University of Massachusetts Boston

ScholarWorks at UMass Boston

12-20-2013

Communities of Practice

Cailin B. Hochradel
University of Massachusetts Boston

Communities of Practice

Mabey Inc.

"Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly."

Communities of Practice: a brief introduction Etienne Wenger; June 2006

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Dedication

For my husband who has supported me unconditionally through the deadlines, late nights, and overall stress of working while going to school. Thank you for your listening ears, your words of inspiration, and your enormous heart full of encouragement.

Abstract

Communities of Practice (CoP) are groups where users who share the same interests can discuss a particular practice while sharing resources, tools, and procedures. With a unique business model and product line as well as a significant portion of Mabey Inc. employees in remote locations, a CoP will bridge the communication and distance gap to improve learning and development. Mabey Inc. chose to install Yammer to facilitate their CoP. With this initiative all employees were enrolled in the system and encouraged to use it but not given any directive on how or how often to use Yammer. The goals of installing a Yammer included

1. For remote employees to have a place to share successes and feel connected to their coworkers and what is going on in the rest of the company.
2. For newer employees to have exposure to the noncanonical practices from veteran employees and have a forum for employees to ask questions.

This project spans three months and began a month after Yammer was introduced to Mabey Inc. employees. Over the three months data was collected weekly to record the content, author, and responses to each post. Posts were evaluated and assigned a number from 1-5 based on the type of information it communicated. The Training Team also made weekly initiatives to encourage communication and learning among employees. These initiatives included responding to posts, asking questions, and posting relevant content. Over the three months employee participation on Yammer rose, the quality of the content improved and the number of responses to posts increased. There was also a rise in best practice posts allowing employees to learn and share how they are doing their jobs. In the latter half of the research we also found an emergence of question on the site which indicated employees were using the system as a resource for learning and just in time training.

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Table of Contents

Phase I: Analysis

Background:

Mabey Inc. is a construction rental company that supplies three different lines of products:

- Groundworks – when a contractor digs an excavation that is more than 5ft deep or in unstable soil that excavation must be secured with a safety system according to the Occupational Safety and Health Administration. Mabey rents contractors these safety systems.
- Matting – Mabey Mats are a composite, floatable mat that protects the ground and does not kill grass. They are used in utility work when contractors are working in marshy areas. They can also be used to span lakes, rivers and other water ways. To a lesser extent, Mabey Mats are also used for concerts and events to protect the grass from people and equipment.
- Bridging and Propping – Mabey engineers a modular bridge that can span up to 275 feet without a pier. While our engineered Propping does have a lot of its own product, our bridging components are also used for propping everything from bridges to houses to new construction.

While there are few companies that supply the breadth of products that we do, there are even fewer that supply the engineering in-house, free of charge. Not only does this give Mabey a value add over our competition, but it puts us into another class. Whereas our competition can focus on renting products, we focus on using our engineering department to create solutions. If the customer wants to rent a trench box, we want to make sure that the site and soil conditions make that solution the safest for that customer. This forces our sales staff, managers, customer service personnel and yard laborers to be fully knowledgeable about what our products do and how those products work for our customers.

Mabey Inc. has been in the United States since 1989 and we have locations from New York to Florida and in California and Washington State. Throughout the company we have employees in all three divisions and Headquarters who have been with Mabey for over 10 years and hold an enormous amount of rich institutional and product knowledge. These employees hold even

more knowledge of noncanonical practices and procedures. In fact, the business model for each manager of the nine locations was to run that location like their own business. This led to many managers and employees finding their own work-arounds and solutions to customer and company issues. Throughout the company there was an "island effect" where every location was treated like their own island and there was little sharing and collaborating between locations.

In the past 3 years we have gone through two massive expansions beginning with 9 locations in 2010 and adding 5 more, then adding 6 more locations a year later. This hiring spree has brought new employees into our workforce, many of whom intimately understand the construction industry but have little experience with engineering or our solution-driven sales rental model.

In the past 2 years we have been going down the road of ISO 9001, a standards management system, which helped Mabey develop and release Standard Operating Procedures, Work Instructions, and Job Safety Assessments as guides for new employees. These standards were created by talking to current employees and understanding how they do their jobs. While this may seem to take into consideration noncanonical practices, these documents are too high level and open to interpretation to integrate work-arounds and alternative procedures.

Yammer:

Yammer is Mabey Inc.'s professional, social networking tool. It allows users to join groups, post and respond to comments, and upload pictures and documents. Mabey Inc. employees are part of a closed group in Yammer where they can only interact with individuals inside the company. There are 19 groups created within the company on Yammer:

- Running Ahead
- Learning and Development
- Human Resources
- Safety
- Engineering
- Customer Service
- Marketing
- Sales Team
- Mabey CRM

- Engineering
- Quality
- Social Media
- HR
- Accounting and Finances
- Bridging and Propping
- Finance
- Driver's Log
- SE Managers
- Site Technician's

The only non-self-explanatory group is "Running Ahead" this group is where employees share stories about how their locations have extended excellent customer service. This is keeping with a Customer Service initiative in the company. A full description of the types of posts will be included in this project.

Employees are able to make posts to any one of these groups as well as post comments to "All Company".

Problem:

The Training Team has developed expectations for the length of time it should take a new employee in each position to become proficient at their jobs and to be able to speak knowledgeably about our products and services.

- Sales Staff: 2 years
- Depot Managers: 2 years
- Customer Service Representatives: 1.5 years
- Site Technicians: 1.5 years
- Yard Laborer: 1 year

These numbers have a lot to do with the fact that the new employee is not hearing about the noncanonical practices that may affect their day-to-day jobs and many must create their own work-arounds as they begin their duties. While most employees are set up with a coach in the company that they work with for at least 2 weeks, this does not assure that the coach has all of the informal routines and work-arounds used throughout the company and needed for that employee's new role.

The problem addressed in this project is to take the Yammer tool from a social sharing tool to support the growth of a Community of Practice among all employees, particularly the mobile sales and operations forces. This initiative will make available the noncanonical practices throughout the organization to all employees.

CoP:

With a remote operation and sales workforce and a number of new employees, information and procedure sharing is one Mabey Inc.'s prime objectives. A Community of Practice (CoP) will

- Help new employees learn skills on the job when they are attempting to do the task for the first time.

- Allow seasoned employees to step into a knowledge expert role.

- Capture and share organizational knowledge currently lost when an employee leaves.

- Provide training staff with an instructional tool for on-going, just in time teaching at the moment of need, when motivation to learn is highest.

In training we always want to put the learner in a situation where they are going to use the content we are teaching them A CoP allows employees to be situated in an authentic work situation, ask a question, and get an answer just when they need it. This will help newer employees remember what they need to do the next time because they have the memory of doing that task with the correct information the first time. The CoP thus becomes a "Just in Time" training tool, where learners get the information they need when they need it. In addition, the answers become part of the knowledge base of the company, making noncanonical practices more easily accessible over place and time.

