

Delivering compliance training with a difference: How ASADA leveraged the changing expectations of people

This case study describes how ASADA used e-learning to combat sports doping and revitalise its out-dated doping awareness course.

This project took gold for *Best use of Learning Technologies to Ensure Compliance* at the 2016 Learning Technologies Awards.



Australian Government

Australian Sports Anti-Doping Authority

ASADA is a government statutory authority which aims to protect the integrity of Australian sport through the elimination of doping. The ASADA education programme is one of the key strategies employed with the aim to raise anti-doping awareness and reduce the number of athletes either contemplating or inadvertently doping.

The Problem

In 2013, several high-profile incidents increased interest in anti-doping amongst the Australian sporting community and the public. Thus, a 200% increase occurred in users interested in ASADA's outdated anti-doping awareness course. Their old programme was a costly blended approach, which was difficult to implement with a geographically dispersed audience. Increased demand meant that ASADA needed a new way to revitalise the outdated programme and infrastructure, to:

- Position ASADA as a modern, cutting edge provider of anti-doping education
- Ensure it resonated with a wide-ranging user base by creating positive learning outcomes through feature video, scenario based learning, and learning and knowledge checks
- Have tailored assessments based on learner knowledge, making sure the course was time effective and relevant
- Appeal to the user sense of competitiveness typical of the sporting community, which would encourage participation
- Ensure it was a cost-effective solution that could be maintained in house

The challenge

Their current offering was in urgent need of updating for a number of reasons:

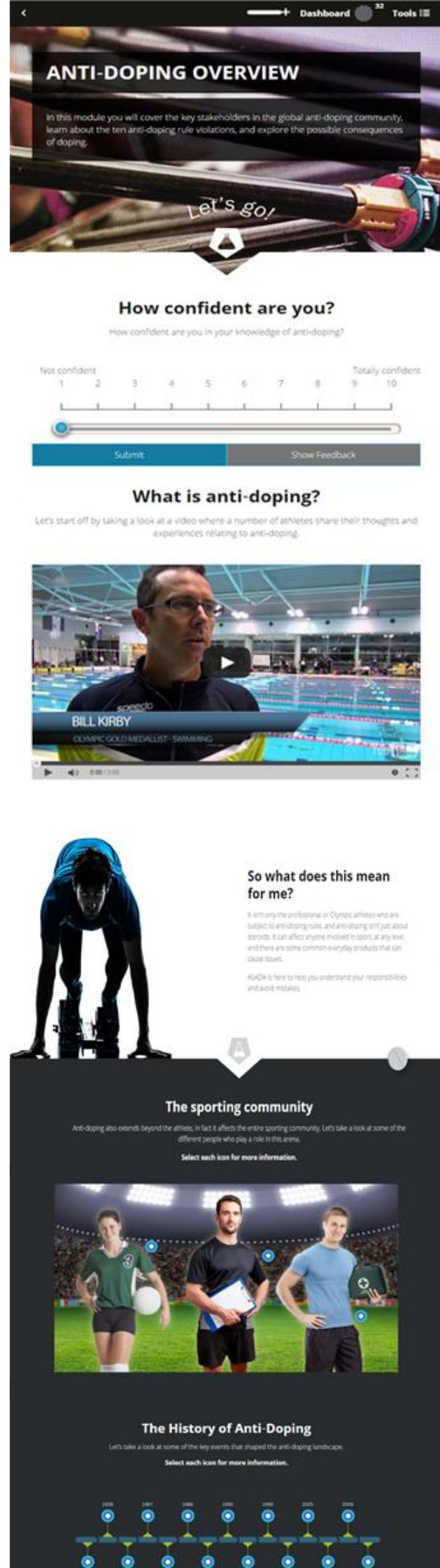
Outdated content was not compliant with the 2015 World Anti-Doping Code, and didn't contain a number of key learning areas included in ASADA's updated education curriculum. It also didn't meet the Australian Government's Web Content Accessibility Guidelines, meaning it needed to be accessible to all Australians regardless of disability, culture or environment.

Poor user experience and accessibility led to further issues with engagement and completion levels.

The reporting and tracking of learning undertaken by those who had completed the programme was also a **time-consuming process** for the ASADA e-learning team.

ASADA needed their new solution to embrace current e-learning design practices, resulting in a programme that could be delivered and tracked by a modern platform. ASADA would measure the success of the solution based on a number of objectives and deliverables:

- It was critical that the programme had to align to ASADA's mission, enabling them to grow their reach into new demographics and organisations to further increase anti-doping awareness and reduce doping sanctions.
- The solution would need to remain affordable, decreasing the cost of delivery per participant, as well as delivering within the limited budget set.
- User engagement and completion levels would need to increase as a result of making the course easier to navigate and more relevant.



The solution

The ASADA education team worked with Kineo Pacific to address the challenge, by designing an engaging programme that would boost learner engagement and completion rates by appealing to the competitive nature of athletes. Several techniques were used to engage users with the programme:

Using a compelling storyline

Their imagination is captured at the beginning. When users enter the anti-doping course, they are presented with a visual menu based around the Australian National Training Centre, a fictional sporting village divided into eight destinations. The first destination is the accreditation desk, which is followed by seven further destinations, each representing a new module to help users learn more about anti-doping. Throughout the user's journey, the visual menu changes from sunrise to evening.

