

# Strategies for embedding e-learning in your organisation

## Audit and planning tool

What does embedding look like when you're doing it? How much are you doing now? What else can you do?

Use this tool to audit your current strategies for supporting and embedding e-learning, and then to plan to do more.

Review your current practice	Note actions, new strategies, ideas
<p><b>1. Conducting client/market research</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Do you collect data about your learner/client demand for e-learning (surveys, focus groups etc)?</li> <li><input type="checkbox"/> Have you identified and validated the potential benefits from e-learning for your various learner/client groups?</li> <li><input type="checkbox"/> Do you measure your learner/client satisfaction with e-learning?</li> <li><input type="checkbox"/> Do you have reliable, timely, transparent and responsive processes to analyse survey data, identify implications and implement changes?</li> </ul>	
<p><b>2. Identifying e-opportunities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is you planning focussed on increasing your range of delivered e-learning products?</li> <li><input type="checkbox"/> Does you planning differentiate and address the different requirements for fully online delivery (ie as well as increasing blended learning)?</li> <li><input type="checkbox"/> Do you have agreed processes for identifying and evaluating e-learning initiatives, setting priorities and resourcing projects?</li> <li><input type="checkbox"/> Do you have the resource flexibility to form and support design and development teams?</li> <li><input type="checkbox"/> Do you have an agreed approach to identifying and managing risk for each project?</li> <li><input type="checkbox"/> Do you have methods for estimating costs of developing new products?</li> <li><input type="checkbox"/> Do you have an agreed, consistent, agile process for managing e-learning projects?</li> </ul>	

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<p><b>3. Integrate e-learning in planning</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is e-learning specifically written into your strategic, business and operational plans?</li> <li><input type="checkbox"/> Are these integrated with your information and communication technology (ICT) planning and purchasing policy?</li> <li><input type="checkbox"/> Does your marketing plan include promoting your e-learning capability?</li> <li><input type="checkbox"/> Is there an agreed structure for phased expansion of both blended and fully online delivery, with product and financial targets?</li> <li><input type="checkbox"/> Do your e-learning products and services feature prominently on your website?</li> <li><input type="checkbox"/> Is e-learning integrated with your innovation goals?</li> <li><input type="checkbox"/> Do your managers have clear and direct responsibilities for implementing and monitoring e-learning?</li> <li><input type="checkbox"/> Are you working to integrate e-learning systems (eg content management, learning management, communication, collaboration) with other organisational systems, such as student/client management?</li> <li><input type="checkbox"/> Do you have an organisation-wide client relationship management system to track and service employer clients, including e-learning engagement and potential?</li> </ul>	
<p><b>4. Measure progress</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Have you conducted a review or audit of your e-learning readiness as an organisation?</li> <li><input type="checkbox"/> Have you set benchmarks for implementing e-learning (blended and online)?</li> <li><input type="checkbox"/> Have you implemented a regular and transparent process to measure the progress with e-learning in your business?</li> </ul>	

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<p><b>5. Providing delivery options</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Are you building a repertoire of appropriate delivery technologies for a range of purposes and clients?</li> <li><input type="checkbox"/> Are they operationally mature, so that they are easy for your staff and clients to access and use?</li> <li><input type="checkbox"/> Are they regularly promoted effectively to managers, support staff and teachers, describing benefits to them, explaining uses, presenting use cases (not just features)?</li> <li><input type="checkbox"/> Do you have clear accountability for achieving uptake targets?</li> </ul>	
<p><b>6. Building client services</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Do you have a description of target levels of web/digital service for students/clients? (eg 24/7 access to learning content, online enrolment, wireless access)</li> <li><input type="checkbox"/> Is your website developing as a student/client portal with a range of client services?</li> <li><input type="checkbox"/> Do you have a social networking policy and implementation strategy?</li> </ul>	
<p><b>7. Adapt work processes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Do you provide and/or subsidise offsite web access to staff (e.g. email, access to files)?</li> <li><input type="checkbox"/> Do you provide mobile phones for staff to support flexible delivery roles?</li> <li><input type="checkbox"/> Have you developed clear team and individual processes for selecting, developing or customising learning materials (including setting priorities and providing resources)?</li> <li><input type="checkbox"/> Have arrangements been made to recognise online teaching/training time appropriately?</li> </ul>	

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<p><b>8. Developing all relevant skills sets</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Have you identified specific staff roles in e-learning, and the skill levels needed for each (eg business development, project management, content development, online facilitation, course design)?</li> <li><input type="checkbox"/> Do you have a targeted, individualised and monitored e-skills development program in place to provide the capability to deliver new e-learning products?</li> <li><input type="checkbox"/> Does your training and development strategy address all the roles (strategic planning, project management, design and development, facilitation and support)?</li> <li><input type="checkbox"/> Are the e-learning capabilities you need built into your recruiting policies and requirements?</li> <li><input type="checkbox"/> Do you have mentoring arrangements in place for building e-learning capability?</li> </ul>	
<p><b>9. Tackling culture change</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Are there deliberate strategies in place to move your managing, support, teaching and learning culture towards client-centred, technologically supported delivery?</li> <li><input type="checkbox"/> Have the key blockers to change been identified and tactics developed?</li> <li><input type="checkbox"/> Are learning and information technologies being used cleverly and cost-effectively for organisational needs (eg meetings, induction, staff training)?</li> <li><input type="checkbox"/> Have strategies been developed to sell e-learning benefits and business drivers to all levels of management?</li> <li><input type="checkbox"/> Have incentives been put in place to encourage and reward e-learning innovation and product development?</li> </ul>	

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<p><b>10. Walking the talk</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Do you use e-learning for training your staff (eg self-paced options for compliance areas)?</li> <li><input type="checkbox"/> Does your staff induction program include web-services, cover using e-learning technologies, and utilise online delivery?</li> <li><input type="checkbox"/> Are you using virtual collaboration tools (webconferencing) systematically in the business to reduce costs, increase flexibility and improve environmental performance?</li> <li><input type="checkbox"/> Are you using appropriate social computing tools (such as blogs and wikis) for your internal and external communication and collaboration?</li> </ul>	
<p><b>11. Building learner e-skills</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Do you have a strategy to check learner/client computer literacy and web skills?</li> <li><input type="checkbox"/> Do you provide induction, orientation or other support to learners/clients in using web technologies and e-learning?</li> </ul>	
<p><b>12. Working with partners</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Have you formed links or alliances or other arrangements to provide capabilities you organisation lacks (e.g. design capability, content development, online facilitation)?</li> <li><input type="checkbox"/> Have you investigated business options to develop new markets for your e-learning products (industry associations, course brokers, major employers)?</li> </ul>	