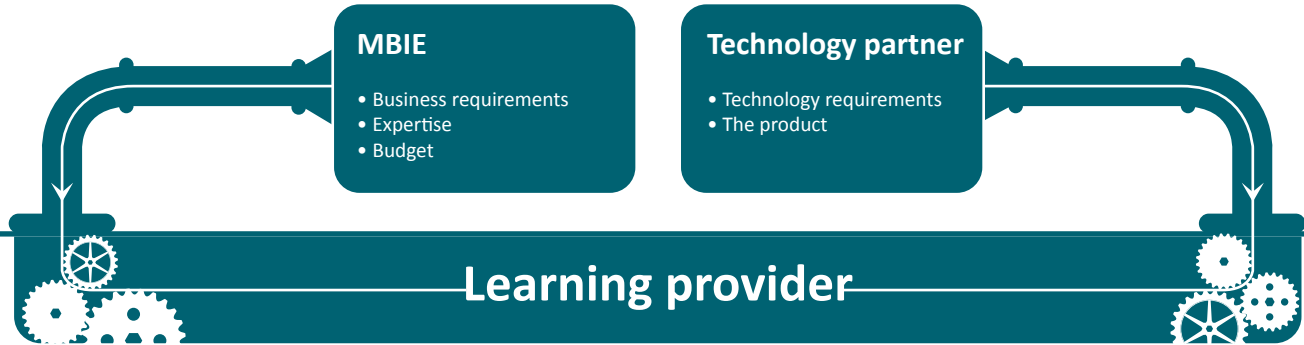


MBIE

- Business requirements
- Expertise
- Budget

Technology partner

- Technology requirements
- The product



Initial resource agreement

Second resource agreement

A

Analyse



Learning Specifications Document

Initiates the learning process and contains:

- Anticipated impact of changes process, technology, organisational change
- Learning requirements of different audience groups based on:
 - Business process improvements and technological upgrades
 - Organisational outcomes
 - Short- and long-term impacts
 - Learners' existing level of competence

D

Design



High Level Design Document

Applies the analysis from the previous phase to identify a suitable instructional approach and learning outcomes. This phase is carried out with a view to:

- Develop training content focused on what staff members in each audience group need to do differently to perform their jobs
- Equip staff to respond to situations they may commonly encounter, and therefore cover the most frequent and critical tasks from standard scenarios
- Cater to specific requirements of specialist groups

D

Develop



Learning collateral

This phase will produce learning materials based on the analysis completed in earlier phases. Materials will be based on the following requirements to ensure fit-for-purpose learning:

- Scenario-based learning (possibly using software simulations)
- Completion tracking
- Ease of updates and edits
- Staged delivery

The agreed solution will consist of the following components with a blend of:

- Online modules
- F2F materials
- Quick reference guides
- Job aids
- Manuals

I

Implement



Deployment

Make approved learning materials available to learners. Prior to implementation, the following decisions need to be actioned:

- Organisational communications:
 - Co-ordinate with the internal comms team to identify change channels
 - Decide how to leverage these channels to inform learners
 - Provide comms with information on the content and context of learning to ensure appropriate messaging
- Hosting of learning
- Tracking and reporting

E

Evaluate



Evaluation report

Gauges the effectiveness of training by measuring or estimating:

- The uptake of training to meet go-live acceptance criteria
- The transfer of learned skills to the job
- Any behavioural changes resulting from the training

Kirkpatrick's Four Level Evaluation model can be used at different phases of the programme. These record and document:

- Level 1: Reaction
- Level 2: Learning
- Level 3: Behaviour
- Level 4: Results