While the training department will be the moderator for the CoP, many of our coaches, employees who coach new employees on their job role, will be encouraged to start discussions and answer employee questions.

Since the Yammer program was launched earlier this year, the first step in this research was to analyze how employees are already corresponding on the system. This includes the type of posts, who is posting, and what others are getting out of these posts. Posts will be evaluated on a 5 point scale. This scale will be based on how employees are communicating and if real practice is being discussed and transferred. The training department will continue to measure

and evaluate posts while the interventions are being introduced to determine whether more or less employees are using the Yammer system as a "Just in Time" training tool.

In order to develop initiatives to take with the Yammer system, the Vice President of Operations, Vice President of Sales, various sales and operations employees and the Human Resources Manager were all interviewed in relation to this project. This will give an idea about where these leaders and employees want the Yammer to go in their respective departments. Based on these interviews, there will be a series of initiatives to encourage use of Yammer as a tool for learning and sharing knowledge.

In addition to posting answers to relevant questions on Yammer that were asked over email or phone other initiatives were implemented including:

1. Employ company Coaches to answer questions and new learning opportunities.
2. Adjust the directive for the "Running Ahead" group to post not only what they did to exceed the customer's expectations but also how they did it (practice).
3. Encourage employee discussion and responses to any practice post that has no response.

Evaluation:

In the beginning of my evaluation period and at the end of each week, all posts will be evaluated based on an evaluation tool developed to assess the type of communication and learning being transferred throughout the post and comments.

The evaluation timeline begins on August 25th, 2013 and will end November 30th, 2013.

- On August 25th a baseline evaluation was taken of the communication between employees based on the evaluation tool.

- At the beginning of each week an evaluation of all of the posts throughout that week was taken based on the evaluation tool.

Throughout the three months, initiatives will be made and adjusting during the evaluation period. The main concern during this project is that too many directives and initiatives from Headquarters would discourage employees from continuing to use Yammer. Therefore, the role of the facilitator is to subtly encourage conversation by responding to existing posts and by posting scenario-based challenges that will allow employees to see the wealth of information other employees have that they will learn to feel comfortable asking questions on Yammer.

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Phase II: Design

Performance Goal:

The end goal for the Yammer initiative is two-fold:

3. For remote employees to have a place to share successes and feel connected to their coworkers and what is going on in the rest of the company.
4. For newer employees to have exposure to the noncanonical practices from veteran employees and have a forum for employees to ask questions.

Objectives:

*   Remote employees will use Yammer to ask questions, get ideas, and share best practices.
*   All employees will use Yammer to share resources and company updates.

Environmental Analysis:

Mabey Inc. has a mostly a remote workforce with 60% of employees working in a location other than headquarters in Baltimore, Maryland. 20% of those remote employees are part of our sales force and do not daily report to a home location and 10% of remote employees are in our Matting division and are regularly on the road installing our product. These employees all have company issued iPhones and company email addresses and the sales force is issued laptop computers as well as an air card to access the internet. Yammer does offer a Mobile App for the iPhone, Android, and iPad. Employees have been given a guide explaining how to download and use this application.

Employee Obstacles:

With the Mobile App, employees are able to upload pictures and create posts from their iPhones but still time is always an obstacle when you are dealing in the high pressure world of construction.

Reporting Obstacles:

One obstacle faced in gathering and reporting data from Yammer was gaining access to all of the private groups. Groups were set up based on job role (i.e. Customer Service Representatives, Drivers, Sales, Regional Managers) so that there can be sharing among

employees doing the same job. The Senior VP of Sales and Marketing didn't permit reporting access to the Sales. Therefore, those posts were not included in this paper's analysis.

Work Flow:

Many employees stated that although the Mobile App was easy to use and install, many of them didn't have time throughout the day to check and respond to posts. Aside from the obstacle of time, there does not seem to be any other place where the work flow of posting and responding to posts breaks down.

Motivation:

As a company, we realized that company communication was struggling and remote employees felt alone without the support of the company. Yammer was launched to bridge that communication gap. The excitement around the launch and the enthusiasm of posts shows how much employees wanted a communication tool to make them feel connected. This need to connect really defines the employee's motivation to use Yammer.

Phase III: Develop

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

According to Etienne Wegner, a group or community needs three elements in order to be called a Community of Practice:

1. A domain or a common interest and competence.
2. A community is where members discuss and perform activities based on the common domain.
3. A practice is where practitioners of a common domain share resources, stories, tools, and ways of addressing recurring issues.

To evaluate whether or not Mabey employees will succeed in using Yammer to facilitate a Community of Practice, each post is assigned a number from 1 to 5. The following is a description and example of each label:

1- Praise

Praise posts praise an individual or group of individuals without revealing any best practices or sharing any resources to help other do their jobs.

"Major kudos goes to Bayley Hochradel for managing an outstanding new-hire onboarding class this week! Bayley added some new elements that will help these employees get a great start to their Mabey careers!"

2 - Company Marketing

Company Marketing publicizes the company in the news. These posts could also highlight an interesting job one of the locations is taking on.

"Mabey Inc. and Rick Ferriera were on ABC Channel 7 10pm news in Denver Colorado overnight talking about temporary bridges to help rebuild after flood! Please congratulate Rick on his moment of fame and short notice interviewing skills over Skype! Below is the link to the TV video and story.

Temporary bridges to replace washed-out spans can be erected in less than 4 days, contractor says

www.thedenverchannel.com

DENVER - The Colorado Department of Transportation picked contractors Monday to replace the roads and bridges damaged by Colorado floodwaters. The construction companies will work on U.S. 34 through the Big Thompson Canyon, State Highway 7

between Lyons and Estes Park, State Highway 72 in Coal Creek Canyon and the highways damaged east of Interstate 25."

3 - Company Informational

These company communication posts are meant to inform the entire company of important information that affects the company globally. This also includes new hire announcements and job openings but does not include Job Aids or any learning material.

"Virginia Shelp to All Company Good Morning Everyone! While this is not a mandatory update, any Mabey team member interested in installing the new Apple iOS operating software on their iPhone can refer to the attached job aid for instructions on how to complete the update. Also, you can refer to the following link to learn about the benefits offered by the new iOS operating software."

4 – Employee Practice post with no response

Any post that describes *how* a location or employee did their job. This could include the process they followed, the product they used, or the person they contacted. While these posts are sharing practice, they do not have any responses from other employees.

"Just received a call from Lee with Centurion and was asking for an 8x12 trench box Monday morning, No problem! Asked if he needed anything else. Lee responded by saying, well actually yes, do you have an 8x12 Aluminum box with 8' spreaders? At this point, knowing we do not, I asked if I could get back with him but shouldn't be a problem. I looked around our inventory and noticed that BA Depot was the only one close enough with all that I needed, so I contacted Gabi and see was more than willing to help us out!! So now one of her guys will be staying late to make sure our customer is taken care of."

