Job Aid – How to Conduct a Learning Audit

Audit Step	Details	Rationale & More	Self-Rating
1. **Solidify Sponsorship**	Find a sufficiently powerful decision maker to sponsor the effort.	Someone needs to make decisions, rally political support, and provide time/resources.	DONE ☐ DONE WELL ☐
2. **Enlist Stakeholders**	Enlist a sufficient number of key stakeholders to agree to or accept the audit process.	Without stakeholder support, no change effort can be successful.	DONE ☐ DONE WELL ☐
3. **Use a Two-Phase Process**	Create a two-phase process, with an initial exploratory phase and a secondary audit phase.	The initial phase is needed to ensure you know enough to successfully plan for the audit.	DONE ☐ DONE WELL ☐
4. **Budget the Exploratory Phase**	Agree to budget and time constraints for the initial exploratory phase.	It's critical to clarify expectations on costs and scheduling.	DONE ☐ DONE WELL ☐
5. **Conduct Exploratory Phase**	Do a quick-and-dirty review of the learning program, and interview a small subset of key stakeholders.	Avoid sharing your tentative conclusions—as they really should be hypotheses at this point in the process.	DONE ☐ DONE WELL ☐
6. **Budget the Audit Phase**	Agree to budget & time constraints for the second phase—the audit phase.	To clarify expectations on costs and scheduling.	DONE ☐ DONE WELL ☐
7. **Conduct Audit Phase**	Conduct audit data gathering. Allow for slight modifications to the original plan as needed.	The audit phase should include research benchmarking and multiple sources of data.	DONE ☐ DONE WELL ☐
8. **Prepare Stakeholder Level-Setting Events**	Prepare one or more mini-workshops to educate stakeholders on the rationale behind the audit metrics.	These educational events are critical to get everyone focused on critical learning factors.	DONE ☐ DONE WELL ☐
9. **Prepare Audit Report**	Prepare report using PowerPoint/Keynote.	Have an intro, findings indexed to research benchmarks, overall findings/recommendations, and a placeholder for solution brainstorming.	DONE ☐ DONE WELL ☐
Audit Meeting			
10. **Deliver Educational Event(s)**	Deliver session to all key stakeholders shortly before revealing the audit findings.	Deliver immediately before findings to ensure maximum impact.	DONE ☐ DONE WELL ☐
11. **Reveal Audit Findings**	Reveal audit findings to all key stakeholders.	Very helpful to do this in a face-to-face setting. Acknowledge that the session could bring both joys and disappointments, that auditor will certainly have blind spots, and that you want to encourage a collaborative conversation.	DONE ☐ DONE WELL ☐

12. Share Your Recommendations	Share your specific and overarching recommendations	Do this in a manner that enables stakeholders to discuss confusions, to understand the ramifications clearly, to question your conclusions, to piggyback on ideas, to reflect on the findings, and to generally act as a contributing member of a team.	DONE ☐ DONE WELL ☐
13. Brainstorm Solutions	Brainstorm solutions with key stakeholders, using a proven brainstorming process.	Include: (a) sharing agenda, (b) individual brainstorming, (c) group brainstorming, (d) categorizing, and (e) reflection.	DONE ☐ DONE WELL ☐
14. Prioritize Solutions and Develop Timeline	Prioritize solutions and develop a rough timeline for implementation	Consider two dimensions: (a) easy to difficult in terms of implementation, (b) "less important" to "most important" in terms of benefits.	DONE ☐ DONE WELL ☐
After the Audit Meeting			
15. Enlist People in the Implementation Improvement Plan	Enlist decision-makers to support the Implementation Improvement Plan. Enlist key stakeholders in championing and/or carrying out the tasks involved in the implementation improvement plan.	If possible, do some of this in the audit meeting, when people are highly motivated. You may not get all decision makers, but you should get at least some participant stakeholders.	DONE ☐ DONE WELL ☐
16. Budget the Implementation Improvement Plan	Agree to budget and time constraints for the implementation improvement plan.	To clarify expectations on costs and scheduling.	DONE ☐ DONE WELL ☐
17. Monitor Progress on the Implementation Improvement Plan	Set up milestones and follow-through with oversight to monitor the progress on implementing the audit-generated improvement ideas.	Change efforts have a tendency to fade away as other priorities rise in salience. Setting up a monitoring plan will help ameliorate this tendency— at least somewhat.	DONE ☐ DONE WELL ☐
18. Make Midcourse Corrections	Based on the findings of your ongoing monitoring, make midcourse corrections that enable you to get the most value for the costs and exertions that are being incurred.	It's critical to make midcourse corrections because (a) it increases the likelihood that your actions will be beneficial, and (b) it demonstrates care and the continued priority of the implementation plan.	DONE ☐ DONE WELL ☐
19. Conduct Follow-Up Learning Audits	Periodically, as needed, conduct additional learning audits to monitor your progress on previously-audited learning programs and to expand the audit process to previously-unaudited learning programs.	Probably worth doing follow-up audits every two or three years. It's also helpful to have a plan for how you will expand auditing to other learning interventions over the years—to ensure an expanding zone of continuous improvement.	DONE ☐ DONE WELL ☐