

AITD NATIONAL TRAINING EXCELLENCE AWARDS 2014

Australian Learning Innovation

Presented to an AITD member who can demonstrate significant innovation in the design and/or delivery of a learning program and/or initiative.

Best Implementation of a Blended Learning Solution

Presented to an AITD member who can demonstrate excellence and impact by utilising a combination of learning delivery mechanisms into an existing learning initiative or in developing a new learning initiative that includes a combination of methodologies in the delivery mechanism.

eLearning Achievement

Presented to an AITD member who can demonstrate excellence in an elearning specific program or initiative.

Excellence in a Learning Resource

Presented to an AITD member who has developed a learning resource that is not specific to an organisation which significantly enhances the learner experience and maximizes learning outcomes.

Organisational Learning Effectiveness

Presented to an AITD member who can demonstrate that their learning program/initiative has supported/driven a specific business strategy and enhanced organisational performance.



Awards photos taken by David Smyth (www.davidismythphotographer.com.au)

WINNER

AUSTRALIAN LEARNING INNOVATION

HEALTHY THINKING GROUP

COUNTRY PLANNING LEARNING EXPERIENCE



(L-R): Peter Nelms, AITD Board Director; Elizabeth Dreyer, Healthy Thinking Group and James Major, Baxter.

In 2013 Baxter, a global, diversified healthcare company, conducted a review of the brand planning process across the major product portfolios and key markets in which it operates. Baxter recognised that its approach to training and development and the entire brand planning process needed to be reconsidered, simplified and aligned with the business.

The *Country Planning Learning Experience* was created by the Healthy Thinking Group to support Baxter's brand planning process and deliver business objectives. Key to the experience was Baxtopia, a fictional learning environment that simulates real-world challenges and prepares marketers to build world-class business plans.

Throughout the journey each team is immersed in a series of custom-built modules that pose life-like business challenges and require decision-making. The program includes a simulation accessed from a specially designed platform, which includes five tailor-made applications which provide participants with access to instructional videos, libraries, assessment tools and social communication channels to help bring

the simulation to life.

Baxtopia is a fictitious country that simulates real-world brand planning challenges and takes experiential learning to an unprecedented level. With its own government, healthcare system, hospitals and medical schools, Baxtopia has 83 doctors and 3002 patients each with unique profiles stored in a master database.

The program includes five applications which provide participants with access to instructional videos, comprehensive libraries, assessment tools and social communication channels to help bring the learning experience to life.

In 2014 two, three-day modules were conducted in eight countries. For consistency in evaluation, the presentations were conducted by and the same presenters and the same criteria was used for the simulation. Baxtopia is enhanced with business school lectures from a top thought leaders in marketing, paving the way to real-world application.

In order to effectively design a brand plan, a team must be able to evaluate their market, undertake research, map and interpret the patient journey and funding flows, segment customer behaviour. The

simulation provides the experiential learning needed to practice the planning process, with this learning being reinforced through the presentation of the teams plan to a Review Board, where real time feedback is provided.

Daily reports were produced for each team, comparing their scores with their country's averages, franchise's averages and the averages of all the plans presented to date. Qualitative comments from the two assessors are also added to these reports. A progress report is sent fortnightly to all the employees so that they have update of the plans presented to date, the proposed incremental value from the plans, the top country and franchise plans.

Following the completion of the formal training component of the program, staff completed an online evaluation survey. Baxtopia was rated higher than any other global training program in the history of the company, with 991% of Baxter marketing professionals stating that the simulation uniquely met their learning needs, improved their business skills and helped them work more collaboratively.

WINNER

BEST IMPLEMENTATION OF A BLENDED LEARNING SOLUTION

SINGTEL OPTUS MY PLAN PLUS



(L-R): Catherine Logue, AITD Board Director; Megan Johnston, SingTel Optus and Saskia Spaan, SingTel Optus.

SingTel Optus developed a learning program to support the launch of a new mobile product, *My Plan Plus* to the market. The aim of *My Plan Plus* was to deliver Optus a competitive advantage in the marketplace as well as help it to achieve its customer experience vision.

