

Intel Blended Learning Program:

What is Blended Learning?

Blended learning is a buzzword in training lingo today, but the concept has been around for decades. To most of us, Blended Learning is a mixture of e-Learning with classroom training. To us, the definition expands to "learning that employs multiple strategies, methods, and delivery systems" (The Node's Guide to Blended Learning, p.5, 2001, The Node Learning Technologies Network). The blend may be a single instructional method combined with a presentation and distribution method, or a combination of multiple methods. Blended Learning should also integrate formal learning activities with actual on-the-job activities.

According to Dr. Margaret Driscoll ('Blended Learning: Let's Get Beyond the Hype'), Blended Learning has been defined as a combination of the following:

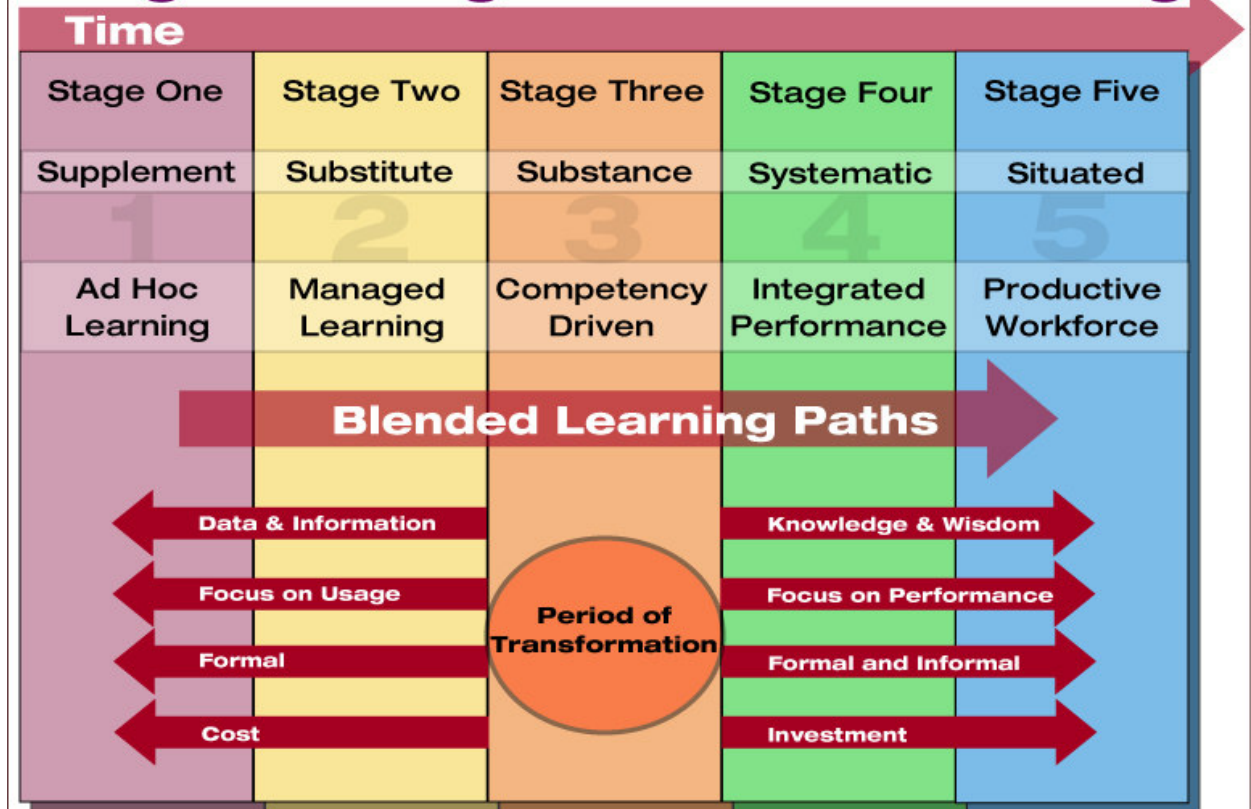
- Instructional methods (Classroom, e-Learning, collaboration, simulations, etc.)
- Delivery technology (Internet, CD-ROM, Instructor led training etc.)
- Teaching approaches (behavioral, cognitive and constructive.)
- Integration of formal learning activities with actual job activities.

