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LIVERMORE
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LABORATORY

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

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**Award Nomination Information for Lawrence Livermore National Laboratory
SkillSoft Perspectives Conference
May, 2010**

***Company Name: Lawrence Livermore National Laboratory**

Company Website: <http://www.llnl.gov> and <http://ulearn.llnl.gov>

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

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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 IPro 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 Skillssoft 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>).

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

U-learn What have you learned today? **skillssoft** books24x7

Please Login

OUN:
 PAC:

You must agree to the usage agreement before you login.

I Agree

Web Accessibility

Forgot your PAC? Try the "PAC Reset Page." [?](#)

More Information

- Main Page
- Upcoming Live Events
- Featured Content
- Course Catalog [?](#)
- Help & Support
- LTRAIN Course Credit
- Integration Features

NEWS! U-LEARN INTERFACE IS UPDATED!

On Monday, March 15, U-Learn performed a major upgrade of its user-interface. Included in this upgrade are many new features and enhancements for the learner. Some of these enhancements include a new catalog presentation, My Plan enhancements and updated Search & Learn features. Although the new interface is more intuitive, it might be helpful to download the new Quick Start Guide [?](#).

Performance Appraisal resources

U-learn offers books, videos & more to help supervisors prepare for the PA process.

U-Learn is LLNL's online learning center

U-Learn offers thousands of just-in-time resources to help you do your current job or prepare you with new skills. Here you will find thousands of courses, books, job-aids, test preps for certifications, videos and much more! No budget for training or development? U-Learn resources are at no cost to the employee or program.

Anytime, Anywhere

U-Learn is available 24x7 from home or work, all you need is an internet connection. It is available to all Laboratory & contract employees who have a valid OUN/PAC.

Relevant

U-Learn has content for all levels of employees in most disciplines- IT, Microsoft certifications, management & leadership, Microsoft Office, Project Management, and our outstanding EngineeringPro reference library with books for Physics, materials sciences, chemistry, & more. As you encounter new job challenges and opportunities, U-Learn is here to help.

Scheduled Maintenance

Skillssoft schedules maintenance Sundays 10am until Noon. You may not be able to login during those hours.

Pop-up Blockers

Do you use a pop-up blocker or Internet Explorer? (Please read...).

Are you a Twitter fan?

For news, announcements, and links to great content, follow us on Twitter.
http://twitter.com/ulearn_llnl

Twitter

2007 ASTD RES7 Awards Recipient

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Operated by Lawrence Livermore National Security, LLC, for the Department of Energy's [?](#) National Nuclear Security Administration [?](#)
 Updated: Jul 13, 2009 | UCLL-WEB-208034

Figure 2: Scientific and Engineer population – Sample Demographic Report

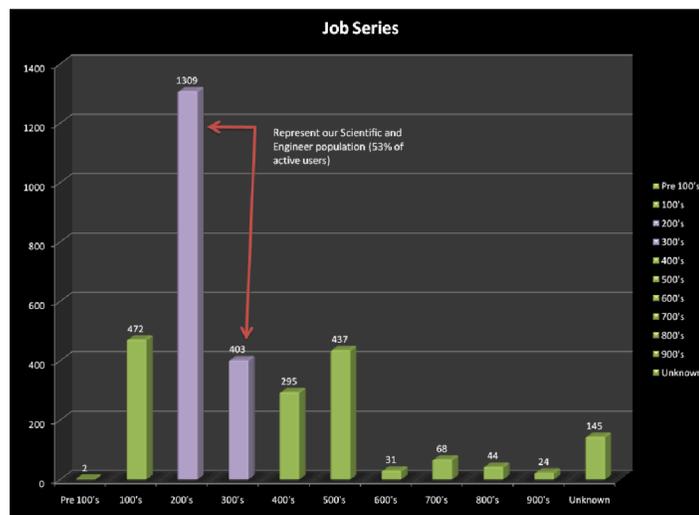


Figure 3: Change Management Knowledge Center



Human Resources Department

Change Management

[EODD Home](#)
[Contacts](#)