The learning program to support *My Plan Plus* was key to its success. A combination of pre and post-launch learner-centred activities took a blended approach, following the ADKAR change model, designed to grow awareness and desire, build product knowledge and confidence, and help learners apply and embed learning. The *My Plan Plus* Learning Program took employees on a journey of learning experiences over five months.

Pre-launch

Pre-launch consisted of three mini leader-led training sessions every two weeks over a 7-week period. Learners were encouraged to explore, practice and grow via discovery, discussion and personal experience. Three facilitated workshops made up of videos, discussions, real play customer interactions, debriefs and hands-on

system navigation allowed learners to absorb and master new skills and knowledge.

Post-launch

As part of a 90 day embedding program designed to reinforce learning, learners were given access to a customised online portal containing quizzes, competitions, practice scenarios and customer interaction videos. There was a blog for learners to share experiences and a drop box for Facilitators and Leaders to have access to the project team with any questions.

All employees had access to an eLearning refresher module and the opportunity to attend any number of 28 scheduled refresher programs run via Virtual Classroom with a facilitator.

At the conclusion of each face-to-face training session participants were assessed by their response to a customer scenario. Feedback from learner surveys indicated 86% of learners were very satisfied with the quality and impact of the learning.

The learning program was critical in delivering the organisational performance required for the success of the strategy. It

needed to ensure all impacted employees had the knowledge and skills to competently support the *My Plan Plus*.

The multi-dimensional learning program fully aligned to and integrated with the priorities of the business strategies, the expectations of the project team and the needs of the learners.

Key business metrics for *My Plan Plus* were monitored for six weeks post launch and continue to be monitored. These included Touchpoint Net Promoter Score, Telecommunications Industry Ombudsmen Complaints and Sales.

Product sales saw the highest retail sales volume in four years and the best online sales ever recorded by Optus. A variety of learner feedback was further testimony to the effectiveness of the learning program.

Over 5500 frontline employees were trained, with content and scenarios tailored to meet the needs of Customer Service, Retail Sales and Digital Sales Teams. Training was conducted across 40 locations and three countries within a restricted timeframe driven by the commercial sensitivity of the product.

WINNER

ELEARNING ACHIEVEMENT

WESTPAC BANKING GROUP AND EASY AUTHORIZING

LENDING ORIGINATION AND NAVIGATION SIMULATION (LOANS)



(L-R): Michael Werle, AITD Board Director; Janine Robinson, Westpac Banking Group; Melissa Malcolm, Easy Authorizing; Kanesar Amilthan, Easy Authorizing; Belinda Rawsthorne, Westpac Banking Group and Damon Zemanek, Citrix GoToTraining.

Westpac partnered with Easy Authorizing to design and develop an online simulation that would enable lenders to improve efficiency and accuracy in the home loan application process and improve the customer experience.

Lending Origination and Navigation Simulation (LOANS) eLearning simulation provides an interactive experience for Westpac Home Finance Managers and Lenders who facilitate home loan applications. The training technology was developed to help improve their speed and accuracy in processing applications and meeting customer needs in a timely manner.

The program design used Kolb's model of experiential learning, allowing learners to experience, reflect, generalise and apply their learning. The experiential learning approach and the decision to use an online simulation resulted in increased retention of knowledge, higher levels of learning transfer and learner engagement than was achieved through the previous face to face program.

The program was designed to address six key areas of performance, each of these areas directly aligns to Westpac's organisational goals and business strategy

for retail and business banking. The business metrics that were identified by key stakeholders as critical factors to determine the learning solution and learning experience formed the first part of the needs identification. Each of these factors were reviewed against the existing training offered to identify where learning gaps existed.

LOANS features interactive online simulation and animations focussed on different aspects of the home lending process. Through the simulation learners interact with a factitious customer, and reflects the types of interactions that Home Finance Manager and Lenders experience daily. Learners are required to accurately use the appropriate lending platforms to process the home loan while interacting with the customer to establish their needs.

The eLearning simulation is launched from Westpac's Learning Management System and moves through an office interaction, toggles between office and system simulations and includes distractions.

Structured feedback is provided to learners on their interaction with the customer and how they have used

the online system incorporating their accuracy and speed. Scoring assists learners to understand how they are performing in the simulation. The scoring system is focused on getting things right for the customer, with the goal being to successfully complete the customer's home loan with a score of 100% in process and data accuracy.

