Building a Corporate University

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Agenda

• Risks/Obstacles
• Why?
  – The Business Case
• How?
  – Examples, Processes, Effort
• Questions?

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Risks/Obstacles

• Centralized L&D can not meet the needs of the business, does not understand needs of the business
• IT will not enable technology
• Inadequate Executive Sponsorship
• Inadequate Learning Governance
• Inadequate Change Management & Communications
• Lack of SME availability and time
• Partnership and integration in HR policies and programs challenging
• Adoption is the new ROI. Invest in it!
Importance of a Strong Business Case

Answering the question “WHY?” well ensures:

• CxO sponsorship
• Incorporation into Functional/Organization Strategic Plan
• Adequate funding
• SME engagement and time commitment
• Cross Functional Collaboration
• Return on Investment
• Clarity and better prioritization
Sample Business Case

- The Audit group of a major U.S. financial institution aspired to reach a “strong” rating from the OCC, establishing them as a prudent bank, and the best investment choice on Wall Street. To achieve this vision, they recognized that they would turn to an already talented team of auditors into world class professionals, and reinforce skills with a rigorous training program. Business case included:
  - Increased Stock Price
  - Better Audits, mitigating business risk and losses
  - Reduced Impact to the Business during audits, cost saving and time savings
  - Improved recruiting, decreased employee turnover, leading to improved performance
  - Reduced costs to develop training
  - Reduced costs to deliver training, less travel
  - Central Knowledge Center – One Stop Shop for functional knowledge
Business Case Continued

• The Old Way: Very little training available for team members, under-resourced
  – As lines of business came to the single L&D resource assigned to the Audit group, courses were developed or purchased, on a case by case basis.
  – Most courses were delivered face to face, by a single instructor
  – The catalog of need far exceeded courses available
  – The list of courses available via the vanilla Learning Management System (LMS) was overwhelming, and not customized to the learners role or level
  – People had to go to LMS, SOP doc repository, HR policy site, Intranet for information, and still felt unable to get the information needed to perform

• The Solution: TechProse completed a comprehensive needs analysis to define learning strategy. Our recommendations included:
  – Competency models
  – Role-based curriculum
  – Blended learning strategy
  – We developed self-paced eLearning, virtual webinars, face-to-face training, job aids, checklists, and online field guides.
  – LMS
Competency Models

• **Overview:** A competency refers to an individual’s demonstrated knowledge and skills performed to a specific standard within a job context. A competency-based learning and development model defines what employees must know and do to perform their jobs.

• **Why you need it:** Competency models are essential for:
  1. Establishing baseline talent requirements to guide recruiting efforts
  2. Measuring individual knowledge and skill gaps to provide targeted training support
  3. Identifying bench strength for succession planning
## Sample Competency Model

<table>
<thead>
<tr>
<th>Competency: Leadership</th>
<th>Above Standard</th>
<th>Meets Standard</th>
<th>Below Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Setting Vision and Goals</td>
<td>Capable of setting vision for entire line of business and working with management team to articulate multi-year goals</td>
<td>Capable of working with managers to set vision and goals for several teams that ties into overall direction of line of business</td>
<td>Capable of setting vision and goals for direct reports/team</td>
</tr>
<tr>
<td>2. Role Models Culture and Values</td>
<td>Acts as role model for organization through modeling organization values and promoting culture</td>
<td>Viewed as role model by several teams; exemplifies values of organization and promotes culture</td>
<td>Consistently serves as role model for own team by exemplifying values of organization and promoting culture</td>
</tr>
<tr>
<td>3. Coaching and Developing</td>
<td>Able to create environment that values importance of effective coaching and developing; track record of effectively coaching</td>
<td>Effectively coaches several teams; able to support professional development of direct reports</td>
<td>Effectively coaches and facilitates professional growth of direct reports</td>
</tr>
</tbody>
</table>

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Role Based Curriculum

• **Overview:** A role-based curriculum is simply a training plan targeted to a specific job role.