5 – Best Practice Post with responses which shares resources

Like #4, these posts share best practices and how employees did a job or a task. However, these posts have responses where there were more resources shared and learning taking place.

"Bryan Asuncion to All Company Experimenting with an EMV 450, moving the clamp body from inclines to sideways. Tested great! We were able to drive sheets 13 inches from a wall/structure. Thanks to Walt!"

6 - Question

These posts ask a question of other employees and establish the system as a learning and sharing tool.

"Craig Koumbis to All Company Question to all, I have been at Mabey for almost 8 years and in that time I have run into many different challenges. But this beats all. I quoted a triple slide rail system 100' long, 24' deep 10' wide using 4 bays of #2-24' and #2-22' at .3 for a project that was going to take three months. I pulled out every stop in regards to what we offer, basically a solid sales pitch highlighting our service, engineering, site support etc.... In the end I lost the job to United Rentals who was, get this, 35% cheaper than me. Now I ask you, how do you combat that, seriously, any thoughts. Three to 4 years ago I was quoting slide rail at .6-.8 and actually getting them. Now I can't win at .3. Riddle me that batman!!"

This graph categorizes the 128 Mabey Yammer posts from July 2013 when Mabey adopted the system until August 25th, 2013. This defines the baseline of how employees are using the tool without interventions. In the 2 months before this project began there were 132 total posts from employees.

Types of Yammer Posts

- Question 1%
- Practice Post with responses which shares resources 14%
- Practice post with no response 31%
- Company Informational 7%
- Praise 33%
- Company Marketing 14%
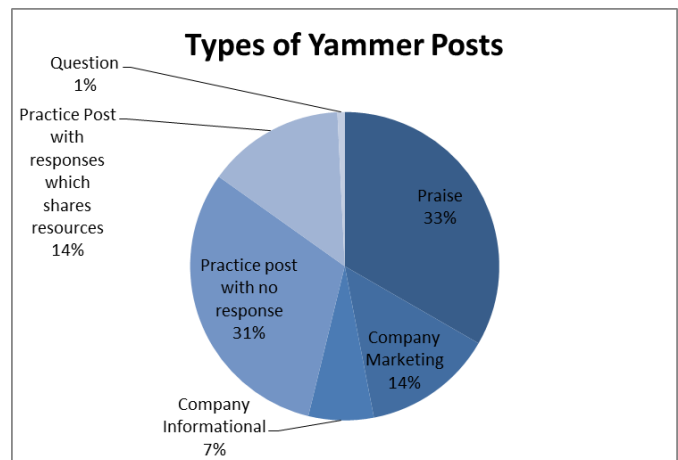
Phase IV: Implementation

For this project all Yammer posts for Mabey Inc. were analyzed from September 2nd to November 27th 2013. Mabey employees made a total of 255 posts. In this time frame employees made between 9 and 33 posts per week. The average number of posts per week was 19.6. The following groups had the largest numbers of posts:

- All Company
- Running Ahead
- Learning and Development
- Quality
- Safety
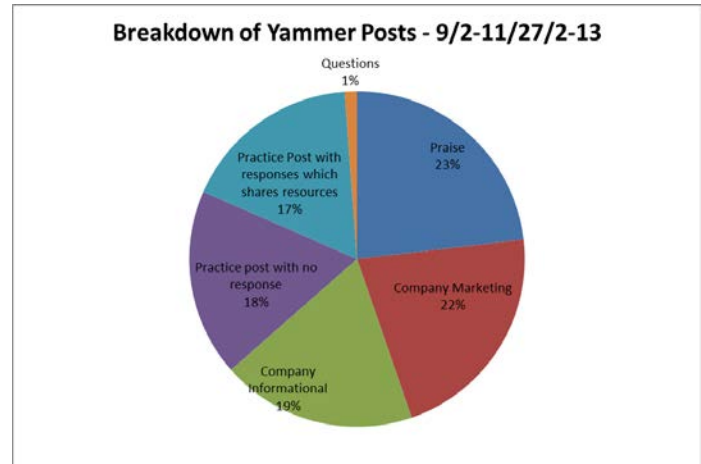
While it is a goal of this project to increase the number of posts, we found that the quality of posts has also increase. Even before this project began, employees seem to embrace the system and excited to connect with coworkers in their job role. From comments on the Company Marketing posts they are eager to learn about our business and the jobs we do for our customers. Yammer has allowed an outlet for communication that was not available prior to its implementation where important information is able to be communicated faster and more effectively.

Phase V: Evaluation

Initiatives:

Throughout the three months there were specific initiatives on Yammer in order to meet the goals for this project:

1. Create a private group for company Coaches to share resources and discuss topics. This initiative was quite successful. Mabey coaches are employees that managers have recognized as exceptional at their job. The training team then training the coaches on how to coach. New hires are then sent to the coaches in their respective job roles to learn how to effectively do their jobs. On Yammer coaches who previously had little interaction or idea of what the other coaches were doing with their new employees, discussed how they were explaining company tasks and even reminded each other of evolving procedures to cover.
2. Adjust the directive for the "Running Ahead" group to post not only what they did to exceed the customer's expectations but also how they did it (practice).
3. Encourage employee discussion and responses to any practice post that has no response.
4. Formulate scenario-based posts that encouraged employees to think about different aspects of the Mabey business. These posts were all based on obstacles or issues that had come up in the field.

While the Coaching Group became a place where company coaches could post resources, stumbling blocks, and reminders, the manager who directed the Running Ahead group left the company soon before the initiative could be communicated. However, many employees did begin to ask questions and post *how* they were performing tasks. This led to the same end that was originally achieved with modifying the Running Ahead section.

There were also various posts throughout the three months to encourage employees to use Yammer as a place for information. These posts asked practice questions about how they dealt with various scenarios and were not responded to at first, by 8 weeks into this project these

posts not only had responses but responses that equated to learning and a better definition of the practice.

Trends:

Praise posts have maintained as the most common with 59 praise posts in the analysis period followed closely by Company Marketing posts. There were five trends throughout the three months that are noteworthy.

1. It was not until 8 weeks into the project that employees started using Yammer as a place to ask practice questions about a problem the employee had run into and how to solve that problem. The exact post read "Volvo225 any one fittings?" The employee was using the community on Yammer to gain knowledge of an issue he ran into on a job. Later this same employee posted a device he created to fix his fittings problem. That device was then discussed and made policy at the Site Technician's summit.

2. There has been a great influx of practice posts. Whether employees are redoing their location's depot truck or painting hazard lines to inform employees and visitors of the safe zones where PPE is not required, employees are increasingly posting more and more examples of the how they are making their locations better. One employee for example, made a post after the evaluation period about a Sales Presentation he was researching online. He posted the four key points that he took away from the webinar. Other employees from the sales organization responded and the thread turned into a discussion about how to inspire a shared vision with our customers.

