



Frontier Communications Upskills 11,600 New Employees

\$18M

Saved in Training

30k

Staff Trained

60k

Days Reduced of Training

Challenges

Incorporated in 1935, Frontier Communications is a leading provider of data, video and voice services to commercial and consumer customers. As a Fortune 500 company, Frontier supports approximately 28,000 employees and serves 29 U.S. states. Frontier acquired Verizon's wireline operations in California, Florida and Texas, including 3.3 million voice connections, 1.2 million FiOS video customers, and 2.1 million broadband connections. This sizable acquisition in three high-growth, high-density states required the integration of approximately 9,400 Verizon employees and 2,200 new hires joining Frontier following the acquisition. Undertaking this rapid expansion required a robust learning program to ensure effective on-boarding and training of this large new workforce, including alignment to the business needs.



Frontier delivered their learning program on time and on budget, and also in sync with the company's business objectives to help make its Verizon acquisition successful.

Solutions

Frontier understood the need to invest in designing and implementing an effective learning strategy, given that the new workforce was a critical component in the success of its acquisition. To ensure a seamless transition, Frontier established a learning strategy oriented to quickly upskilling the new staff, including a blended learning solution to cover 11 systems and 12 functional areas. The company focused its training on the following guiding principles:

- Business Centricity
- Blended Learning Approach
- Sustainability
- Modularity
- Standardization

The learning program was designed to bring new employees up-to speed to become Frontier's face for new customers and maintain the company's brand image. It also focused on integrating new Verizon employees into the Frontier way of doing business, helping users move across their learning curve starting from gaining knowledge and acquiring skills to developing capabilities. Based on the complexity and scale of the business transformation, the learning program went beyond just skill development to cover several key objectives:

- Speed of Deploy
- Speed of Proficiency
- Promote Frontier Culture and Vision
- Positive Frontier Experience

The positive effect of the learning program was measured based on end-user satisfaction and impact on on-boarding time for employees – as such, it was perceived as a tremendous business success.

Benefits

Assima simulations are a key to Frontier's acquisition success, as they enable users to practice task completion with step-by-step instructions in a simulated environment with no support. Offering the industry's most realistic virtual simulations of any enterprise system, the Assima Training Suite (ATS, also known as cloning software) offers a highly accurate, virtual, interactive training environment users can explore, without breaking or damaging the live environment. This enabled Frontier to deliver on its "Business Centricity" guiding principle of tailoring training to the business needs as well as the training needs of the users.

Standardization

Frontier upheld its guiding principle of "Standardization" as well with Assima cloning, as all training content outputs it generated maintained a consistent look, feel and quality. This was advantageous in the development of Frontier user manuals, job aids, reference guides and synopsis guides generated via cloning, all used for on-the-job support to perform tasks in the real system.

Training in Large Numbers

Through a partnership between Frontier, Accenture and Assima, the team designed, developed and delivered 1,362 eLearning courses, 300 simulations, and 412 videos and job aids. More than 145,800 hours of training was delivered. Moreover, 18,000 existing employees were trained due to system enhancements and process changes. Training was built for varying roles and employee levels, aligned to the learning needs of target groups.

60,375 Days of Training Reduced

For the acquisition program, Frontier shifted from instructor-led training (ILT) courses to eLearning. As a result, the number of ILT courses and, therefore, the number of instructors needed also reduced. Additionally, eLearning modules with Assima simulations reduced time away from the job by approximately 60,375 working days.

Assima's Recognition

The training program received positive feedback from end-users regarding the learning experience, especially the ability to practice in the simulated environment using Assima clones and demo learning exercises. Users often leverage the cloned simulations as reference materials when performing tasks in the actual system. Frontier's senior management also recognized the program for its creation of a positive Frontier experience for the new workforce, in addition to its sustainability as a training solution.

Altogether, Frontier saved approximately \$18.6 million in training costs for the on-boarding program due to the delivery of eLearning and simulation content.



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