



Optus benefits from learning and knowledge sharing

2006 CASE STUDY

> **Organisation** Optus

> **Industry** Telecommunications

> **Customers** 6 million+

> **Employees** 5,000 - 10,000

> **Products & Services**

> Oracle iLearning

> SeerTech Solutions

- Learning Management Toolkit (LMT)
- Custom Learning Interface (CLI)
- Implementation, hosting and support services

> **Key Benefits**

Time saving so that a significant number of staff members in training administration were redeployed.

More strategic management, delivery and planning of training throughout the organisation

Established an efficient reporting capability, required by senior executives and parent company

The creation of a future-proofed, fully-configured and supported learning portal

Optus is an Australian leader in integrated communications, specialising in a broad range of communications services including mobile, local, national and long distance telephony, business network services, internet and satellite services and subscription television.

Optus's large workforce is a key driver for the business in terms of staff training, satisfaction and retention. Over the years, the company has established a comprehensive learning and development program, classroom and online, aimed at personal & professional staff development.

Tendering the right training solution

To maintain a consistently high-level of training delivery Optus has had to continually assess its planning and management of such a complex program. After integrating into the SingTel Group in 2001, Optus established a formal training review and found the need for one central Learning Management System (LMS). Significant time savings were identified to the extent that a significant number of its administration staff would not be required or could be applied to other activities.

After a market review and a comprehensive tender process with a shortlist of six vendors, Oracle was identified as the only vendor with sufficiently key business imperatives and in May 2002, an Oracle iLearning solution was chosen.

Implementing a company-wide learning portal

Optus chose to enlist an implementation partner to ensure the successful integration

and configuration of the Optus MyLearning portal. Oracle recommended Certified Partner, SeerTech Solutions; due to their expertise in the implementation of fully configured Oracle iLearning solutions.

As the project managers, the Learning and Organisation Development team worked closely with SeerTech and were able to configure the LMS to address real business issues. The agreement with SeerTech covered two areas: a hosting and support agreement covering the management of the learning infrastructure and a contracted pay-as-you-go agreement covering ongoing consulting and functionality changes to truly leverage the LMS investment.

As part of SeerTech's commitment to the Learning industry the company used their two Oracle iLearning based products, the Learning Management Toolkit (LMT) and the Custom Learning Interface (CLI), to offer Optus a fully supported product rather than just a customisation. The LMT has enabled Optus to automate HR integration and schedule reporting functions to provide accurate and relevant data to key parts of the business and its parent SingTel. The CLI has recently been embedded within the Optus HR portal and gives learners greater visibility of available courses directly on the Intranet.

As the first step, SeerTech and Optus were able to design a strategy to easily manage the migration of seven years of data from a number of disparate systems using the knowledge of the iLearning software. This data included 200,000 performance records from the former online system, GoLearn and over 5,000 individual courses that had existed across multiple different programs.

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Andrew Mazurkiewicz Multimedia Manager, Learning and Organisation Development, Optus.

Easy adoption by learners and managers

Due to the scale of the integration, Optus decided to launch the new My Learning portal company-wide in one go, with no pilot. The introduction of MyLearning to Optus staff was easily adopted by all levels with minimal training requirements. Managers and learners easily accessed information they'd never been previously able to view and were able to review and plan for future training requirements within their specific business areas.

Four months after going live, Optus upgraded to the next version of Oracle iLearning to benefit from various new functions, namely the ability for managers to provide approval for individual staff members.

"Access to data, courses and reporting is now a self-service function for our team as well as level-appropriate access for managers and staff," said Andrew Mazurkiewicz, Multimedia Manager, Learning and Organisation Development, Optus.

The company's first training imperative was to meet compliance requirements with the original Trade Practices Act. The roll out of this first online training exercise was a huge undertaking, over three months, covering all areas of the business.

"One of the most complex areas was for the call centers, which required a roster

system to ensure call centre staff were not all in training at the same time," said Mr Mazurkiewicz. "The configured LMS, coupled with Seerotech's LMT, enabled smooth management of the scheduling process making it easy for managers and learners."

Strategic learning and development planning

At the outset of the project the objective was to capture every training event in the organisation and to date the group can boast a 97 per cent achievement of this. Resulting from this virtually automatic capture of data, Optus has been able to move from tactical time consuming capturing of training activities to strategic planning of learning and development requirements for all employees.

"The Learning and Organisation Development team has been able to shift our focus from administration, to focusing on designing strategic learning and knowledge sharing requirements and finally being able to justify what we do," said Mr Mazurkiewicz. "This solution has not only provided the business with competitive advantage through strategic knowledge management, but also positions Optus as an employer of choice through its focus on staff development."

At Optus, managers are now empowered to strategically use learning and knowledge sharing in the growth of their specific business areas, while employees enjoy greater control over their professional development and more satisfaction within their employment.

TIMELINE THE OPTUS MyLEARNING JOURNEY	
2001	Commence formal review of business requirements of training and development.
Jan 2003	Identify a need for a Learning Management Solution (LMS) and commence tender review process of six short-listed LMS vendors.
May 2003	Award tender to Oracle and enlist services of Seerotech Solutions to implement.
December 2003	Optus MyLearning portal goes live.
March 2004	Upgrade to Oracle iLearning v4.3; fully supported by Seerotech's configuration.
February 2005	Leveraged tailored training solution externally with business partners.
April 2005	Upgrade to latest version of iLearning 5.0.
April 2005	Launch Seerotech's Learning Management Toolkit (LMT)
Dec 2005	Launch Seerotech's Custom Learning Interface (CLI) with Optus HR Portal



FOR MORE INFORMATION CONTACT:

Seerotech Solutions

Lvl 2, Suite 206, 19A Boundary St Rushcutters Bay Sydney NSW 2011
T: +61 2 9358 6256 F: +61 2 9358 6265 info@seerotech.com

www.seerotech.com

