Award Nomination Information for LLNL - SkillSoft Perspectives Conference, May 2010

L.A. Positeri, B. Molyneaux, M. Morley

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*Company Name: Lawrence Livermore National Laboratory*

Company Website: [http://www.llnl.gov](http://www.llnl.gov) and [http://ulearn.llnl.gov](http://ulearn.llnl.gov)

Contact Name: Leslie Positeri

Do you want to be considered for the Learning Leader award? YES

Contact e-mail: positeri1@llnl.gov

Contact Phone: 925-423-3008

Address 1: 7000 East Avenue, L-270

City: Livermore

State: CA

ZIP: 94550

SkillSoft RAE: Ryan Zervakos

SkillSoft User Since: 1997 (CBTSystems); 2001 SkillSoft; 2004 Targeted Learning Corporation

**Company description including number of employees.**

Lawrence Livermore National Laboratory (LLNL) is a premier applied science laboratory that is part of the National Nuclear Security Administration (NNSA) within the Department of Energy (DOE). Managed by Lawrence Livermore National Security, LLC, LLNL is responsible for ensuring that the nation’s nuclear weapons remain safe, secure and reliable. LLNL serves a highly-educated employee base of more than 6,400 employees across a wide variety of technical disciplines.

This work performed under the auspices of the U.S. DOE by LLNL under Contract DE-AC52-07NA27344.
Describe the organization’s learning program and highlight what makes it targeted, dynamic, personalized and most importantly effective

LLNL’s Multi-Faceted, Multi-Modal Learning Program

_U-Learn is the LLNL-branded portal to an innovative and powerful learning program. U-Learn leverages the suite of SkillSoft products to offer multi-faceted and multi-modal learning resources to a dynamic scientific and technical community in the achievement of LLNL’s national mission. This nomination presents the inspiring and transformative value of U-Learn._

LLNL’s learning and development program, coordinated by the Training and Development Division (T&DD), provides a comprehensive and integrated suite of products and services, leveraging solutions and systems, to develop and advance employee performance. This multi-faceted, multi-modal program targets institutional objectives while personalizing learning for individual styles. The program is dynamic, anticipating and responding to changing organizational and client needs, informed by outreach activities and multiple feedback loops. The result is an innovative and powerful learning and development program, proven to be cost effective and best in class.

LLNL’s multi-faceted program builds on two primary content areas: Business and information technology. Each content area covers a continuum of topics from the complex, such as a programming language, to the routine, like the creation of a Word document. Topics are covered using multi-modal learning tools, from career coaches and organizational consultants, to speakers and workshops, to videos and books, to online knowledge centers and the emergence of social networking. This multi-faceted and multi-modal approach supports timely and tailored learning solutions.

SkillSoft resources are at the core of this blended learning approach, providing cost effective resources customized to meet the Laboratory’s demands. Repurposed SkillSoft resources, coupled with the Laboratory’s instructor-led training activities and integrated with other modalities, are packaged and offered through U-Learn, the Laboratory’s branded online learning center. (Figure 1) U-Learn is the gateway to a full complement of learning resources organized into knowledge centers. The U-Learn model is targeted, dynamic, personalized, and effective.

Targeted, Dynamic, and Personalized

LLNL’s Training and Development Division (T&DD) targets its learning program to meet institutional mission objectives, local organizational needs, and individual employee styles. This targeted approach is developed in partnership with internal organizational consultants and cross-organizational work groups to identify emerging needs, and select and design learning interventions and initiatives.
Internal organizational consultants, working directly with institutional clients, identify learning and performance trends and needs within the context of the Laboratory’s mission. The information gathered informs a range of learning resources, such as Leadership and Management Development, On-site Training and Development, Advanced Learning Technologies, Technical Training, Career Development, and Education.

Complementing the work of the consultants, T&DD personnel participate in cross-organizational committees and work groups, a significant source of input and feedback. Through participation, valuable business systems networks are nurtured, including the Desktop Advisory Group, Training Working Group, and Technology in Training Working Group.

