FREQUENTLY ASKED QUESTIONS (TRAINING PROVIDERS & ENTERPRISES)

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1. What is the Institute for Adult Learning (IAL)?

The Institute for Adult Learning (IAL) is an autonomous institute of the Singapore University of Social Sciences (SUSS). IAL works closely and supports Adult Education professionals, businesses, human resource developers and policymakers through its comprehensive suite of programmes and services on raising capabilities and catalysing innovations in Continuing Education and Training (CET).

IAL also champions research in sustaining economic performance through skills, shaping employment as well as CET decisions; and develops innovations through learning technology and pedagogy to promote adult learning.

As an institute dedicated to adult learning, IAL is well-positioned to help enterprises develop workplace trainers and train Training and Adult Education (TAE) practitioners, which extends and strengthens the reach of workplace learning to more enterprises in Singapore.

2. What is inlab?

Launched in 2015 as a joint initiative by SkillsFuture Singapore and the Institute for Adult Learning, inlab is the nexus for learning innovation that has been pushing the frontiers since. The innovation lab promotes adoption of learning innovation in Singapore through providing contextualised learning solutions for enterprises, and insights and sharing of best practices on tech-enabled learning.

inlab runs the **innovSeries** which bring different stakeholders together to explore, collaborate and innovate. The series currently comprises two signature competition grant initiatives—innovPlus and innovJam; two knowledge sharing platforms—innovLogue and innovBite, and a capability development initiative — innovDev.

3. What is innovDev?

innovDev is a sustainable and progressive initiative designed to equip Training Providers and Enterprises with Learning and Development units (TP&Es) with the necessary capabilities to re-design their present courses and curricula into quality technology-enabled or blended courses.

4. Who is innovDev targeted at?

innovDev aims to meet the needs of TP&Es who are:
- Looking to transit to blended learning but lack the pedagogical expertise and know-how to do so; and/or
- Finding it a challenge to blend their existing courses due to limited learn tech availability, knowledge and know-how.

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5. What makes innovDev unique? Isn't this initiative just providing consultancy services for blended learning?

No, innovDev differs from typical consultancy approaches as it is conceptualised as a **capability development** initiative as opposed to conventional provision of consultancy services. Hence, TP&Es are expected to appoint staff to perform the course transformations themselves while the consultants serve a mentoring and coaching role.

innovDev also adopts an **individual and customized consultancy model**. The scope of the consultancy work has deliberately been left broad for the TP&E and consultant to negotiate and decide. Having this flexibility allows space for contextualisation to the TP&E's organisational context as well as tailoring of the consultant's coaching approaches to meet the TP&E staff's learning needs.

6. How will innovDev support the Training and Adult Education Industry Digital Plan (TAE-IDP)?

inlab is featured in the TAE-IDP as the lead facility in technology-driven learning innovation. As an inlab initiative, innovDev supports the TAE-IDP by enabling TP&Es who have yet to embark on the delivery of learning in an online environment to do so. As blended learning capabilities become increasingly imperative in today's climate, innovDev's focus on capability development will promote sustainable development of blended learning capabilities to take root within the TP&E.

7. What is the thinking behind the development of innovDev?

The Covid-19 pandemic has accelerated the need for all TP&Es to undertake and deliver quality online learning. Concurrently, TP&Es must have sustainable digital capabilities for business survival. innovDev was thus designed to help TP&Es meet these needs, **not by undertaking any curriculum development** on behalf of the TP&Es, but **by developing the blended learning capabilities** of the TP&Es; specifically, of their appointed curriculum and programme developers.

8. How does innovDev actually work?

innovDev is a capability development initiative where the appointed staff of TP&E applicants will undertake and complete the **blended learning course transformations of two existing courses**. The two course transformations are conceptualized as a 1+1 format comprising "Guided Redesign" and "Independent Redesign".

For the **"Guided Redesign"** course, the innovDev consultant will provide closer guidance through mentoring and coaching on the course transformation as the TP&E appointed staff performs the actual course transformation. For the **"Independent Redesign"** course, the TP&E staff will apply what was learned in Guided Redesign to perform the course transformation independently and receive feedback from the innovDev consultant.

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The allocation of the 35 consultancy hours awarded in the grant is up for negotiation between the TP&E and innovDev consultant for the 2 course transformations.

Please see the figure under "How does innovDev work?" on the [innovDev website](#) for more information.