The simulation was custom designed to reflect the environment that Home Finance Managers and Lenders operate in. Customer interactions were designed to have maximum impact on the learner.

WINNER

EXCELLENCE IN A LEARNING RESOURCE

WORKSPACE TRAINING

FLOORING TECHNOLOGY PROJECT



(L-R): Andrew Hart, AITD Board Director; David McElvenny, Workspace Training; Kath Ware, Workspace Training and Jim Vaughan, Vaughan Consulting Software Solutions.

Floor covering installation is a very practical activity. Like most trades, there is a lot of background knowledge that an apprentice must acquire during the course of their training.

The *Flooring Technology* learning resource, by Workspace Training, is an interactive website and matching set of print-based learner guides and workbooks, designed for apprentices undertaking the *Certificate III in Flooring Technology (LMF31208)*. The learning resource supports 27 core and elective competencies from the trade qualification. These competencies are clustered into 17 learning units, to allow for integrated training and assessment where appropriate.

Specifically designed for learners with poor literacy and numeracy skills, all text is written in plain English, and there is an optional voice-over narration. Where relevant, YouTube video clips are also linked to particular topics, showing installation techniques being demonstrated by industry experts.

The website contains learning materials, interactive exercises, graphics and photos with a voice-over narration of the main text. Each online unit has a

corresponding print-based learner guide and workbook, downloadable from the website in PDF and Word formats.

Many teachers use the online version and printed guides in their training delivery. In a classroom, the online lesson pages are screened to the group via a data projector, complete with voice-over narration, teacher led discussions are followed up with the workbook learning activities. With one-to-one training or distance learning, the teacher can use a similar approach to present new material and follow up with activities.

The learner guides contain all of the content material shown on the website, other than the interactive exercises and some photos. The workbook contains the learning activities and assignments, and are suitable for classroom use and handwritten answers to questions.

Assessment tasks, including practical demonstration checklists, help ensure that teachers are assessing all elements of the units thoroughly and are maintaining consistency in their assessment decisions, both within TAFE and among RTOs.

The *Flooring Technology* has been adopted as the primary learning

resource by all TAFE colleges and RTOs in Australia that deliver this qualification. TAFE colleges and industry RTOs are free to customise the assessment activities to meet their own organisation's requirements and assessment tool structure. The resource provides an industry endorsed benchmark for all training providers, means that the job of cross-validation and comparison of assessment outcomes is much easier.

The *Flooring Technology* was developed by Workspace Training, with assistance of TAFE teachers, RTO trainers, industry experts and product manufacturers. It is available free to learners enrolled in a formal training course and members of the general public seeking information. Although the primary audience for the resource was apprentice floor layers, the website appears to be developing a following among do-it-yourself enthusiasts and people who are seeking information on products and installation techniques.

WINNER

ORGANISATIONAL LEARNING EFFECTIVENESS

ACCOR HOTELS AND HUMAN COMMUNICATIONS

PEOPLEOLOGY BY ACCOR



(L-R): Jeanne Marshall, AITD Board Director; Dianne Morgan, Accor; Samantha Allen, Human Communications; John Timson, Accor; Debbie Simister, Accor and Sarah Salkild, Human Communications.

In 2012, Accor called on Human Communications to help its team to create a customer experience that would allow hotel employees to reconnect with customers, and disconnect from the scripts and checklists. Far from the typical hotel training programs, service standards and customer service processes, Human Communications and Accor drew on research from across all Accor's hotels and spent time with business leaders.

Peopleology by Accor is a new way of thinking about, understanding and connecting with people. It started as a learning initiative but soon became the foundation of the company's culture. The program was designed to help employees understand what makes people tick and why people do the things they do - a new way of thinking and being.

Accor recognised that to cut through the sea of beige that can be typical of a big hotel landscape it needed breakthrough thinking and a bold new vision. Accor wanted to move from traditional hotel structures, rulebooks, service rituals and checklists to an infrastructure that was designed to truly support guests and put them at the heart of every action.

An opportunity lay in seeing the human behind the room number. Accor wanted customer experiences to be memorable moments, and to do this the company needed to implement a cultural change project that focussed on behaviour and placing customers' needs above policies and procedures. This involved creating a distinctive intentional service culture that permeated the entire organisation from hotels to head office.