User comments are also solicited, further refining information gathered by internal consultants and through work groups. The T&DD team conducts extensive outreach and marketing in the field. Through face-to-face interactions, workshops, events and demonstrations, the team promotes the product and obtains real-time user feedback.

All together, this broad and continuous feedback informs the dynamic development of LLNL’s learning program to meet ever-evolving needs, personalized for individual clients.

**Proven Effectiveness**

LLNL’s learning program is integral to the Laboratory’s workforce strategy, offering cost effective and best in class learning tools, with U-Learn as the hub. U-Learn’s success is demonstrated by user numbers, management support, and external recognition.

Fifty percent of the Laboratory’s population have active U-Learn accounts. Employees in technical and scientific job classifications are among the highest users of U-Learn, representing 53% of all active licenses. (Figure 2) U-Learn receives thousands of hits per month documenting strong user access.

U-Learn is a valued resource with a high return on investment, averaging 136% per contract year. Management has embraced U-Learn as a cost-effective means of providing training and development opportunities to all employees, consistently supporting the U-Learn budget.

LLNL’s learning program was selected for a 2007 ASTD BEST Award, ranked 37th among award recipients and, more recently, was highlighted as a case study in the April 2010 edition of *Chief Learning Officer*. This external validation acknowledges LLNL’s program as innovative, effective, and best in class.
How has the learning program grown and adapted to the changing needs of the organization?

Growing the U-Learn Program

U-Learn users have grown from 30 users in 1997 to 3,300 active users in 2010, accessing tens of thousands of learning resources.

In 1997, LLNL’s Continuing Education Committee tasked one of its members to investigate the new world of e-learning and develop an approach for the Laboratory’s workforce. Armed with less than part-time technical support, and only 30 IT courses and 25 beta users, the first online learning center was created for LLNL. In a market where e-learning companies were coming and going as fast as technology was evolving, the team identified adaptability as critical to continued success. While content and content providers might change, LLNL’s users would be able to depend on a consistent, high-quality learning product.

From this small base, but with a great vision, U-Learn was created and branded.

In the early days of U-Learn, it was difficult to find content. Users bounced between multiple sites, with multiple log ons and multiple vendors. In response to user feedback, the team worked continuously to improve the site, adding content and consolidating resources. Then, in 2007, a historical transition of the Laboratory’s contract was the impetus for great change. As Energy Secretary Samuel Bodman said, “For the first time since the beginning of the laboratory [in 1952], a new contractor is coming to Livermore.”

Managers, supervisors, and employees required timely, practical, and accessible tools for managing this unprecedented change. The call for radical change gave rise to the creation of the Change Management knowledge center. (Figure 3) The knowledge center leveraged and packaged a range of resources in one online location within U-Learn. The result was a high-functioning, blended learning solution in which online resources were coupled with instructor-led training, lunch and learn sessions, speaking engagements, and more.

LLNL’s U-Learn champions further envisioned a knowledge center accessed by a single log on. The concept employed SkillSoft’s Open Learning Services Architecture and was realized with LLNL’s creation of a custom resource launcher. With this development, users were able to access SkillPort through LLNL’s front end.

The Change Management knowledge center was indeed the beginning of great change. Since that first success, the U-Learn team has created other knowledge centers in support of key business initiatives, such as Leadership Institute, Six Sigma Continuous Improvement, Mentoring, and Performance Management. LLNL has also begun to incorporate Skillsoft’s pre-built knowledge centers into the mix of available resources, beginning with Project Management.
Anticipating and Responding to Changing Needs

Growing from 30 to 3,300 users, U-Learn continues to expand and adapt to meet organizational and individual needs. U-Learn usage and Laboratory initiatives are reviewed annually and content is modified to align with business needs. As business initiatives are identified, U-Learn team members work with business project teams to identify emerging learning requirements. Resources are added or supplemented in U-Learn in response for a blended learning approach.