9. **Since there are two existing courses to be transformed in innovDev, can the TP&E work on the Independent Redesign course before the Guided Redesign course?**

No. innovDev follows a two-step framework in this specific order: Guided Redesign and Independent Redesign. As innovDev is a capability development initiative, the rationale is for the TP&E appointed staff to **first receive coaching and learn** from the innovDev consultant in the Guided Redesign Course and **then demonstrate application** of what is learned in the Independent Redesign Course.

10. **Can the two courses selected include new courses that are about to be launched?**

No. The two courses proposed for transformation must be existing courses currently run in the TP&E.

11. **How are the 35 consultancy hours under the grant allocated for the two courses? Are the hours split equally for the two courses?**

Allocation of the 35 hours is up to the consultant and TP&E to decide. The rationale is to allow flexibility for both parties to tailor the usage of consultancy hours to meet both (1) the learning needs of the TP&E staff and (2) the needs of the course transformation. Note that the first course redesign has a cap of 25 hours to ensure that at least 10 hours are reserved for the second course redesign.

In the event the course transformations and development of TP&E staff's blended capabilities is estimated to exceed the 35 consultancy hours covered in the grant, the TP&E may also consider engaging the appointed consultant outside of innovDev.

12. **Besides receiving a grant of up to 35 consultancy hours per TP&E, what does innovDev offer to TP&Es?**

Other than the grant, TP&Es will also benefit as follows:
- Have a selected course reviewed with detailed advice on the redesign opportunities possible of the course as the TP&E transits towards online learning (Guided Redesign Course);
- Receive recommendations on the course transformation possibilities and pedagogical approaches appropriate for blended learning;

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- Receive feedback and recommendations on staff development of blended learning capabilities;
- Receive feedback on redesigned courses (Guided Redesign Course and Independent Redesign Course); and
- Develop the blended learning capabilities of at least two in-house curriculum development staff and/or associates, involving a combination of coaching and mentoring, to work on development of the course into a technology-enabled or blended learning course.

13. What is the timeline for innovDev? Is there a deadline to complete the course transformations?

Yes, there is a deadline. Successful TP&E applicants are to complete the two course transformations (Guided Redesign and Independent Redesign) **within a year** from acceptance of the innovDev grant. Each course transformation has a deadline of up to **six months each**.

However, the pace of the course transformation could be faster, depending on the length of the course. For example, if the course is only a 7-hour course, then completion of the course transformation could potentially be faster than six months.

14. What is the onboarding process like for TP&Es who are keen in innovDev?

The onboarding process is as follows:
1. Interested TP&Es are to submit an innovDev application form along with the required documentation as found on the innovDev webpage
2. Submitted applications will be processed upon acknowledgement within 8 weeks with the admission outcome decided by the IAL Evaluation Panel
3. Successful TP&Es will be presented with at least two suitable consultants to choose from
4. TP&Es are to inform inlab on their selected consultant within 2 weeks
5. Upon successful matchmaking, the TP&E are to sign the Letter of Grant and Non-Disclosure Agreement, and co-pay $535* before officially embarking on innovDev

*Note that admitted TP&Es will have to **co-pay a non-refundable flat rate of $535 w/GST** ($500 w/o GST) in accordance with the principle of co-payment, and as a form of commitment to its undertaking and contribution to the consultant fees.

Please email the innovDev team (koktw@ial.edu.sg; ivan_LEE@ial.edu.sg; inlab@ial.edu.sg) if you require further information.

15. Are there any eligibility criteria and / or qualifying requirements for TP&Es?

Yes, there are. The TP&Es are required to:
- Be a TP&E or PEI who cater to adult learners, who are looking to enhance their existing training courses;

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- Have two existing courses ready for transformation into blended learning courses;
- Have at least two committed curriculum developers ready to work on transforming their courses; and
- Co-pay $535 (w GST) in accordance to the principle of commitment upon successful admission into innovDev

16. Why is it necessary to have two curriculum staff attached to innovDev? What if the TP&E does not have two curriculum staff?

The rationale is to ensure sustainability of the blended learning capabilities developed within the TP&E in consideration of potential manpower changes. The two appointed staff do not need to be full time staff only; long term associates of more than 2 years may also be counted as staff.

In cases where the TP&E has less than two staff, the TP&E may still apply if they are able to ensure the sustainability of course transformations following completion of innovDev. Note that the admission decision is up to the IAL Evaluation Panel and vetted on a case-by-case basis.