Change Mgmt Home
LLNL Transition Info
Workshops
External Resources
Online Resources
Calendar of Events

Managing Change and Stress

Keynote: Bruce Cryer
"Re-engineering the Stress Response: A Scientific Approach" -- Available in EODD's Video Archive >>

Briefing: Anne Marie Clear
"Managing Stress in Times of Change"
October 10, 2006
[view details/register >>](#)

Workshop: Anne Marie Clear
ED7075 "Managing The Moment"
[view details/register >>](#)

Online Resources

Change/Systems Thinking

Keynote: Peter Senge
"Systems Thinking in a Learning Organization"
November 6, 2006
[view details/register >>](#)

Briefing:
To be announced

Workshops:
To be announced

Online Resources

Retaining Talent

Keynote: Dr. Beverly Kaye
Session I:
"Love 'Em or Lose 'Em: Engaging, Developing and Retaining Critical Talent"
Audience - Supervisors/Managers
Available in EODD's Video Archive >>

Session II:
"Love It, Don't Leave It: A Message that Matters"
Audience: All Employees
Available in EODD's Video Archive >>

Briefing: Alan Vangel
"Influencing Conversations to Retain Key Talent"
Available in EODD's Video Archive >>

Workshop: Alan Vangel
ED8212 "Retaining Key Performers: Love 'Em or Lose 'Em"
[view details/register >>](#)

Online Resources



LLNL is embarking on a significant shift in the way we do business while simultaneously innovating, adapting, and delivering on our mission and programs.

What is important to know about change is that it has an impact on us. Many feel a loss of control when systems and processes change. Awareness of the change process in addition to focusing on what we can control, are key techniques to not only manage, but excel during times of change.

With this in mind, we've created this site to provide Lab employees resources to manage effectively during this period. Information is available for staff, supervisors, and managers alike. Some resources may help organize processes and activities while others may provide inspiration. Additional items will be added as planned activities are developed. We encourage you to visit periodically to see what is new.

Featured Event

upcoming Leadership Learning Series...

Peter Senge, Ph.D.
"Systems Thinking in a Learning Organization"
11/06/06 -
Peter will discuss the five disciplines he sees as central to learning organizations and some issues and questions concerning the theory and practice of learning organizations.

This course is recommended for
All Lab employees - there is no charge to participate

[view details/register >>](#)



Peter Senge,
Ph. D., Sr.
Lecturer, MIT

Dealing Effectively with Change

Workshops

For Employees:

ED7134 "Facing Change and Transition"
[view details/register >>](#)

For Supervisors:

ED8318 "Retaining Key Performers: Love 'Em or Lose 'Em"

Brown Bag Briefings

There are no Brown Bags scheduled at this time

Internal Resources

Employee Assistance Program (EAP) >>

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Lawrence Livermore National Laboratory

Figure 4: Leadership Institute



Welcome to the Leadership Institute

[Home](#) | [Knowledge Center](#) | [Calendar](#) | [Online Resources](#) | [Group Projects](#) | [Support](#)



Login to the Leadership Institute Knowledge Center

The Knowledge Center is a portal that contains targeted learning resources on the topics being covered in the Leadership Institute.

This customized site is restricted to participants; however, all employees may use the Leadership Knowledge Center found in U-Learn.

Login



Program Overview

Topic Overview



Rethink: A Business Manifesto for Cutting Costs and Boosting Innovation
Executive Summary

By Ric Memfield

Rethink challenges business leaders to view the operation of their companies in a whole new way, free from the "how" trap of concentrating on how things are accomplished. Read this summary to gain an understanding of the concepts in the book.

[View summary](#) >



James Canton
Quicktalk video

The Innovation Economy and Future of Business
Length: 4 minutes

Organizations need to invest in innovation to prepare for the future. Four areas represent the innovation economy of the future: infotech (IT and networks).

Monthly Topic
Organizational Entrepreneurship & Innovation



What is entrepreneurship? Entrepreneurship is the pursuit of opportunity beyond the resources you currently control. This session will focus on innovation and business value creation, how innovation connects with value propositions, how innovation in IT (especially Web 2.0 applications) creates business value, and business models and the innovation process

Program Timeline



[view program timeline >>](#)

Course Outline and Logistics

Get a course overview, logistics, instructor bio, and pre-work information on Competitive Strategy - this month's topic.