The U-Learn team actively markets resources to work groups, at lunch-time “brown bag” sessions, through one-on-one and intact workgroup demonstrations, and from information booths at the local cafeteria or site-wide events. The team also promotes targeted content and announcements to subscribed users on Twitter.

Through each interaction, the team asks key questions to understand the audience and customize U-Learn resources – ever anticipating and responding to changing client needs.
What is the nominee’s approach for supporting agile performance and embedding learning within the organization? How has this organization recognized the value of learning at the moment of need and embraced it as a critical component to its success throughout the organization?

Supporting Agile Performance

U-Learn is a flexible tool, adapted readily to changing business needs and unique user requests. Resources are routinely leveraged and packaged to meet new program and project requirements, accessible to all levels of employees, at work and at home, 24 hours a day, seven days a week. LLNL’s Leadership Institute knowledge center is just one notable example of U-Learn’s agile performance.

LLNL’s Leadership Institute. LLNL’s management actively engages leadership development at all levels; a key component to succession planning and critical to achieving the national mission. LLNL’s Leadership Institute is fundamental to the Laboratory’s leadership development model.

Approximately 40 high potential leaders at LLNL are currently attending a year-long Leadership Institute. Each month participants attend a workshop taught by UC Berkeley Haas School of Business professors, covering topics such as competitive strategy and strategic execution. In addition to monthly workshops, participants work on projects addressing timely institutional issues.

Leadership Institute participants inform their learning with materials available through the Leadership Institute knowledge center. (Figure 4) The knowledge center is designed and maintained by the U-Learn team, providing access to books, summaries, videos, online courses, and external websites. Many of the Institute’s participants work on their leadership projects after regular hours and from alternate locations. Even when working on a late-night deadline, participants can access valuable learning resources – at their fingertips!

Embedded Learning

LLNL’s learning program is embedded across the institution, working in partnership with the Laboratory’s premier computing organizations and leveraging its local infrastructure. Two key examples include ICCD Team Training and LLNL Library.

ICCD Team Training. LLNL’s Integrated Computing and Communication Department (ICCD) provides a world-class computing and networking environment. This includes an infrastructure of desktop systems and institutional servers supporting a highly technical computing environment. The ICCD teams supporting this environment must keep abreast of the latest technologies and trends. With decreased budgets and limited training dollars, ICCD turned to U-Learn to address their learning needs. In response, the U-Learn team piloted Microsoft Live Learning from SkillSoft. Coupled with
the ITPro library, SkillSoft courses, and Test Preps, the beta participants in this department can access all the resources necessary to remain current and prepare for certification.

**LLNL Library.** With the addition of Books24x7 to LLNL’s learning resources, the U-Learn team considered ways to integrate the content found in the U-Learn libraries with LLNL’s Main Research Library. Using SkillSoft’s Open Learning Services Architecture commands, the U-Learn team designed Resource Launcher, an application linking directly to content in the SkillPort LMS, which is then launched on the user’s desktop. Using MARC records (an industry standard for library catalogs) downloaded from Books24x7, all books found in U-Learn are integrated with the LLNL Library online catalog. (Figure 5) Now when researchers are looking for content at the Main Library, they can also access U-Learn Books24x7 and, with a single click, launch the book immediately on their desktop.

These are but a few examples of how learning is embedded with business initiatives throughout the Laboratory. Other examples include integration with LLNL’s Work Life Program, Six Sigma Continuous Improvement, Project Management, ITIL initiative, customized emerging leaders programs, and other technical programs.

**Recognized Value**

LLNL’s management routinely turns to T&DD and the U-Learn team to deliver timely and valuable learning resources in response to emerging institutional issues and initiatives.