• **Why you need it:** While the concept is simple, the value of a role-based curriculum to both the individual and organization is substantial. Role-based curriculum provides the individual with a focused professional development path, and the resources to build the knowledge and skills to progress in his or her career. When the role-based curriculum is aligned with performance evaluation criteria, the individual is empowered and accountable for building the designated knowledge and skills to succeed in his or her job.
# Sample Role Based Curriculum

## Auditor Curriculum at-a-glance
Total estimated training time commitment: 40 hours foundation courses; 5 hours ERL; plus OJT Fieldwork and supplemental soft skills training, Tech common and LOB-specific training, mentoring, and certification

<table>
<thead>
<tr>
<th>Resource</th>
<th>A</th>
<th>WFC</th>
<th>Tech</th>
<th>SS</th>
<th>Delivery</th>
<th>Initiate after start date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onboarding</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>In person or remote meeting</td>
<td>immediate</td>
</tr>
<tr>
<td>New Hire Orientation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>ILT or VILT</td>
<td>0-2 weeks</td>
</tr>
<tr>
<td>Mentor relationship (mentee)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>self-paced eLearning</td>
<td>2-4 weeks</td>
</tr>
<tr>
<td>Outstanding in the Field: OJT Fieldwork</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Blended fieldwork</td>
<td>2-4 weeks</td>
</tr>
<tr>
<td>Various soft skills, tied to OJT fieldwork</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Self-paced eLearning, ILT, and VILT</td>
<td>Varies</td>
</tr>
<tr>
<td>Day in the Life Scenarios</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Self-paced eLearning</td>
<td>4-6 weeks</td>
</tr>
<tr>
<td>Policy Manual – Check Your Knowledge</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>E-quiz</td>
<td>0-1 week</td>
</tr>
<tr>
<td>Certification</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Varies</td>
<td>Sit for exam within 18 mos</td>
</tr>
<tr>
<td>General Ledger</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>VILT</td>
<td>8 weeks</td>
</tr>
<tr>
<td>Auditing Automated Business Controls</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>ILT OR VILT</td>
<td>12 weeks</td>
</tr>
<tr>
<td>Audit Universe</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Narrated self-paced eLearning</td>
<td>12 weeks</td>
</tr>
<tr>
<td>Policy</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Team Member Handbook</td>
<td>0-1 weeks</td>
</tr>
<tr>
<td>Operational Risk Platform</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Narrated self-paced eLearning</td>
<td>12 weeks</td>
</tr>
<tr>
<td>Financial Services Industry</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Self-paced eLearning</td>
<td>0-2 weeks</td>
</tr>
<tr>
<td>ERL required courses (Code of Ethics, Anti-Tying, etc)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Self-paced eLearning</td>
<td>As required</td>
</tr>
<tr>
<td>Writing to Achieve Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ILT OR VILT</td>
<td>8-12 weeks</td>
</tr>
</tbody>
</table>
Blended Learning

- **Overview:** Blended learning goes beyond traditional face-to-face training to encompass virtual classrooms, eLearning, audiocasts, and more. Trends include community/social learning, mobile learning, and merging of knowledge bases, documentation, customer support and training into a singular “Enterprise Content Management” strategy and vision.

- **Why you need it:** People forget stuff. When introduced to content in a single learning event, most people will retain only 3% of the content within 30 days. Blended learning can boost learning retention to 90%. Blended learning provides greater return on investment than single-event training. Giving people the ability to access learning and knowledge when they want it, how they want it and where they want it enables business and employee development strategies.
TO LEARN MORE ABOUT HOW DOLBY MAKES MONEY, roll over the question mark to see a definition or roll over the magnifying glass icon to dive deeper. To view the entire video again, click Play Video.

DEFINITION:
Authoring is the process of converting the audio and video content into a format that is ready for distribution. Audio and video encoding happen during this authoring process.

MEET EDUARDO

I LOVE ACTION FILMS

BUT WAIT!