3. Throughout the evaluation period, there was a steady increase in the number of posts per week. In weeks 1-4 there were an average of 16.5 posts per week, weeks 5-8 had an average of 18, and weeks 9-12 had an average of 24.75 per week.

4. There has also been a significant increase in the quality of responses to many different kinds of posts. For example, one post started out as a 2 – Company Marketing where a Sales Representative shared a picture of a customer breaking ground using our equipment. The thread evolved to discuss this customer on a national level and how we can do business with them in multiple locations.

5. With the Company Marketing Increasing, questions about specific jobs and how the job was successful have also increased. For example, a Sales Representative posted a picture of a job for one of his customers and another employee asked him how he

performed the job based on the site conditions since it was not a typical job. The author of the post responded with his answer and then sent pictures to the employee.

Analysis:

All of the trends are noteworthy because they fill a communication gap in the company that was previously hurting employee morale, learning and the overall business. Mabey Inc. has the communication challenges associated with any national company where employees feel disconnected and unappreciated because of the physical distance.

While the Praise posts may seem to be the most inconsequential, they were exceptionally important for moral throughout the company. Posts were identified as Praise when one employee thanked another, offered congratulations, or general kudos for a job well done. This function allowed managers to publicly recognize their employees and other employees to recognize coworkers or managers. Before Yammer managers could only praise employees to their location, the company wide praise helps regional managers and senior managers to get a better sense of what is going on in the individual locations.

Along these same lines there was also an increase in Company Marketing posts. A post was identified as Company Marketing when an employee posted a picture or description of a customer's job site using our equipment, events at the location such as outings, and trainings taking place at headquarters or out in the field. Again, in a remote organization, these posts were a great way for employees to highlight what they were doing and for other employees to have an idea about where their company was headed as well as trends along the way. From the nature of the posts and the descriptions, the employees take a lot of pride in their work and accomplishments but needed a venue to share their successes.

Probably the most notable finding was that employees started asking questions on Yammer. This trend helped to establish Yammer as resource to gather information. One of the goals of this project was to establish a community where employees could get answers to questions when they needed them. This "just in time" training model is ideal for a remote workforce. While these posts have not been as prevalent as the other types of posts, their existence shows that employees are looking at Yammer as a way to gain knowledge from the community.

Overall the main trend was that communication among employees increased. Whether that communication came from Headquarters, explained how a location worked around an obstacle,

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

or simply praised a yard team for getting equipment out on time the trend of more communication means that Yammer met a need for Mabey employees.

Next steps:

This project will not end with conclusion of this paper. Employees will be continually encouraged to ask questions and share information through Yammer using the initiatives that already established. In addition a survey has gone to all employees to see how they are using the system.

Conclusion:

The objectives for this project are listed below.
1. For remote employees to have a place to share successes and feel connected to their coworkers and what is going on in the rest of the company.
2. For newer employees to have exposure to the noncanonical practices from veteran employees and have a forum for employees to ask questions.

From the analysis and data above, those objectives have been achieved. Part of what makes this project so unique is that employees immediately embraced the concept of a professional social network. Based on the number of Company Marketing posts, employees were excited to share what their locations and customers are doing. There was also a general increase in moral across the company due to the fact that employees were able to share their successes with a community.

As stated in the introduction, a Community of Practice is defined by Etienne Wegner as incorporating

1. A domain or a common interest and competence.
2. A community is where members discuss and perform activities based on the common domain.
3. A practice is where practitioners of a common domain share resources, stories, tools, and ways of addressing recurring issues.

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

From this definition, Mabey has successfully implemented a Community of Practice for three reasons.

1. Employees have begun using the tool to ask questions in the moment that they need information.
2. Employees are using Yammer to post best practices and share resources.
3. Employees are sharing stories, pictures, and information concerning how they solved their customer's problems.

Bibliography

1. Wenger, E. (2006) Communities of Practice a Brief Introduction. (pp.1-6)
    http://wenger-trayner.com/wp-content/uploads/2012/01/06-Brief-introduction-to-communities-of-practice.pdf

2. Brown, J., & Duguid, P (1991) Organizational Learning and Communities-of-Practice: Toward a Unified View of Working, Learning, and Innovation. *Organizational Science Vol. 2 No. 1* (pp. 40-57)
    http://links.jstor.org/sici?sici=1047-7039%281991%292%3A1%3C40%3AOLACTA%3E2.0.CO%3B2-3

3. Brown, J., Collins, A., Duguid, P. (1989) Situated Cognition and the Culture of Learning. *Educational Research Vol. 18 No. 1* (pp. 32-42)
    http://links.jstor.org/sici?sici=0013-189X%28198901%2F02%2918%3A1%3C32%3ASCATCO%3E2.0.CO%3B2-2

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Appendices

Overall Data:

Number of Posts Per Week

Series1

Week	Posts
Week of 9/2	13
Week of 9/9	12
Week of 9/16	23
Week of 9/23	18
Week of 10/1	10
Week of 10/7	15
Week of 10/14	21
Week of 10/21	26
Week of 10/28	18
Week of 11/4	29
Week of 11/11	33
Week of 11/18	28
Week of 11/25	9

Breakdown of Yammer Posts - 9/2-11/27/2-13

- Questions 1%
- Praise 23%
- Company Marketing 22%
- Company Informational 19%
- Practice post with no response 18%
- Practice Post with responses which shares resources 17%

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Frequency of Types of Yammer Posts

Data by Week:

Week of 9/2	
Praise	4
Company Marketing	1
Company Informational	2
Practice post with no response	3
Practice Post with responses which shares resources	3
Questions	0
Total	13

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 9/9	
Praise	2
Company Marketing	2
Company Informational	2
Practice post with no response	4
Practice Post with responses which shares resources	2
Questions	0
Total	12

Week of 9/16	
Praise	10
Company Marketing	3
Company Informational	2
Practice post with no response	4
Practice Post with responses which shares resources	4
Question	0

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 9/23	
Praise	4
Company Marketing	3
Company Informational	5
Practice post with no response	1
Practice Post with responses which shares resources	5
Question	0
Total	18

Week of 10/1	
Praise	5
Company Marketing	3
Company Informational	0
Practice post with no response	2
Practice Post with responses which shares resources	0
Questions	0
Total	10

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 10/7	
Praise	1
Company Marketing	6
Company Informational	4
Practice post with no response	1
Practice Post with responses which shares resources	3
Questions	0
Total	15

Week of 10/14	
Praise	6
Company Marketing	5
Company Informational	4
Practice post with no response	2
Practice Post with responses which shares resources	4
Questions	0
Total	21