LLNL’s T&DD organization resides in the Operations and Business (O&B) Directorate. The mission statement for O&B is “We will safely deliver the right service at the right time for the right cost.” Management recognizes the value that U-Learn brings to the institution, so much so that the O&B Directorate highlighted U-Learn in the 2009 LLNL Annual Report. (Figure 6) The report recognized improved work processes, streamlining and standardizing business practices, and achieving cost efficiencies in operations. U-Learn was specifically recognized for its wide array of resources for employees to improve their skills at work or from home.

Most notably, the value of LLNL’s learning program and U-Learn in particular has been recognized externally by ASTD and CLO (see Proven Effectiveness, above).
What are the main subject areas that this learning program focuses on? (i.e., IT training, project management, leadership development, custom)

Main Subject Areas

LLNL’s learning program supports an extremely diverse workforce with complex requirements – from emerging to executive leaders, from operational to scientific staff, from broad safety/security training to specific scientific requisites. The range of content required to support this workforce is vast.

People are the Laboratory’s most valued asset. Each individual contributes uniquely to achieve the Laboratory’s mission as a premier national security laboratory and must be prepared to perform. To remain competitive in today’s job market the Laboratory continuously trains and develops its highly skilled and knowledgeable workforce. LLNL’s learning program responds with breadth and depth, offering multi-faceted and multi-modal resources: Multi-faceted exemplified by subjects like Leadership Institute and Six Sigma Continuous Improvement, and multi-modal exemplified by resources such as consultants, speakers, workshops, books, and videos.

Many organizations refer users to U-Learn, recognizing the quality of the resources provided. Our clients speak directly to the value:

Truck Driver II: Provided an excellent source of information and hands on implementation of the computer programs used for my monthly reports.

Laborer II: The classes I have chosen are ones that I think will help me be a better supervisor in the future.

NIF Target Area Operator: The leadership courses have provided ideas in how to improve my work environment.

Physicist: I was able to find information about dielectric properties of Teflon and other data on dielectric properties of materials that would have been hard to find otherwise or would have involved going to the library.
Describe how important learning is to the overall strategic direction of the organization.

Strategic Direction

LLNL’s “A list” presents the institution’s strategic direction. LLNL’s learning program directly supports several strategic directions on the list, including:

- Create an integrated world-class and highly diverse team focused on the Laboratory and our collective success.
- Develop science, engineering technology, and Laboratory infrastructure and staff to provide innovative solutions to the Nation’s most important challenges in strategic security, energy, and the environment.
- Significantly reduce the cost of doing business and improve our operational efficiency and effectiveness to ensure competitiveness by enhancing the expertise of the workforce and employing new business models reflecting best practices.

Importance of Learning

Since its inception in 1952 and until 2007, Lawrence Livermore National Laboratory was operated by the University of California. Even after transition to Lawrence Livermore National Security, LLC, the academic culture of continuous learning permeates the organization. Approximately 70% of LLNL’s population has earned college degrees and nearly half of those with degrees have active U-Learn accounts.

Support for learning comes from the top, supported by institutional funding through the Education Program, enabling access to learning by all employees.
How is the learning program measured? If you have usage or ROI statistics please include them here.

Measures

LLNL measures the success of its learning program through user numbers and feedback, consultant and customer input, and return on investment assessments. Specific measures include:

- Number of users Laboratory-wide and by organization within the Laboratory (assessing embedded use)
- User classification (assessing targeted use)
- User demographics (assessing user diversity)
- User and client feedback (assessing effectiveness)
- Cost and return on investment (assessing value)

A customized dashboard tracks daily logins, registration, and account activations. From the dashboard, administrators monitor usage and identify potential sign on problems. (Figure 7)

User assessments are conducted annually. Assessments identify subjects and resources accessed, in addition to use and application (e.g., to fill knowledge gap, refresh knowledge, build skill). Open-ended feedback informs future directions in format and content.

The U-Learn log out screen was modified with a quick user poll asking, “Did you find what you were looking for?” The aggregate responses are monitored on the dashboard for the last 30 and 180 days.

