E–LEARNING FOR THE WORKPLACE:

CREATING CANADA'S LIFELONG LEARNERS

TELUS

CASE STUDY #4

SEPTEMBER 2001

Effective practices in developing and supporting Internet–based corporate learning, training and development initiatives.

BACKGROUND

To deliver telecommunications solutions to Canadians at home, in the workplace and on the move requires that TELUS recruit knowledgeable people, and provide workplace programs that support the professional and personal needs of its employees. TELUS understands well that its competitive advantage lies in its work culture, its commitment to embracing change and initiating opportunity, and in having a passion for growth and the courage to innovate.

DRIVERS OF E–LEARNING AT TELUS

TELUS is a national company dispersed over diverse geographical locations. With a need to work effectively in teams, typically from great distances, TELUS has used e–learning as an innovative approach to project management training.

As a federally regulated corporation, TELUS is also required to provide mandatory safety training to many of its employees. Historically, employees were given this training in the classroom and employees in western Canada were required to travel to Ontario to receive this training. E–learning has effectively and efficiently bridged this geographical barrier.

Today, each TELUS employee has a Customized Career Development Plan (CCDP) which aligns an individual's talents and aspirations with the strategic direction of the company. Each CCDP outlines training and development activities to help TELUS team members be top performers at work and to progress in their careers.

TELUS'S USE OF E–LEARNING

► TELUS's "Virtual Team Communities Job Aid" platform assists dispersed team members collaborate on projects remotely, by helping them choose the best forms of communication technology for the needs of their projects.

► All TELUS project managers are required to acquire Project Management Institute (PMI) certification. The geographical diversity and the busy schedules of project managers encouraged the company's Learning Services division to adopt a multifaceted curriculum which includes a range of e–learning features such as: online Skillsoft training; web–based connections to working projects; and online assessments.

► Through the TELUS corporate Intranet, employees have direct access to safety training courses—available anywhere and anytime. The online safety courses include Workplace Hazardous Material Information System (WHMIS); Transportation of Dangerous Goods;

Electrical Protection; Trenching and Excavating; Hoisting and Rigging; and Confined Space Hazardous Entry. Based on the success of the online safety training platform—in 2000, approximately 2,500 individuals were trained—TELUS is developing three additional e–learning safety courses.

KEY CHALLENGES

► Reconciling and aligning operational objectives with the challenges of geographically dispersed staff.

► Updating and upgrading the e–learning content on a regular basis.

► Communicating to employees the full range of training initiatives that are available to them online.

PRIMARY BENEFITS

The benefits to TELUS of implementing its e–learning platform include:

1. Instructor and external supplier costs for training initiatives have been reduced by approximately $1 million, annually.
2. The need for classroom facilities to support training has been greatly reduced.
3. The time required for employees to complete safety–training courses has been reduced by approximately 30 to 50 per cent.
4. Employees can fit their training needs into their own work schedules. Courses are available 24–hours a day, 7–days a week—provided one has access to the corporate Intranet. This capacity accommodates shift and part–time workers.
5. Employees are not required to complete their training in a single session.
6. All employees, regardless of location, cover the same learning objectives in the same detail—ensuring that all issues are consistently addressed.
7. All testing is done electronically, and results are automatically transferred to the employee's personal file.
8. Changes to course content can be implemented quickly and efficiently.