WHAT DID IT TAKE FOR MY MOVIE TO HAVE DOLBY SURROUND SOUND?

DOLBY LICENSING MODEL

GOT TO BE DOLBY

IRON MAN

THE AUTHORING TOOL

AT THE THEATER

THIS MOVIE IS GREAT

PRESENTED IN DOLBY DIGITAL

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Technology Infrastructure

• **Overview:** The technology infrastructure is the engine that develops, launches, connects, tracks, notifies, and reports on corporate university learning activities. The corporate university technology infrastructure generally includes:
  – Authoring Tools
  – Virtual classroom platform
  – Social Learning/Community
  – LMS
  – HRIS integration
  – Some companies with high volume training needs benefit from a Learning Content Management System (LCMS)

• **Why you need it:** The corporate university infrastructure is a vital system for extending the productivity of a streamlined L&D staff, challenged to manage learners near and far.
## Sample Phase 1 Technology Infrastructure

### SumTotal LMS
- Calendar
- User Mgmt
- Course Mgmt
- Classroom Mgmt
- Content Mgmt
- Reporting
- Compatibility with Authoring Tools

### NewsGator/Social
- Business/Networking
- News
- Rating/Feedback
- Blogging/Microblogging
- Wiki
- Forums
- Documents
- Idea Banks
- Search
- Surveys

### Custom App(s)
- User Management
- Certification App
- Metrics/Benchmarking
- OJT/Field Guide App
- Audit Universe App
- Workflow
- Reporting
- Search
- Rating/Feedback
- Integrations
  - SumTotal LMS
  - Outlook
  - Peoplesoft
  - LDAP/SSO

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Vendor/Partner Alignment

Overview: Ideally, the vendor/partner alignment framework is initiated by the Learning Council, and includes learning governance for vendor relationships including:

- Agreements on copyright content
- Agreements on repurposing content for alternative delivery options
- Clarification of roles and responsibilities when vendors collaborate with other vendors
- Guidance on learning tools and technology that are compatible with the corporate university infrastructure
- Branding guidelines

Why you need it: The static in-house Learning and Development team has evolved into blended teams of learning vendors partnered with internal L&D professionals. These teams form and disband dynamically throughout the year, according to project lifecycles. By forming strategic alliances with vendors/partners you can frame expectations to ensure consistent delivery of ongoing learning initiatives.
Overview: Communications is simply spreading the word about learning opportunities. Communications should be planned in advance, created with some of the same tools you use to develop learning assets, and convey a consistent message.

Why you need it: Today, learning lives in a virtual place. While learning opportunities surround employees, it can be difficult to discover a development path without guidance from L&D leaders. Consistent communications delivered through multiple channels ensure that employees are aware of learning opportunities, and prompted with instructions to take advantage of these resources.
Change Communications

**Awareness**
- Get Attention
- Paint the Vision
- Share the Need

**Engagement**
- Build Trust
- Initiate Momentum
- Make it Stick

**Alignment**
- Create Open Dialogues
- Address Stakeholder Needs

**Competency**
- Community-Driven Support
- Foster a Sense of Urgency
- Enable Positive Action

“I found a new way to use this!”

“Its not important to me right now…”

“Yes, but I want It to be my way…”

“Interesting… I didn’t know that was possible”

NEW FORMS
- DENIAL
- ANGER
- NEGOTIATE
- FEAR
- ACCEPTANCE

EXCITEMENT
- CREATION
- SHIFTS
Learning Governance

**Overview:** Learning governance is oversight for learning planning, processes, and communications. Learning governance includes guidance on aggregated learning priorities across the stakeholder population, standards and templates for developing learning, shared technology infrastructure including LMS and authoring tool usage, guidelines and working agreements for vendors, and application of corporate branding in learning assets, as well as a communication channel for disseminating messages about upcoming learning opportunities.

**Why you need it:** Companies spend millions on employee learning and development. Learning governance provides the oversight to ensure your investment in a corporate university is protected with guidelines for optimal performance.
Questions & Contact Information

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