The dashboard also includes “Activity Maps,” monitoring usage by the day of the week against the time of day, tracking high usage periods and trends.

Twice a year demographic studies are conducted by directorate to understand how resources are being used by different groups (e.g., by job, years of service, college degree). The aggregate data is fed back to each directorate so they can understand how their own organization uses the product. (Figure 8)

Studies show usage highest among mid-career employees (based on years of service and age cohorts). Of interest, employees looking to retool their skills to meet emerging business initiatives are able to advance learning using U-Learn, without making a long term, return-to-school commitment. Technical and scientific job classifications are among the highest users of the resources, representing 53% of all active licenses.
Return on Investment (ROI)

Over the past four years, U-Learn’s average ROI is 136%, with the highest return of investment of 152% occurring during contract transition.

The ROI is calculated twice a year. The first set of ROI data is used to ensure usage goals are on target for the contract year and allow for marketing adjustments. Mid-year data informs contract negotiations for the coming cycle. Year-end data provides the overall ROI for the contract period. ROI is calculated several ways, including course completions. Actual costs are compared to costs for employee training off site and course offerings on site.

Number of users, sessions, training time, tuition savings, and Books24x7 titles accessed are tracked and cost compared. For example, for Books24x7, the ROI is based on the number of unique titles accessed by unique users, computed for each library subscription.

With decreased training dollars evident in every organization, U-Learn provides a cost efficient way for organizations to maximize their training dollars. This is best exemplified by the Computation Directorate’s use of U-Learn resources. The Computation Directorate utilizes the ITPro library and online courses for beginning and intermediate development of their IT technicians. For those requiring more advanced resources, including coursework toward Microsoft Certification, the Directorate has funded a pilot program with 20 licenses for Skillsoft Live Learning on the Microsoft Technical track. The immediate tuition savings is $900 per employee per course. Extended cost savings are realized when students take additional online courses at no added expense. This, coupled with time savings (typically instructor-led courses range from 3-5 days – time away from the office), schedule flexibility (available from work or home), and retention benefits (ability to explore and pursue other professional development courses), increases the ROI exponentially.

With a strong ROI, the U-Learn team is able to make the business case for continued institutional funding and specific organizational funding. For example, as noted above, the Computation Directorate funded Live Learning programs to meet the special needs of their Microsoft certified technicians. Following, the Integrated Computer Systems (ICS) Division is considering purchase of the Oracle knowledge center to support baseline training for their database developers. The Computation Directorate and ICS funded the Books24x7 ITIL library for their key IT and ITSM Managers. Expanded funding opportunities are not only in the technical arena; service organizations are finding value in U-Learn’s resources as well. For example, the Work Life Program funded the Well-Being Essentials library to supplement speaking engagements and the Employee Center blog with online resources.
Have you partnered with SkillSoft custom solutions to create learning assets? If so, please describe.

While LLNL has not partnered directly with SkillSoft on a custom solution, LLNL has been a partner in developing SkillSoft resources that, in turn, enhance U-Learn. When requested, LLNL has provided beta and usability testing on SkillSoft products. LLNL has also proactively shared resources and comments to inform SkillSoft product development. We offer a few examples here.

In early 2004, SkillSoft approached LLNL requesting feedback on a new library under development, EngineeringPro. LLNL was eager to add this library to its resources in support of a highly specialized technical staff conducting research in areas from atmospheric science to nuclear arms control. Engineers at LLNL, who were U-Learn users, were asked to comment on books, publishers, and topical areas used in their research. Today, EngineeringPro has an average ROI of 125%, in monetary terms. However, the actual return is immeasurable, considering ease of access, time saved (e.g., availability of reliable sources), and cost avoidance (e.g., elimination of hard copy book purchase).