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 10/21	
Praise	1
Company Marketing	5
Company Informational	7
Practice post with no response	6
Practice Post with responses which shares resources	7
Question	0
Total	26

Week of 10/28	
Praise	4
Company Marketing	3
Company Informational	3
Practice post with no response	5
Practice Post with responses which shares resources	3
Questions	0
Total	18

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 11/4	
Praise	7
Company Marketing	7
Company Informational	3
Practice post with no response	6
Practice Post with responses which shares resources	4
Question	2
Total	29

Week of 11/11	
Praise	7
Company Marketing	7
Company Informational	7
Practice post with no response	7
Practice Post with responses which shares resources	4
Question	1
Total	33

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 11/18	
Praise	5
Company Marketing	7
Company Informational	6
Practice post with no response	5
Practice Post with responses which shares resources	5
Question	0
Total	28

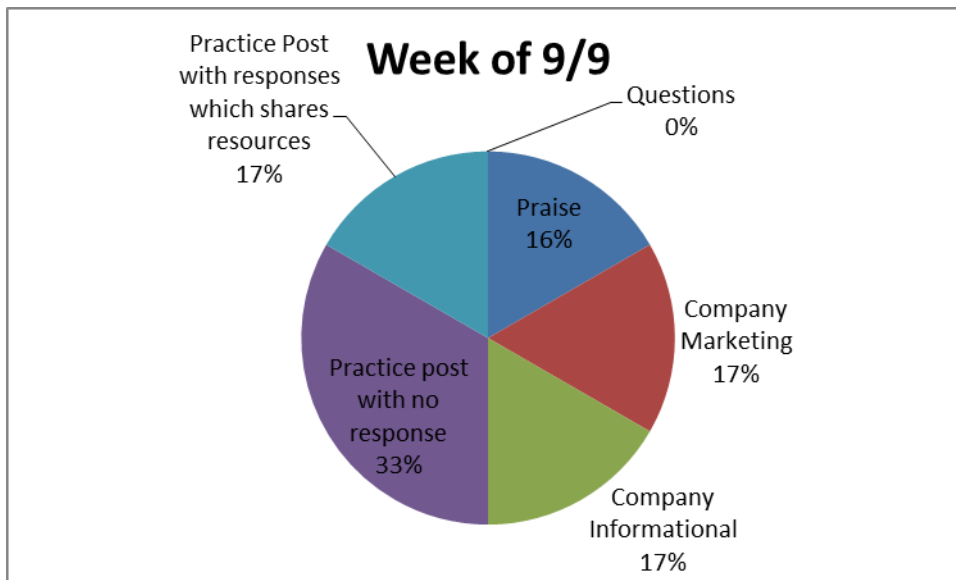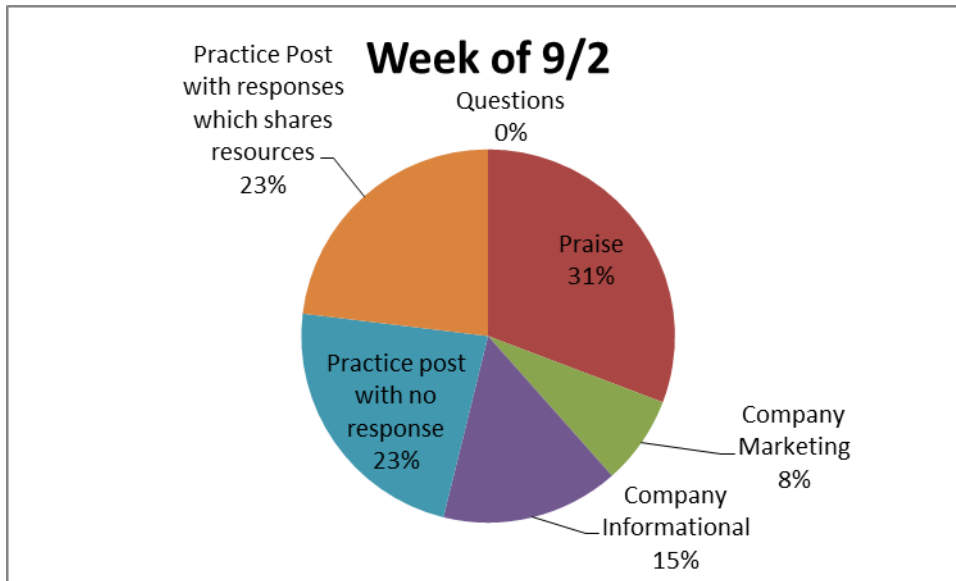| Week of 11/25	
Praise	3
Company Marketing	3
Company Informational	3
Practice post with no response	0
Practice Post with responses which shares resources	0
Question	0
Total	9

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Percentages:

Week of 9/2

- Practice Post with responses which shares resources 23%
- Questions 0%
- Praise 31%
- Company Marketing 8%
- Company Informational 15%
- Practice post with no response 23%

Week of 9/9

- Practice Post with responses which shares resources 17%
- Questions 0%
- Praise 16%
- Company Marketing 17%
- Company Informational 17%
- Practice post with no response 33%