Monthly Topic
Additional Online Resources



In this area you will find additional information such as book summaries, white papers, external links, videos, online books, etc. on the monthly topic. Use these resources to delve deeper into topics or to get better insight to concepts presented in class.

Calendar



[view calendar >>](#)

Group Projects Information



Group projects are a vital part of the Leadership Institute. Each participant will be required to fully participate in the group projects and be part of the group project presentation back to center.

Instructor Bio



John Danner
Senior Fellow, The Lester Center for Entrepreneurship and Innovation

Session 4: Organizational Entrepreneurship & Innovation

[view instructor bio >>](#)

Participant Bios



[View biographies of LLNL employees who are participants in the Leadership Institute.](#)

Figure 5: LLNL Library

The screenshot displays the LLNL Library website interface. At the top, the LLNL Library logo is visible with the tagline 'access + research + analysis'. A navigation menu includes links for HOME, CATALOGS, E-RESOURCES, SERVICES, LIBRARY NEWS, GENERAL INFO, and CONTACT US. A 'New Books' update notification is present. A search bar is located in the upper right, with options for 'Search All', 'Books', 'Journals', 'Reports', 'Images', and 'Videos'. The search bar includes a text input field, a 'words' dropdown, and a 'Search ALL' button. Below the search bar, there are dropdown menus for 'Format: ANY' and 'Library: ALL', along with a 'Browse Alphabetically' link. A red arrow points from the 'New Books RSS' link in the left-hand 'catalogs' list to the first search result. The search results section shows '63 items found.' and a pagination control 'Pages << 1 2 3 4 >>'. The first four results are listed as follows:

#	ELECTRONIC RESOURCE	Year
#1	Accidental branding [electronic resource] : how ordinary people build extraordinary brands Vinjamuri, David, 1964-	2008
#2	Accounting for dummies, 4th edition [electronic resource] 4th ed. Tracy, John A.	2008
#3	Bioreactor Systems for Tissue Engineering [electronic resource] Scheper, T.	2009
#4	The brand bubble [electronic resource] : the looming crisis in brand value and how to avoid it Gerzema, John, 1961-	2008

Each result includes a 'Details' link, a 'Keep' button, and a 'Available via the Internet from' note. Small book cover images are displayed to the right of each entry.

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 LLNS 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 effort 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).



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Figure 7: LLNL Dashboard Elements