In other examples, LLNL provided technical feedback through the Client Advisory Forum Event, advancing platform independence and Macintosh support. The U-Learn team also introduced SkillSoft to Targeted Learning Corporation, currently known as the Leadership Development Channel, adding live and archived video content within Books24X7.
Is there a person who is the champion for learning within the organization? How has he/she created momentum within the organization to ensure a successful learning initiative? What advantages has having this person involved brought to the organization? How has he/she been able to create an environment that transforms the training within the organization? How has this person impacted the learning industry?

LLNL’s learning program is supported at the highest levels of LLNL’s management, making the U-Learn vision a reality. The actual visionaries, champions, creators, and developers are deserving of high recognition for their transformative creativity, perseverance, and skill at LLNL and in the learning industry: Please join us in recognizing Leslie Positeri and Brian Molyneaux.

**Leslie Positeri.** Leslie Positeri has been the U-Learn Program Manager since its creation in 1997, when she was tasked by the Continuing Education Committee to identify the best method to deploy e-learning at LLNL on an institutional level. Armed with a part time IT tech, a contract for 30 IT courses, and 25 beta users, she successfully completed a beta test and – with extreme dedication, targeted marketing, and a passion for online learning – built a program that now touts a user base of more than 50% of the Laboratory’s population.

Leslie’s early vision was to create a comprehensive and integrated learning product with a unique identity. Content might be added or removed by different vendors as organizational needs changed, but the product delivering the content would be consistent and reliable. Leslie grew U-Learn over the years in content and scope. Initially, U-Learn focused on information technology content purchased through CBT Systems/SmartForce. In 2001, SkillSoft business skills was added and in 2004 Targeted Learning Corporation (TLC) leadership and development live broadcasts and archived videos were added. In the early days, Leslie managed three different contracts in order to provide the range of resources needed by the Laboratory. Her vision was always to integrate the site and content. With the merger of all three vendors into one, SkillSoft, deployment of content was comprehensive and integrated, as well as efficient and cost-effective.

Leslie’s success is rooted in innovation, passion, skill, and hard work. Key to this success is Leslie’s approach to marketing. Leslie utilizes all communication resources at the Laboratory, from paper fliers to online articles, to reach a diverse audience. However, Leslie is most effective when providing demonstrations to intact work groups. Leslie consults with hosts in advance of a demonstration to learn about the organization. She customizes each presentation, highlighting U-Learn resources specific to the organization’s needs. This approach is a hit, as individual organizations “test drive” the product, as if it were built just for them!

**Brian Molyneaux.** Development of the U-Learn product was made possible with exceptional technical support provided by Brian Molyneaux. Brian, LLNL’s e-Learning Information Technology Lead, joined the U-Learn team in 2001 and brought to the project programming expertise and practical work experience in the Computation Directorate and Information and Communication
Services Department. Brian drew on his sophisticated knowledge, skills, and relationships to solve technical problems and create the U-Learn infrastructure.

Brian was essential in making the U-Learn vision a reality. Brian developed a secure method for a single sign on, working through one-of-a-kind fire wall issues. He personally created the U-Learn Resource Launcher, providing access to content from any institutional website. He designed the U-Learn infrastructure, taking full advantage of the Open Learning Services Architecture application programming interface. Brian continues to advance the U-Learn vision, providing programming that takes full advantage of emerging technologies and leverages institutional resources.

While Brian’s primary role on the U-Learn team is technical, he provides a range of services critical to the success of LLNL’s learning program. Brian provides instruction to the central helpdesk services staff; educating the team, assisting with problem solving, and personally managing complex cases. Brian’s range of technical development and support functions include targeted advising and marketing. Given his specialized knowledge, Brian is the point of contact for LLNL’s Desktop Advisory Training Group.

Together, Leslie and Brian are a powerful and innovative team. They have created a learning tool that serves as a model for others in the industry. U-Learn is truly an adaptable, effective, and valued product used to fulfill institutional learning requirements and target individual styles. To close, we offer a short list of learning successes.