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design
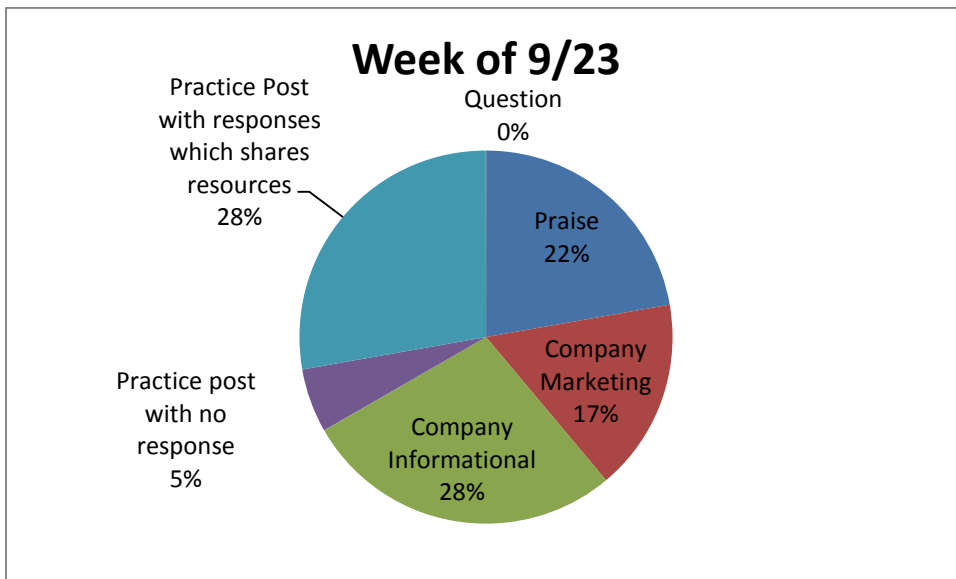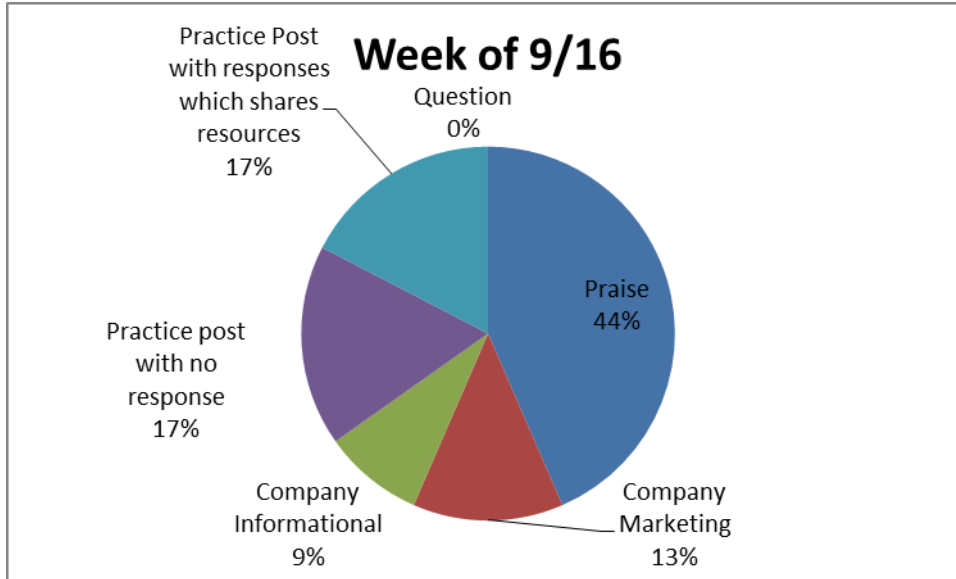
Week of 9/16

- Question 0%
- Praise 44%
- Company Marketing 13%
- Company Informational 9%
- Practice post with no response 17%
- Practice Post with responses which shares resources 17%
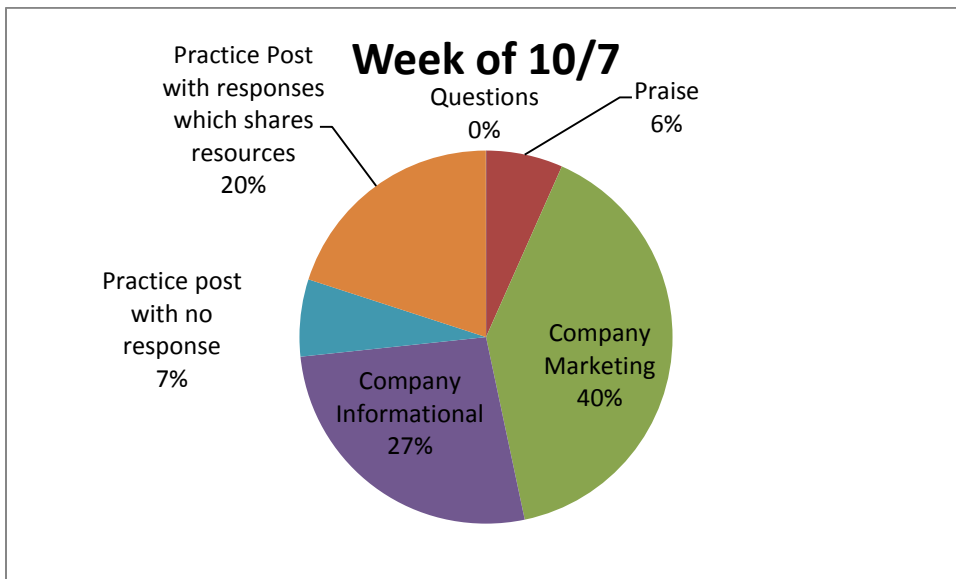

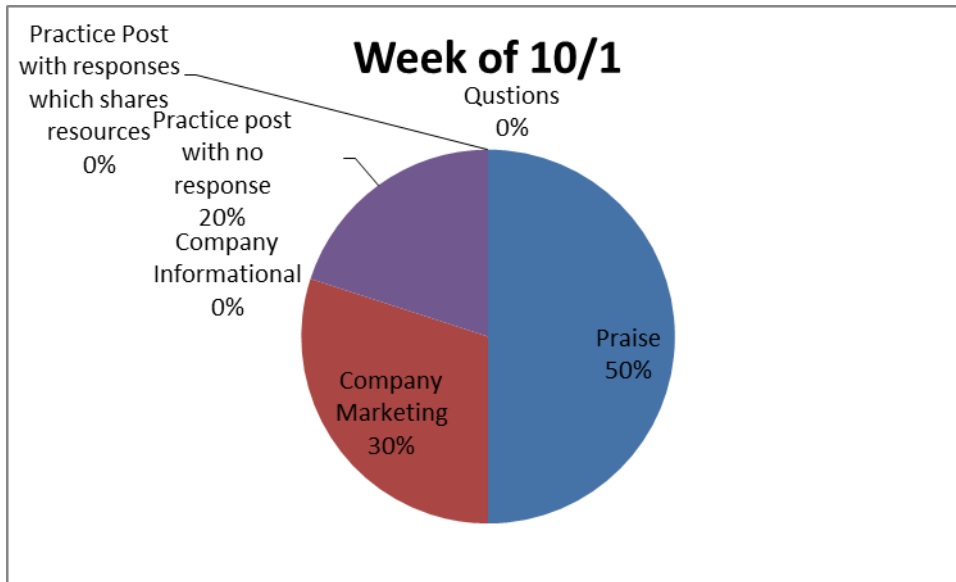**Week of 9/23**

- Question 0%
- Praise 22%
- Company Marketing 17%
- Company Informational 28%
- Practice post with no response 5%
- Practice Post with responses which shares resources 28%