The vision and content for the program was based on robust science and research underpinned by Maslow's Hierarchy of Needs - a model for explaining the basic drives of human behaviour. Seven unique principles were developed each based on the fundamental human needs of Maslow's Hierarchy.

In 2012 Accor commenced launch of the program, immersing over 140 Hotel General Managers and 100 Human Resource Managers in *Peopleology by Accor* in each major city across Australia. More than 200 Peopleologists were trained by the in-house training team, as part of the Leaders Train the Trainer Program, who then delivered a four hour condensed version of the program to their hotel teams.

A presentation, book, activity worksheets, workshop material and a video were designed to be bold and speak as loud as the content. Accor team members are given a 12 Week Journal to capture their learning and observations after the initial Peopleology immersion, as new behaviours were being put into practice.

To date over 12,000 Accor employees have qualified as Peopleologists and Peopleology has been integrated across the business with employees sharing their stories on Yammer, the internal communications platform. This tool allows hotels to share their unique Peopleology moments and success stories and this has been a critical element in creating a culture shift.

All new employees at Accor, regardless of their position, complete the program before commencing their day-to-day role. The entire business is now underpinned by the program, including a guide that helps managers identify the best potential Peopleologists when recruiting.

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2014



AWARD	Australian Learning Innovation
WINNER	Healthy Thinking Group – Country Planning Learning Experience
HIGHLY COMMENDED	Ausgrid and Spacegoat Interactive (Online Refresher Assessment of Polarity Testing) Australian Industry Group (AI Group Senior Leadership Development Program) University of South Australia and Fulcrum People (UniSA Leadership Program)
FINALISTS	CPDLive.com (Cahoot) QBE (QBE Appropriate Workplace Behaviour – Bullying and Harassment Workshop) Salmat Learning and ANZ (ANZ MoneyMinded) Telstra and Loud & Clear Creative (GTM Portal) Westpac Banking Group and Message Train (Wealth Acumen Curriculum - Technical Knowledge and Accreditation Program) Woolworths Limited (Retail Edge)

AWARD	Best Implementation of a Blended Learning Solution
WINNER	SingTel Optus (My Plan Plus)
HIGHLY COMMENDED	Department of Immigration and Border Protection (Good Decision Making Learning Pathway) Philips Dynalite (Envision Project)
FINALISTS	Edge Learning Services and Australian Contract Mining (ACM Underground Supervisors Course) Family and Community Services NSW (NGO Learning Centre) IP Australia and Sprout Labs Consortium (Regional Patent Examination Training) Westpac Banking Group and The Synergy Group (MyBank Conversations) Workstar and Johnson & Johnson Pacific (Johnson & Johnson Education and Training)

AWARD	eLearning Achievement
WINNER	Westpac Banking Group and Easy Authoring (Lending Origination and Navigation Simulation (LOANS))
HIGHLY COMMENDED	Workstar and McDonald's Australia (McCafe Barista - Practice Simulation)
FINALISTS	Downer and Learning Plan (Project Management Induction) HPS Pharmacies and e3Learning (HPS Pharmacies Induction Program) Nine Lanterns and Australian Psychological Society (Child Mental Health Service Professional Development Training) Purple Learning (a TP3 Company) (Telstra Corporation - Connecting with words) Toyota Financial Services and Savv-e (36 Course Compliance and HR Suite for Toyota Financial Services) Workstar and Johnson & Johnson Pacific (Johnson & Johnson Education and Training)

AWARD	Excellence in a Learning Resource
WINNER	Workspace Training (Flooring Technology Project)
FINALISTS	Education Services Australia (Safe Schools Hub)

AWARD	Organisational Learning Effectiveness
WINNER	Accor Hotels and Human Communications (Peopleology by Accor)
HIGHLY COMMENDED	Pure Magic International Training Solutions (Top teams - Creating and Maintaining High Performance)
FINALISTS	Healthy Thinking Group (Country Planning Learning Experience) O'Brien and Ignite Performance (Future Leaders Program) QBE (Transformation L&D Strategy) SingTel Optus (My Plan Plus)