- **Summer Hire Program**: U-Learn resources support post doctoral scholars and summer students conducting internships at the Laboratory.
- **New Employee Orientation**: New employees are introduced to U-Learn resources during New Employee Orientation, including a “how to” demonstration.
- **LLNL Library**: U-Learn books have been integrated into the LLNL Main Library online catalog. Employees conducting research through the Library have immediate access to titles found in U-Learn.
- **Leadership & Management/Succession Planning**: U-Learn’s resources are integrated into programs such as the Leadership Institute, supplementing instructor-led sessions and supporting the Laboratory’s succession planning activities. Live events in U-Learn are used in LLNL’s Leadership Broadcast Series: Groups of employees gather to watch a live lecture followed by a facilitated discussion on the topic. The Leadership Institute knowledge center in U-Learn is available to all employees, fostering leadership development across the organization, at all levels.
- **Live Learning Events** – The Leadership Broadcast Services and Leadership Videos On-Demand! are LLNL’s branded live learning events. Employees are invited to listen to live author events hosted in U-Learn via teleconference. In one instance, the author’s message was so compelling to the LLNL culture, the author was invited to the Laboratory to give a live lecture. After the live
lecture, the author met with senior managers to discuss real-time management issues and concerns.

- **Work Life Program** – The Work-Life Advisory Council funded the Well Being Essentials Library, supplementing Work-Life Program offerings. Books and resources in U-Learn are highlighted at events and linked in the Work-Life blog. (Figure 9) The Work-Life Council partners with employee organizations to bring authors on site for live speaking engagements and dialogues – featuring a book resource available on U-Learn!
What does the future of this organization’s learning program look like? How is it evolving and what are the plans to keep it relevant and impactful?

**Future Vision – mLearning**

The U-Learn team is on the lookout for the next generation of learning tools, with a keen eye to mLearning (mobile learning). The U-Learn team envisions mLearning: Informal learning on-the-go, shared with others anytime, anywhere. Soon commuters on trains and vanpools will use travel time to access U-Learn en route!

This vision is growing in the learning profession evidenced by The eLearning Guild research: 47.4% report their organizations intend to do more mLearning over the next 12 months and 51.0% report a positive ROI with mLearning (reference [http://www.elearningguild.com/mLearnCon-2010/content/1603/mlearncon---home](http://www.elearningguild.com/mLearnCon-2010/content/1603/mlearncon---home)).

Realizing mLearning at LLNL will be a challenge. In the face of strict security protocols, mobile devices are just beginning to be supported institutionally. Only recently were cell phones with cameras allowed on site and it wasn’t long ago that LLNL beta-tested its first highly restricted wireless network. While such technologies are ubiquitous outside LLNL, the addition of emerging technologies at LLNL is guarded in light of national security restrictions. However, considering the potential value, efforts are underway throughout the Department of Energy and National Nuclear Security Administration to open up applications such as Facebook, Flickr, YouTube, as well as mobile devices.

The next generation of employees at LLNL will expect their employer to utilize the most recent technologies. Social networking will be a factor in attracting and retaining future employees – and in providing emerging learning strategies. Presently, many employees have personal mobile devices, such as iPhones, Kindle, and Android phones. Because U-Learn is available 24x7 from home or work, the team envisions a tool that supports the range of electronic devices to access learning. Initial mobile developments will focus on the institutionally supported BlackBerry. The U-Learn team is prepared to develop, test, and support use of the BlackBerry for mobile learning. Once the door opens to mobile learning, U-Learn expects to offer a single sign on to Books24x7 On-the-Go, providing access to learning while commuting, on the job, or in the field.