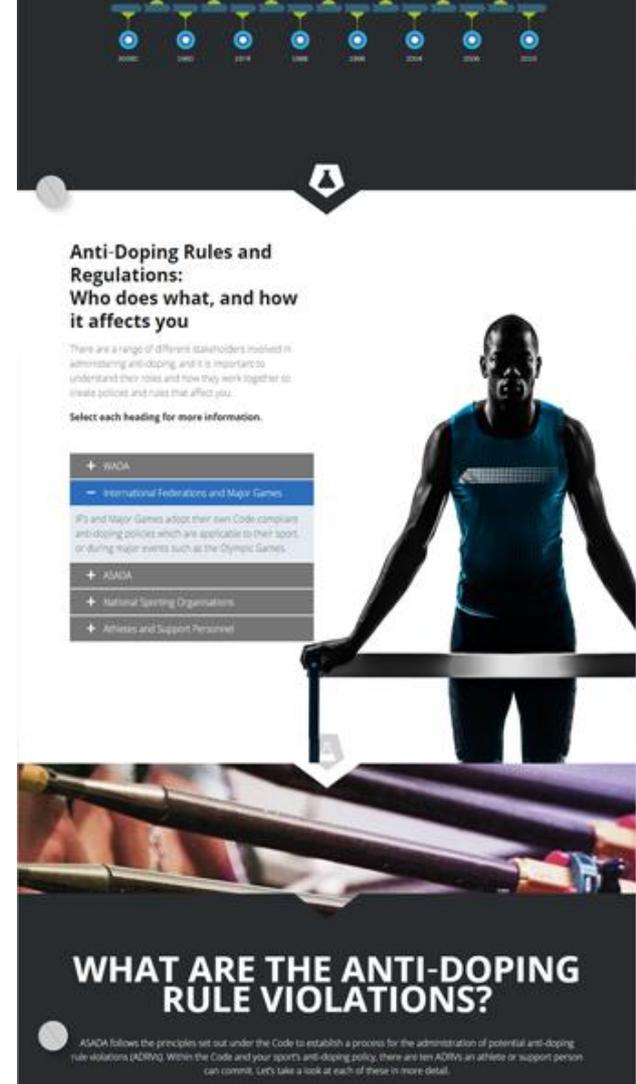
Appealing to intrinsic motivation

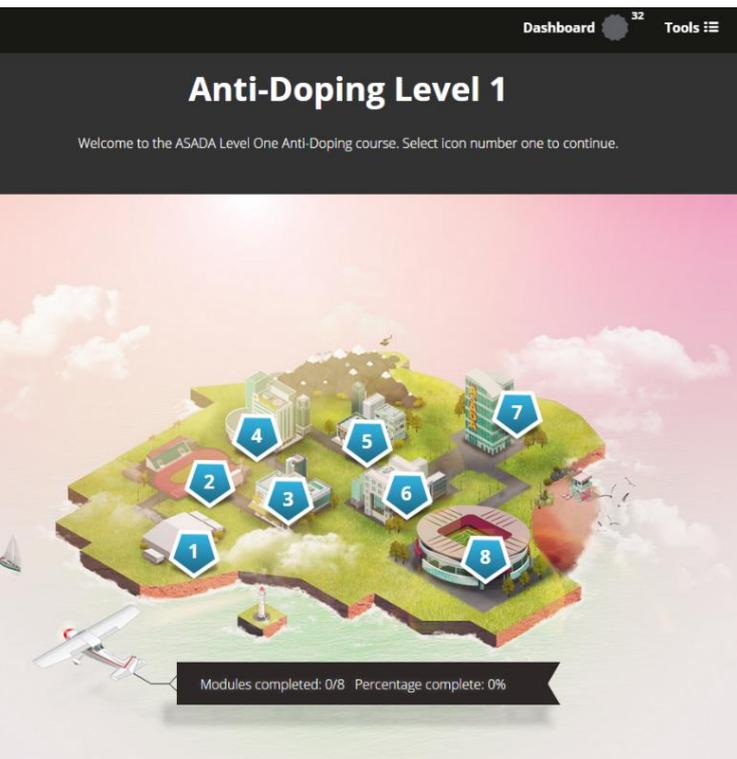
The unique learner dashboard was designed to appeal to the competitive nature of athletes and ensured that the experience was personalised for everyone. A custom-built algorithm calculated progress through the course, tracking summative questions throughout the programme to award learners with Gold, Silver and Bronze medals based on their performance.

The dashboard can be viewed at any time during the course, where learners can see how many questions they've attempted and the percentage of correct answers. Learners can also choose to view a detailed analysis, which breaks down their responses into learning objectives.