Week of 10/1

Practice Post with responses which shares resources 0%

Practice post with no response 20%

Company Informational 0%

Qustions 0%

Praise 50%

Company Marketing 30%

Week of 10/7

Practice Post with responses which shares resources 20%

Questions 0%

Praise 6%

Practice post with no response 7%

Company Informational 27%

Company Marketing 40%

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

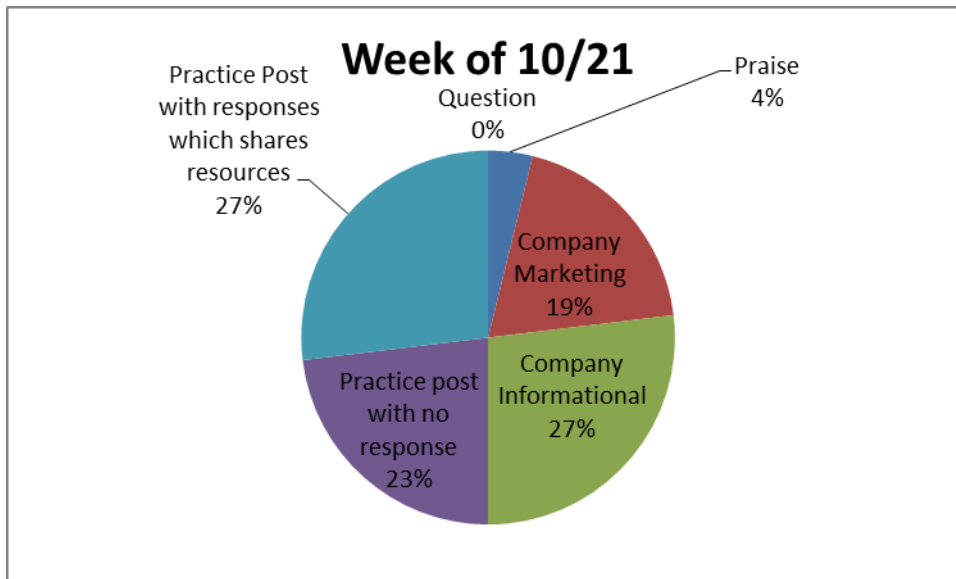**Week of 10/14**

- Questions 0%
- Praise 29%
- Company Marketing 24%
- Company Informational 19%
- Practice post with no response 9%
- Practice Post with responses which shares resources 19%

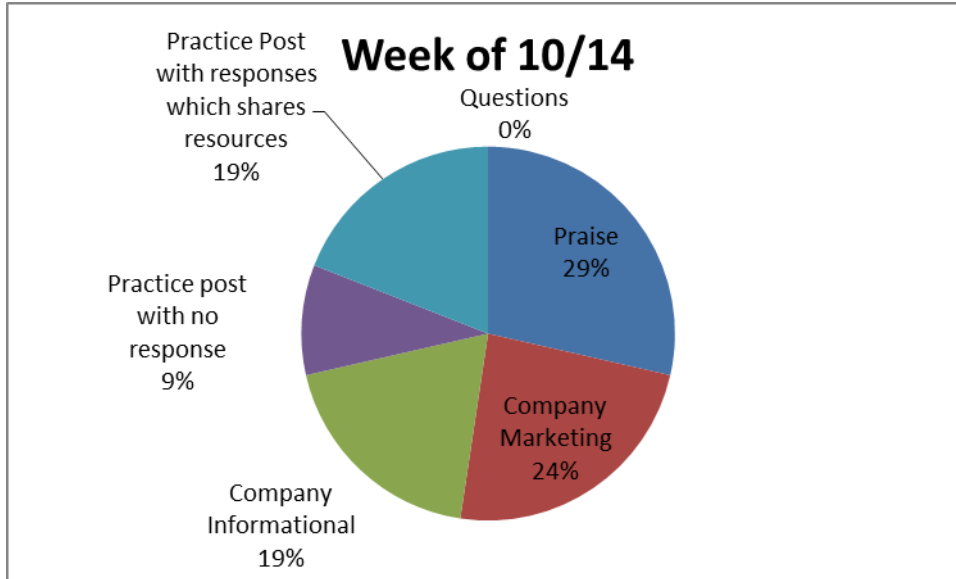**Week of 10/21**

- Question 0%
- Praise 4%
- Company Marketing 19%
- Company Informational 27%
- Practice post with no response 23%
- Practice Post with responses which shares resources 27%

Week of 10/28

- Questions 0%
- Praise 22%
- Company Marketing 16%
- Company Informational 17%
- Practice post with no response 28%
- Practice Post with responses which shares resources 17%

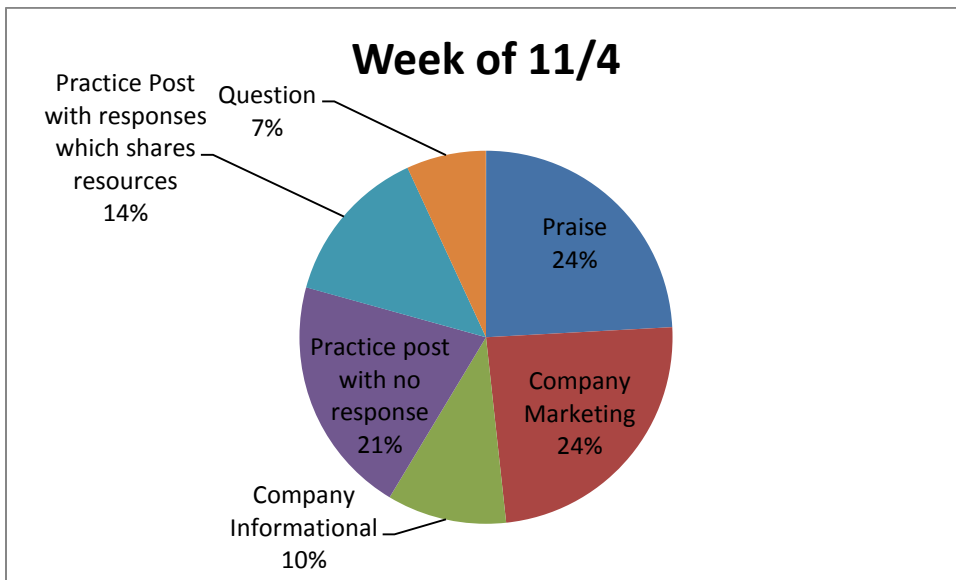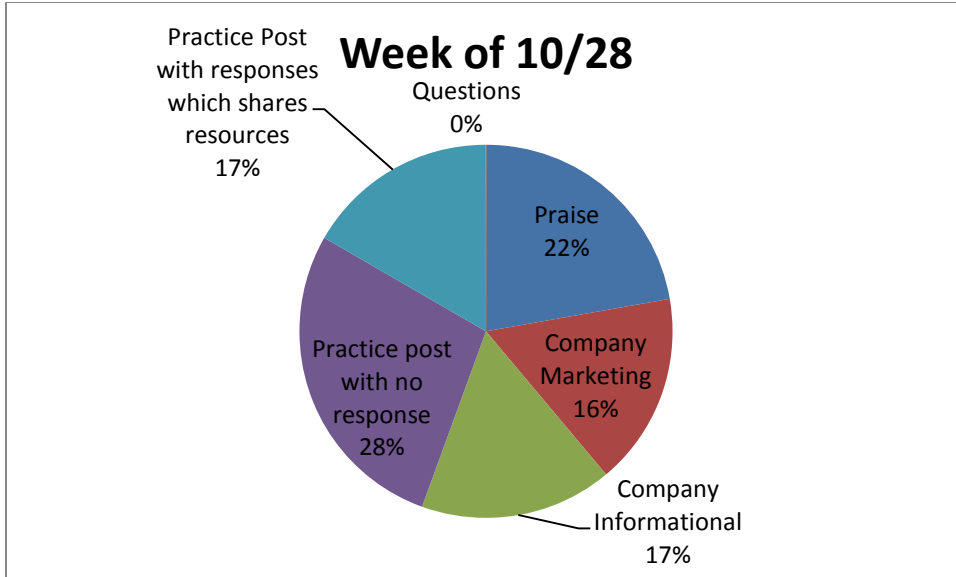**Week of 11/4**