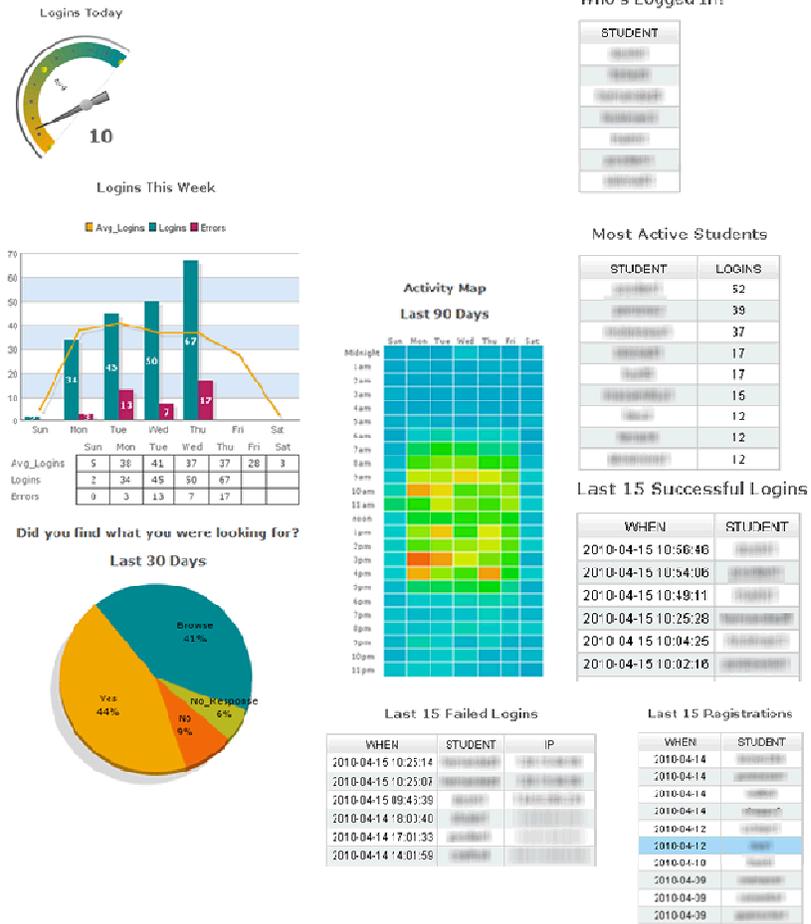


Figure 8: Sample Usage Report

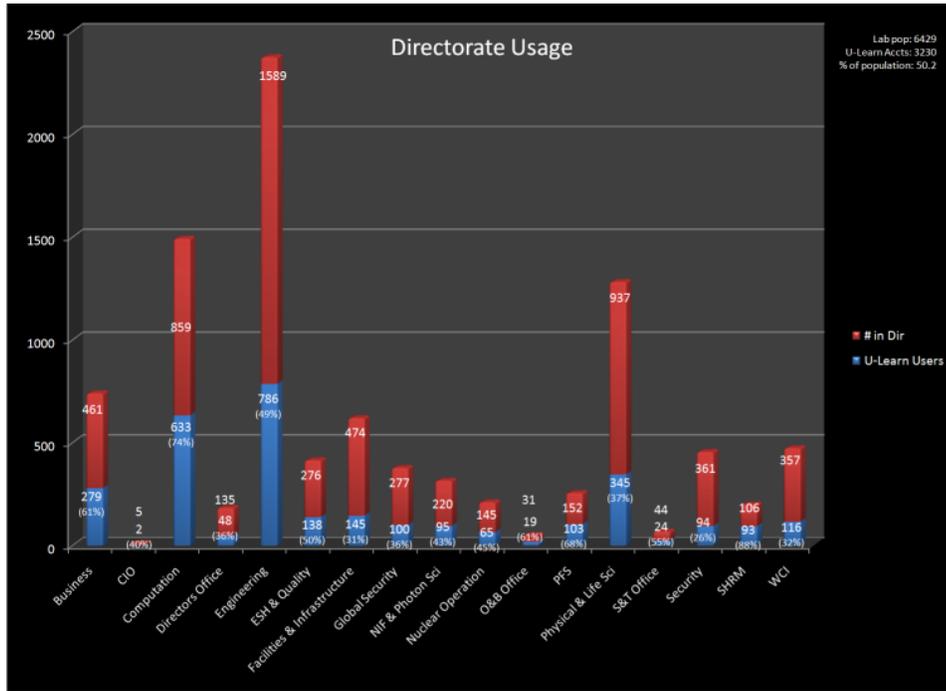


Figure 9: Work-Life Program – Employee Blog

WORKLIFE BLOG Make it happen. Make a difference

Lawrence Livermore National Laboratory

16 FEB 2010

U-Learn Rocks!

I'm a big fan of U-Learn, particularly their Books247 section. I typically access U-Learn in the evening from my home computer so I was already familiar with this feature. However, I attended a U-Learn Brown Bag a few weeks ago and learned there is so much more U-Learn offers LLNL employees. Did you know...

- There are over 20,000 books on U-Learn.
- New books are added daily. They add books based on user input - Click on "Support - Request Content."
- The "Share" feature allows you to email colleagues with book recommendations.
- Their Leadership and Project Management Knowledge Centers bundle all the resources for that particular topic for easy user access.
- U-Learn can help you set up a Knowledge Center specific to a topic and accessible to all employees or to a targeted group (this is awesome for team building or skill building for a particular group).
- If you search for a book on the LLNL Library site, it will cross reference U-Learn.
- Some books have a "live equation" option to download into an Excel spreadsheet for real time usage.
- There are 40 new "10 minute" courses, in 20-minute modules for easy start, stop, and restart.
- There's a mentoring component to all their "certification" courses.