Removing repetition, rewarding performance

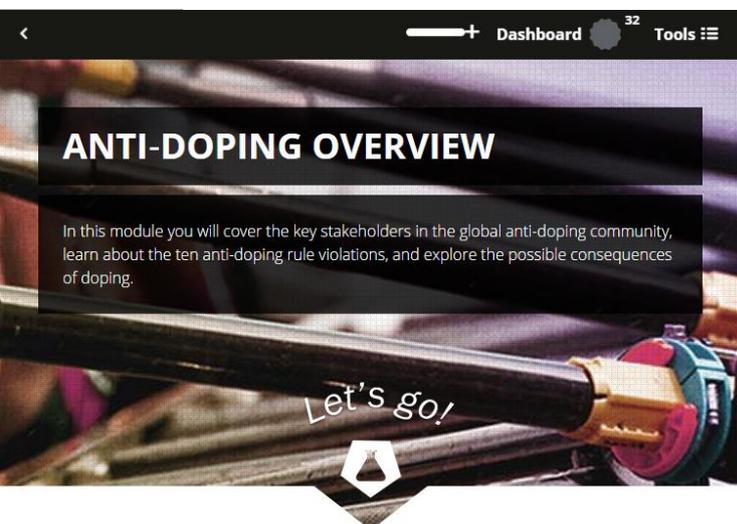
The personal performance dashboard shows medals to be won and predicts a forecast of the final assessment length. By ensuring each summative question was linked to a learning objective, cutting edge functionality was created to help learners to determine the length of the formative assessment based on their performance across all the summative questions.





Above: ASADA's fictional sports village

Below: One of the module starting pages



How confident are you?

How confident are you in your knowledge of anti-doping?

Not confident 1 2 3 4 5 6 7 8 9 10 Totally confident



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For example, a learner earning a Gold medal will complete a shorter formative assessment, compared to someone earning a Bronze medal. This rewards learners for their performance throughout the module and avoids unnecessary repetition of questions where a learner has already demonstrated competency. It also provides a much more intuitive learning experience that isn't usually provided in compliance programmes.

If a learner unsuccessfully attempts an element of the course, they are presented with a summary of the questions they answered incorrectly. This allows individuals to be guided through relevant content before any re-attempts. Most impressively, they are also presented with new questions each time they re-attempt. This ensures learners are being tested on their understanding of a concept, not their ability to memorise a correct response.

Ensuring simplicity

The free and open source Adapt framework was used to develop the programme and ensured that content could be maintained in-house. Adapt, through its scrolling approach, cut out all the "click next" frustrations typically associated with learning design, simplifying both the presentation of the programme and the experience of the individuals. It also ensured the programme could respond intelligently to the device it was viewed on, ensuring users had the freedom to access it online, on any device. Usage was tracked via a new, responsive LMS system to simplify reporting.

Cost savings, impact and results

A key aim of the new e-learning content and LMS was to grow ASADA's reach and number of course completions. Since launching the Level 1 Anti-Doping Course in December 2014, ASADA reported a record number of course completions, with access via mobile devices increasing from 15% to 27%. There are over 28,000 site users, with over 50,000 Open Badges being issued to those completing their online learning. An analysis of initial user sentiment from the 5,230 users who enrolled in the first six months revealed the following:

- 92% of users stated they learned something new from completing the course
- 87% found it relevant to their needs

Several efficiency benefits have been reported including reducing the time spent generating reports for external stakeholders on course completion stats by 50%. Stakeholders can also run their own reports, saving the ASADA team time and money.

Face-to-face learning using the previous blended approach cost the organisation an average of \$10.50 AUD per participant. The new Level 1 course brings the cost per participant to approximately \$3.40 AUD. This represents a 67.6% decrease in costs, saving \$7.10 AUD per participant.

12% completion increase
87% found it relevant to needs
67.6% decrease in costs
25% decrease in doping cases

The bigger picture: national impact

National figures for doping have seen a 25% decline comparing February 2015-January 2016 to February 2014-January 2015. Whilst the old course failed to meet several requirements for stakeholders as well as the target audience, the new version has seen a critical uptake from key stakeholders. The Australian Institute of Sport has made the course mandatory for 700+ elite athletes who receive government funding. It is now included in the 2016 National Health and PE Curriculum. The Australian Olympic and Paralympic Committees also have acknowledged the importance of the Level 1 programme.

There were unique challenges faced by ASADA in increasing awareness and learner engagement on a tight budget, but by recognising and embracing the changes in learning culture, ASADA met the needs of learners. Users expectations have been exceeded, with an intuitive multi device experience that taps into their competitive nature. ASADA made huge cost savings, and at the same time, increased user engagement.

Tips for tapping into the changing culture and expectations of learners

1. Learn and understand what makes your users tick: tap into their motivations
2. Appeal to your audience through relevant scenarios
3. Make the training visually stimulating and attractive to use
4. Allow learners to learn at their own pace
5. Use analysis and algorithms to design features that respond to input and tailor outputs
6. Simplify the user experience: ensure mandatory training is available where the users are, on the devices they use most frequently
7. Don't compromise on reporting: make it easy for everyone to see results
8. Develop a culture that supports learning from mistakes

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The case study has been created as part of the Towards Maturity and Learning Technologies Awards Good Practice Partnership, established in 2011.