- Question 7%
- Praise 24%
- Company Marketing 24%
- Company Informational 10%
- Practice post with no response 21%
- Practice Post with responses which shares resources 14%

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design

Week of 11/11

- Question 3%
- Practice Post with responses which shares resources 12%
- Praise 22%
- Company Marketing 21%
- Company Informational 21%
- Practice post with no response 21%

Week of 11/18

- Question 0%
- Practice Post with responses which shares resources 18%
- Praise 18%
- Company Marketing 25%
- Company Informational 21%
- Practice post with no response 18%

Week of 11/25

Practice Post with responses which shares resources 0%
Practice post with no response 0%
Question 0%
Praise 34%
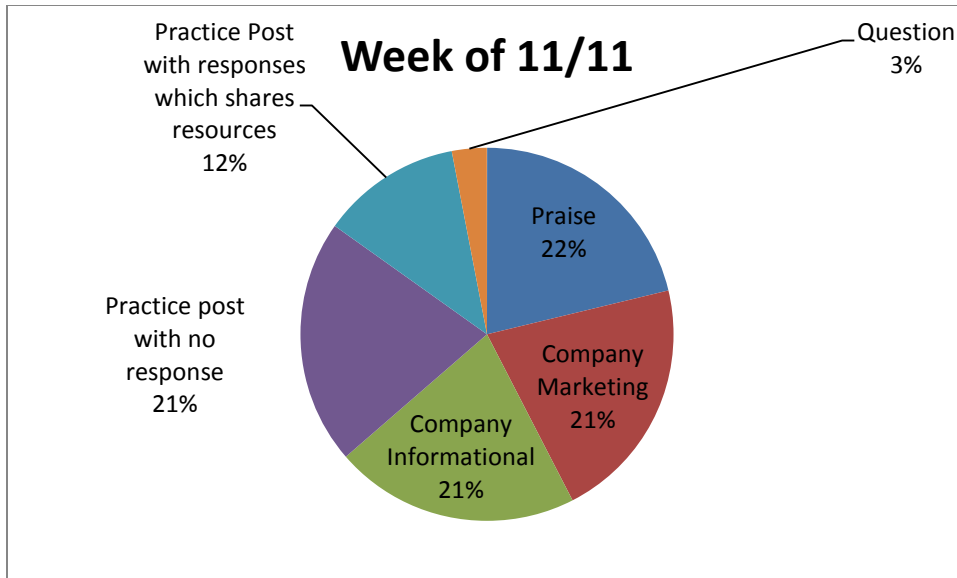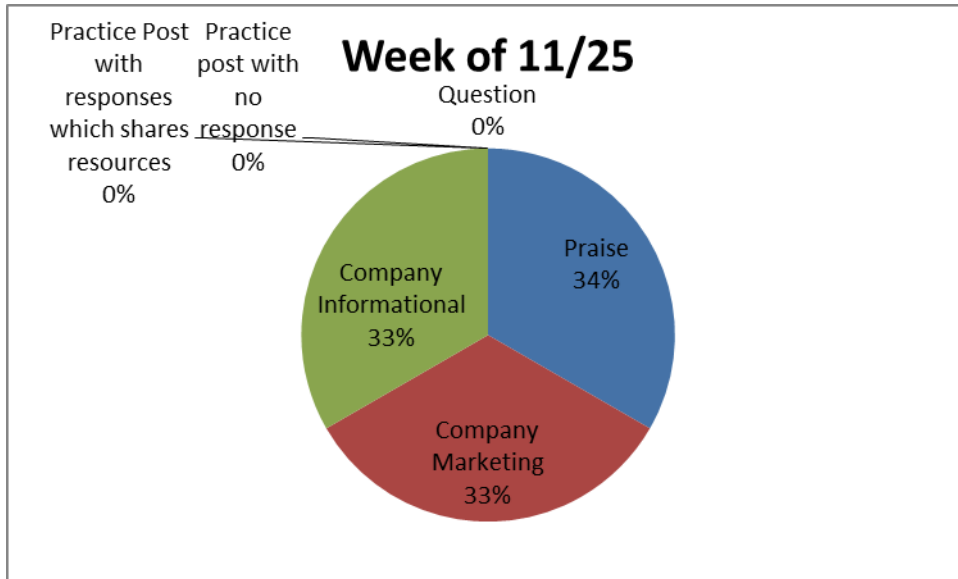Company Marketing 33%
Company Informational 33%

Vita

Experience

7/11 to Present *Training Specialist*
Mabey Inc., Elkridge, MD
- Design, develop, and facilitate all online training for all 200 employees.
- Facilitate a 4-day On-Boarding training for New Hire employees.
- Create Employee Development Plans for all new employees.
- Facilitate any system or compliance training required.

6/10 to 7/11 *School Support Associate*
Connections Academy, Baltimore MD
- Design instruction for Teacher training.
- Answer and respond to Teacher calls and questions.
- Assist in the facilitation of Teacher training.

2/06 to 6/10 *Clubs and Activities Curriculum Associate*
Connections Academy, Baltimore MD
- Create and develop communication vehicles, i.e. the *Monitor* student newspaper, the *Pens and Lens* student literary magazine, and the *Connector* yearbook distributed to students and parents.
- Create process for running all aspects of clubs and activities for students as adjunct to curriculum.
- Implement all relevant Clubs and Activities content into the Learning Management System.
- Facilitate all Clubs and Activities based on created project plans.
- Market clubs and activities daily to parents and students on home page content.
- Assist in design, delivery, and testing of new training and orientation tutorials.
- Improved Clubs and Activities participation from 20% to 30% of the student population.

8/05 to present *Web Designer*
CailinCreative, Baltimore MD
- www.cailincreative.com
- Create and design client Websites using Adobe Dreamweaver, InDesign and Photoshop.
- Plan projects based on client's needs.
- Monitor, improve, and update existing websites as needed.
- Interface with hosting companies and register domain names.

Education

2005 BA Professional Writing and Media
McDaniel College, Westminster MD
- May/05 *GAMMA SIGMA ALPHA,* Greek National Honors Society
- December/02 *BETA BETA BETA,* Biology Honors Society

C. Bayley Hochradel
Communities of Practice
University of Massachusetts Boston Instructional Design