The U-Learn team is also considering use of Web 2.0 technologies with an emphasis on social networking, collaborations, and a community of sharing. The team is surveying users to understand how social networking services are used currently. The team is also studying the use of social networking services in a security conscience environment. SkillSoft’s inGenius social learning module is emerging as a potential resource responding to LLNL’s special needs.
U-Learn recently launched a Twitter feed (@ulearn_llnl) and “tweets” users with program updates, events, and relevant content. When the U-Learn staff finds an interesting or relevant resource and wants to share it with users, it tweets out a link to the content. (Figure 10) Using Skillsoft’s Open Learning Services Architecture and LLNL’s Resource Launcher, users link directly to SkillPort LMS and launch the content instantaneously.

The future of LLNL’s learning program and U-Learn is dynamic and exciting. The T&DD staff and U-Learn team actively welcome continuous improvement, advancing technologies, and the opportunity to influence the field of learning.
Appendix – Figures for Award Nomination

Figure 1: U-Learn, LLNL’s Online Learning Center

Figure 2: Scientific and Engineer population – Sample Demographic Report
**Figure 3: Change Management Knowledge Center**

**Managing Change and Stress**

- ** briefing:** Managing the Work Environment: A Scientific Approach - Available in EOD's Video Archive
- **workshop:** Managing Stress in Times of Change - October 20, 2006
- **workshop:** A Niche Clear - EOD703 "Managing The Moment" - Online Resources

**Change/Systems Thinking**

- **briefing:** Peter Senge "Systems Thinking in a Learning Organization" - November 6, 2006
- **workshop:** The Niche Clear - EOD703 "Managing The Moment" - Online Resources

**Relating to Others**

- **briefing:** On Leadership - Tuesday Scope - Session 1: "Let's Talk: Do You Engaging, Developing and Retaining Critical Talent?" - Audience: Super-Director's Place
- **workshop:** Allen Parton - "Building Conversations to Retain Key Talent" - Available in EOD's Video Archive
- **workshop:** Allen Parton - EOD1919 "Building Key Performance: Love Your Team" - Video Details

**Dealing Effectively with Change**

**Workshops**

- **EOD2196** "Managing Change and Transition" - Video Details
- **EOD2196** "Managing Key Performance: Love Your Team" - Video Details

**Brown Bag Briefings**

- **EOD2196** "Managing Key Performance: Love Your Team" - Online Resources

**Featured Event**

- **upcoming leadership learning series...**
  - **Peter Senge, Ph.D.** "Systems Thinking in a Learning Organization" - 11/01/06
  - Peter will discuss the five disciplines for seeing and creating learning organizations and some issues and growth in the field of learning management. 
  - This course is recommended for all LBNL employees.
  - There is no charge to participate.

- **workshops**
  - **EOD2196** "Managing Change and Transition" - Video Details
  - **EOD2196** "Managing Key Performance: Love Your Team" - Video Details
Figure 4: Leadership Institute
Figure 5: LLNL Library

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<th>Year</th>
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<td>2008</td>
<td>Keep: Available via the Internet from U-Learn Books 24X7</td>
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Figure 6: 2009 LLNL Annual Report

MANAGEMENT & OPERATIONS
Improving work processes, streamlining and standardizing business practices, and achieving cost efficiencies in operations

The Laboratory is committed to excellence in management, business, and operations. A number of initiatives have been launched to standardize work processes, eliminate duplications, and apply value-adding tools for managing work. We leverage the expertise of the LLNL partner organizations to identify opportunities for improving the efficiency and cost effectiveness of our operations.

U-Learn, LLNL’s online learning center, offers a wide array of resources for employees to improve their skills at work or from home (above). Our Six Sigma Black Belts are leading LLNL’s continuous improvement efforts to enhance the efficiency and effectiveness of work processes (right). Site footprint reduction activities have resulted in the closure of nearly a million square feet of space since FY2007 (below).
Figure 7: LLNL Dashboard Elements
Figure 8: Sample Usage Report
Figure 9: Work-Life Program – Employee Blog

- Embedded U-Learn resource
- Live U-Learn Twitter feed
Figure 10: Twitter

U-Learn is Lawrence Livermore National Laboratory's online learning center developed to provide employees with resources to build on their individual strengths.