



Case Study

Gilbane

Corporate

Foreign-Language Workforce Development

Improving Safety with Language Learning

Challenge

Gilbane Inc., headquartered in Providence, Rhode Island, wanted an effective language-learning solution to build communication skills between Gilbane employees and trade contractors on company job sites. Since in many of Gilbane's areas of work a significant proportion of trade contractors are Spanish native speakers, the company realized it was imperative to build language skills to enhance on-the-job communication. With a company focus of safety in the workplace, the company needed a solution to target safety personnel, superintendents, and other field professionals to better communicate safety procedures as well as to track and resolve safety incidents. For a solution to meet employee needs, Gilbane also sought a solution that would offer anytime, anywhere study allowing employees to study on-the-job but to also study from home.

Implementation

In May 2012, the company implemented the Rosetta Stone® TOTALe® online solution. Employees were able to access the solution both on-the job as well as from home. In support of this program the company allowed one hour per week for on-the-job study with the remainder to be completed outside of work hours. Licenses were assigned for 12 months. The company required two levels of study to be completed by the end of one year period. Surveys were administered to participants each quarter to determine the increased level of comfort to speak Spanish as well as the frequency of use of the language on work sites. The administrative tool, Rosetta Stone Manager,™ was used to monitor and manage learner study.

Benefits

Gilbane experienced the following benefits since implementation of the Rosetta Stone solution:

- 72% of managers anticipated an increase in engagement with trade contractors in Spanish
- Increase of over 55% in pronunciation, 50% in vocabulary and 30% in speaking skills based on performance in curriculum activities
- Savings of over \$450 per learner by offering online instruction versus the college classroom, generating an annual ROI of 55.5%



At a Glance:

Gilbane Inc., based in Providence, Rhode Island, is one of the largest privately held family-owned real estate development and construction firms in the industry. Proudly family-owned and operated since 1873, our rich history combines with our extensive knowledge of today's ever-changing demands, allowing us to deliver the best facility solutions for our clients. Gilbane is a three-time member of the "FORTUNE100 Best Companies to Work For" list for 2009, 2010, and 2011.

"Selecting Rosetta Stone was a natural extension of our Gilbane Cares philosophy. We see everyone on our sites as family, so being able to communicate in our trade contractors' native language means a deeper connection that goes beyond compliance."

—Linda Hower Bates
Gilbane Learning Technologist

Focusing on Safety

The primary business value derived from implementing the Rosetta Stone® TOTALE® solution was to make a positive impact on safety. Gilbane looked for programs like their language-learning initiative to promote increased safety on the job. Since many workers on sites managed by Gilbane employees spoke Spanish, the company used the solution to build Spanish language skills to enhance communication especially as it relates to safety. In addition to using the Rosetta Stone solution, the company provided weekly newsletters to participants including construction and safety vocabulary as a complement to structures learned with Rosetta Stone. Utilizing the SAFETYNET™ system to organize safety procedures in compliance with OSHA regulations, the company built a tracking system to understand how employees were using their new language to communicate safety. This included understanding critical information to meet safety guidelines as well as to better share safety instructions communicated to trades contractors on the job.

Implementing for Success

Gilbane implemented the TOTALE online solution which provided employees the flexibility of anywhere, anytime study. The social environments provided additional practice for participants. Rosetta Studio® sessions, a practice environment facilitated by Studio coaches, allowed employees to practice language learned with other

learners. In addition, Rosetta World® gave them the opportunity to participate in language activities to reinforce learning.

The company targeted three groups of employees based on business needs: 1) safety personnel, 2) superintendents, 3) and field professionals. Licenses were assigned for a 12-month period with an expectation of completing two levels of study within the assigned year. Gilbane employees were allowed one hour per week to study on-the-job with the remainder to be completed from home. Rosetta Stone Manager,™ the administrative tool, was used to monitor and manage learner progress. Licenses were reassigned as needed, primarily due to job demands of employees.

Engaging Learners

Gilbane looked for ways to engage learning beyond the Rosetta Stone solution. The goal was to connect learners to each other in the learning process and to encourage practice of new language skills. At the heart of the company culture is promoting a learning community, engaging and motivating employees to build critical skills. The company sent reminders to learners who were not making required progress to understand their challenges and help them get back on track to successful completion of the course. Motivational messages were sent to participants as well as progress updates to encourage community engagement. Newsletters were sent weekly to participants with industry-specific language, sharing best practices and success stories, as well as recognizing outstanding participation. In addition, the company shared employee success stories.

Realizing Benefits

Survey results showed that 72% of managers anticipated increased interaction with trade contractors in Spanish. Gilbane has also realized an increase in the language skills of learners participating in the program. A comparison of performance in language-skill activities in the assigned Rosetta Stone curriculum was made over the first months of implementation. Since

implementation, performance for learners has improved over 55% in pronunciation, 50% in vocabulary and 30% in pronunciation skills. In addition, based on community college tuition rates, Gilbane has estimated savings of over \$450 annually per learner by offering online versus classroom instruction which equates to an annual ROI of 55.5%.

About Rosetta Stone

Rosetta Stone is the global leader in language-learning software. We have over 20 years of experience in developing award-winning innovations that improve the lives of people and operations of organizations every day.

Our proprietary and proven immersion method leverages interactive technologies to replicate the environment in which people learn their first languages and activates learners' natural aptitudes for learning a new language regardless of their language backgrounds.

We offer our clients scalable solutions for a variety of needs, from single classrooms to entire organizations and individual learners. Our solutions are implemented in over 20,000 schools, in more than 17,000 private and public sector organizations, and are used by millions of learners in over 150 countries throughout the world.