Just recently we added a Well-Being Essentials Library to U-Learn. Here employees can access a variety of books on: Being green, Family & Caring, Health & Wellness, Nutrition & Weight Loss, and Working Smarter.

Although we are required to log-in with our OUN and PAC, all the information U-Learn gathers is aggregate. So if I'm researching a particular topic like "stress management" or "raising a bilingual child" (yes - there is a book called "7 steps for raising a bilingual child"), no one will know it is me researching these topics.

Here are a few of the ways I use U-Learn:

- In unison with Google Scholar, I may first conduct a Google scholar search on a particular topic; then check if the book is available through our library online resources or U-Learn.
- To find resources to start and facilitate meetings.
- To bookmark particular sections in books.
- To research eldercare resources for employees.
- For parenting my two kids (there are over 130 books on parenting).

I'm in awe with how many books there are in the well-being library (there are 98 books just under the topic "relationships") so each month I'll highlight one book.

In honor of Valentine's Day, my book this month is: "The Guy's Guide to Dating, Getting Hitched, and Surviving the First Year of Marriage," by Michael Corder. I'm no guy, but this book is hysterical. I think both men and women, single or hitched, would get a kick out of it.

There's more information about U-Learn on the Training & Development site for both employees and supervisors.

How have you used U-Learn? Do you have any resource recommendations? Happy reading!

2 Responses to "U-Learn Rocks!"

Geoff Cleary 17 February 2010 at 10:07 am #

Yes, Books247 is really great! I use it as a programming reference resource quite often. I definitely have less books on my office bookshelf because of Books247.

Brian R. Molyneux 17 February 2010 at 10:28 am #

Like Geoff, I also use U-Learn to find programming references. A great tip is to change the "All Content" search setting in Books 247 to "Code Listings". This will then limit your search to sample code in all the books. It's a great way to find useful snippets of code or to learn how a particular command or function might be used.

Twitter Updates - U-Learn at LLNL

- Putting the final touches on the new U-Learn site. Look for rollout the week of March 15. More to come in NewsOnline. 2010/03/03
- Do u know what Emotional Intelligence is? Learn in 4 min with this short learning snippet http://bit.ly/3ewC1 2010/03/03
- U-Learn is getting ready to roll out the upgrade. Look for updates soon. 2010/02/25
- You know you can access U-Learn with any computer - home or at work. No need to use LLNL computer or ISP. Just login and learn! 2010/01/06
- Happy New Year to all U-Learn users. This years resolution? How about taking time to learn something new every week? 2010/01/05

Embedded U-Learn resource

Live U-Learn Twitter feed

Figure 10: Twitter

U-Learn
http://ulearn.llnl.gov

twitter Home Profile Find People Settings Help Sign out

u-learn ulearn_llnl

That's you! Lists

Join us today at 2:15 at the Training Center for a live demo.
less than a minute ago via TweetDeck

Next speaker: John Hope Bryant - April 20 at 9AM New Way to Lead in a Fear-Based World - Catch it live in U-Learn
<http://bit.ly/cfU4lr>
6 minutes ago via TweetDeck

Library Fair today! Stop by T-4727 between 11-2. We'll be there. See all the awesome resources available. Good food and door prizes too!
8:54 AM Apr 14th via TweetDeck

Up next in the LBS spring speakers: John Hope Bryant Apr 20 The New Way to Lead in a Fear Based World- Catch it in ULearn or LTV
5:15 PM Apr 13th via TweetDeck

U-Learn user survey coming soon! We need to hear how you are using U-Learn and its resources. Is it valuable to you and your projects?
4:53 PM Apr 13th via TweetDeck

Name U-Learn at LLNL
Location Livermore, CA
Web <http://ulearn.llnl.gov>
Bio LLNL's online learning center. What have you learned today?

12 following 52 followers 2 listed

Tweets 78

Favorites

Following

RSS feed of ulearn_llnl's tweets