Advantages and Benefits of Blended Learning for You:

You will be able see reductions in training throughput time using Blended approaches. Blended learning pilots at Intel have identified reduced training throughput time by over 50% due to efficient delivery of content. By allowing alternate delivery techniques such as real-time internet based conferencing and web based learning, blended models reduce travel cost and time for your trainers. We have seen excellent ROI on our initial pilots.

You will find that when you deliver Blended solutions, you typically develop learning products that have proper instructional alignment of content with delivery method. Additional benefits for you will include increased availability of

Stages of Organizational Learning



Adapted from *The Learning Management Maturity Model* developed by Christopher Moore, CTO, THINQ and the Nolan-Norton *Stages of IT Growth* and *Managing the Crisis in Data Processing* in *Harvard Business Review* by R.L. Nolan

Blended Learning paths enable organizations to move from an ad hoc or managed learning environment to a strategic situated workforce with a focus on performance, knowledge capture, and a combination of formal and informal learning methods. It needs an investment and change management on the part of the entire learning enterprise including the learner, the training organizations and the business environment.

production tool time. At Intel, we have reduced tool usage for training by 30% in our pilot classes using alternate learning methods. Other benefits of a blended solution are connected with the fact that electronic delivery components result in freeing up your experienced technicians for problem solving. This means that repetitive content can be delivered using electronic methods which students can access both as a learning resource as well as reference material.

The blended learning approach also addresses differences in learner style, and enables students to obtain social interaction and learning in a cost effective way. It enables us to maintain the focus on learning without the hype of "e" enabling everything. In summary, Blended Learning is the natural evolution of e-learning and should form the basis of your learning strategy.

What is Intel Blended Learning (IBL)?

IBL is a program that enables Intel MT's to obtain training using alternate learning models and performance-centric approaches. The main goal of the program is to reduce Technician Time Away from Factory (TTAF) by providing them with alternate training methodologies. As a result of implementing this program, we hope to be able to reduce travel and manpower costs while maintaining current levels of benefit and increased flexibility for our students.

We are currently working on the layer of learning that constitutes formal learning. We have a goal to incorporate more informal learning activities so that students benefit from it. According to the U.S. Bureau of Labor Statistics, informal learning represents 70% of learning that occurs in the workplace. Informal Learning is "the improvised, unplanned instructional efforts that are part of the everyday fabric of business operations."

The Intel Blended Learning program is currently in the exploratory phase of applying blended methodologies to formal learning events. We have completed two pilots focused on two toolsets in the Fab, Sort and A/T worlds to implement training using a blended learning approach.

We have surveyed some of you and created a Supplier Capability Matrix based on self evaluation data. We hope that our partnership with you will align the IBL strategy to our manufacturing group's overall training strategy and enable the sharing of valuable resources between groups to better meet factory needs. Here are some high level Blended Learning Readiness Criteria that will indicate that you are ready to go down the path of providing blended learning solutions:

- Management and employee support
- Understanding of business
- Infrastructure for e-learning
- Process for developing blended solutions
- Instructional development skills & resources

Next Steps:

The program core team is currently documenting the methodology that includes design guidelines and training models for use in future Blended Learning implementations. We plan on enabling you with these guidelines and tools to develop and deliver training to Intel Manufacturing Technicians and your own technicians. Additional information regarding Intel's movement forward supporting Supplier Equipment Training using the Blended Learning methods can be obtained by emailing any of the contacts listed below.

What can you do? Get Involved!

When? Now! If you are ready – High Level Supplier Readiness Criteria for delivering blended solutions are satisfied

Who should you contact?

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**Program background
and benefits**