		3	17	84	104	208
<b>LIVE ONLINE</b>	2	8	80	409	517	1016
<b>GRAND TOTAL</b>	<b>3</b>	<b>16</b>	<b>107</b>	<b>564</b>	<b>717</b>	<b>1407</b>

**Data source for Figure 10.**

Comparison of 2019 and 2020 survey responses.

**How well did the content meet your overall educational needs (relevant to your work/volunteer environment, comprehensive, easy to understand, etc.)?**

	Very Poor	Poor	Fair	Very Good	Excellent	Grand Total
<b>2019 TOTAL</b>		<b>4</b>	<b>16</b>	<b>70</b>	<b>93</b>	<b>183</b>
<b>CLASSROOM TRAINING</b>		4	16	70	93	183
<b>2020 TOTAL</b>	<b>8</b>	<b>13</b>	<b>106</b>	<b>466</b>	<b>630</b>	<b>1223</b>
<b>CLASSROOM TRAINING</b>	1	4	15	85	103	208
<b>LIVE ONLINE</b>	7	9	91	381	527	1015
<b>GRAND TOTAL</b>	<b>8</b>	<b>17</b>	<b>122</b>	<b>536</b>	<b>723</b>	<b>1406</b>

**Data source for Figure 11.**

Comparison of 2019 and 2020 survey responses.

Please rate the quality of the workshop activities (role plays, breakout groups, question & answer etc.) and how well they informed the training content (well-paced, active, useful learning experiences, etc.)?

	Very Poor	Poor	Fair	Very Good	Excellent	Grand Total
<b>2019 TOTAL</b>		1	22	70	90	183
<b>CLASSROOM TRAINING</b>		1	22	70	90	183
<b>2020 TOTAL</b>	8	16	143	434	620	1221
<b>CLASSROOM TRAINING</b>		4	23	83	99	209
<b>LIVE ONLINE</b>	8	12	120	351	521	1012
<b>GRAND TOTAL</b>	8	17	165	504	710	1404

**Data source for Figure 12.**

Comparison of 2019 and 2020 survey responses.

Please rate the quality of the training session and the instructor (knowledgeable, well-prepared, responsive to participant's questions, etc.)?

	Very Poor	Poor	Fair	Very Good	Excellent	Grand Total
<b>2019 TOTAL</b>	2	9	1	37	133	182
<b>CLASSROOM TRAINING</b>	2	9	1	37	133	182
<b>2020 TOTAL</b>	3	8	54	323	834	1222
<b>CLASSROOM TRAINING</b>		2	8	55	144	209
<b>LIVE ONLINE</b>	3	6	46	268	690	1013
<b>GRAND TOTAL</b>	5	17	55	360	967	1404

**Data source for Figure 13.**

Comparison of 2019 and 2020 survey responses.

Did the instructor clearly communicate the ideas and information of this training session?

	Very Poor	Poor	Fair	Very Good	Excellent	Grand Total
<b>2019 TOTAL</b>	1	8	5	33	131	178
<b>CLASSROOM TRAINING</b>	1	8	5	33	131	178
<b>2020 TOTAL</b>	5	10	57	308	837	1217
<b>CLASSROOM TRAINING</b>		3	9	57	140	209
<b>LIVE ONLINE</b>	5	7	48	251	697	1008
<b>GRAND TOTAL</b>	6	18	62	341	968	1395

**Data source for Figure 14.**

Comparison of 2019 and 2020 survey responses.

**Would you recommend this workshop to colleagues or peers?**

	No	Yes	Grand Total
<b>2019 TOTAL</b>	<b>9</b>	<b>174</b>	<b>183</b>
<b>CLASSROOM TRAINING</b>	9	174	<b>183</b>
<b>2020 TOTAL</b>	<b>44</b>	<b>1185</b>	<b>1229</b>
<b>CLASSROOM TRAINING</b>	5	204	<b>209</b>
<b>LIVE ONLINE</b>	39	981	<b>1020</b>
<b>GRAND TOTAL</b>	<b>53</b>	<b>1359</b>	<b>1412</b>

**Data source for Figure 15.**

Comparison of 2019 and 2020 survey responses.

**Overall, how would you rate the quality of your customer service experience?**

	Very Poor	Poor	Neutral	Good	Excellent	Grand Total
<b>2019 TOTAL</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>43</b>	<b>130</b>	<b>183</b>
<b>CLASSROOM TRAINING</b>	2	2	6	43	130	<b>183</b>
<b>2020 TOTAL</b>	<b>3</b>	<b>10</b>	<b>49</b>	<b>289</b>	<b>868</b>	<b>1219</b>
<b>CLASSROOM TRAINING</b>		1	8	50	150	<b>209</b>
<b>LIVE ONLINE</b>	3	9	41	239	718	<b>1010</b>
<b>GRAND TOTAL</b>	<b>5</b>	<b>12</b>	<b>55</b>	<b>332</b>	<b>998</b>	<b>1402</b>