17. What are the requirements for the staff appointed to undertake and complete innovDev?

The appointed TP&E staff are required to have the following:
- Ability to commit to undertaking and completing the innovDev project;
- Fundamental pedagogy knowledge as innovDev seeks to develop the blended learning capabilities of the TP&E's curriculum developers and learning designers; and
- Subject matter knowledge would be a good advantage.

18. Is it compulsory for the TP&E staff to go through the "6 Principles of Learning Design" Continuing Professional Development Programme? What are the 6 Principles of Learning Design?

Yes, it is compulsory for **at least one** of the appointed TP&E staff for innovDev to go through the "6 Principles of Learning Design" (6PoLD) Continuing Professional Development (CPD) Programme. The appointed staff will need to register for and attend the 6PoLD CPD Programme **within one year of embarking on innovDev or before innovDev completion**, whichever takes precedence.

The rationale is to set a baseline and ensure that the TP&E staff have fundamental understanding of key principles in learning design. As all of the innovDev consultants have completed the 6PoLD CPD Programme, it would also serve as a common language of pedagogy for the TP&E staff and consultant in the course transformation journey given that all stakeholders involved potentially come from diverse backgrounds and have varying areas of expertise.

The 6 principles of Learning Design comprise Authentic, Alignment, Holistic, Future-Oriented, Feedback, and Judgment. They are an important research finding from IAL's research study. These

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principles assist in thinking about how to design learning holistically, so that doing and knowing are integrated. Feel free to read more about the 6PoLD here: The 6 Principles of Learning Design

19. What does the scope of the consultancy work cover?

The scope of innovDev has intentionally been left broadly as **the transformation of two existing courses that is to be completed within one year under the innovDev grant of 35 paid consultancy hours**. The rationale is to allow space for the consultant and TP&Es to scope the course transformations in recognition that there is no one size fit all scope for the variety of industry sectors and types of courses out there.

In the event the required consultancy hours exceed the 35 hours under the innovDev grant, the TP&E may engage the appointed consultant outside of the innovDev initiative.

20. What are the roles and responsibilities of the TP&E staff and the innovDev consultant respectively?

The TP&E appointed staff are expected to:
- Commit to complete innovDev project by appointing TP&E staff to be coached;
- Identify 2 courses to be transformed under 'Guided Redesign' and 'Independent Redesign'
- Perform/Execute the course transformations;
- Project manage the course transformations;
- Submit all relevant deliverables for the course transformations;
- Complete required documentation for evaluation and grant processing;
- Abide with the Terms and Conditions (T&C) as is agreed upon the submission of the application form and the acceptance of the innovDev grant at all times; and
- Participate in innovDev review and evaluation processes.

The innovDev consultant is expected to:
- Coach the appointed TP&E staff under 'Guided Redesign';
- Evaluate output/outcomes of redesigned courses 'Guided Redesign' and 'Independent Redesign' by TP&E Staff;
- Project manage TP&E stakeholders;
- Monitor to ensure TP&E submits deliverables;
- Commit to Community of Practice for innovDev consultants;
- Participate in innovDev review and evaluation processes; and
- Hold the line on expectations set for TP&E grant recipients as articulated in the Terms & Conditions at all times.

21. How is the matchmaking process like?

The matchmaking process is as follows:
1. The IAL Evaluation Panel will first decide and shortlist at least two suitable consultants for the TP&E based on best / nearest match to required expertise and / or domain areas;
2. The TP&E will then make the final decision and inform IAL of their choice;

3. IAL will in turn inform the selected consultant.

The speed of the allocation process also depends on three factors:
1. TP&E admission process;
2. When co-payment of $535 w/GST is paid by TP&E upon confirmed admission; and
3. Schedule availability of the consultant.

22. Will the 35 hours grant include payment for tech tools?

No. The 35 hours is solely for the consultation hours which will be disbursed directly to the consultants with approval from the IAL Evaluation upon satisfactory submission of the deliverables.

While payment for tech tools are not included in the grant, inlab has a curated list of Cost-Effective and Easy-to-Use (CEE) Tools that may be used as a starter kit for TP&Es who may be hesitant in investing in tech tools. The list of CEE tools is updated periodically and may be found here.

23. What are the deliverables required from the TP&Es?

The TP&Es are expected to deliver the following for the two selected courses:
1. Guided / Independent Course Redesign Plan *[use IAL template]*
2. Needs Analysis Plan
3. Learner Profile
4. Lesson Overview
5. Delivery plan *[use IAL template]*
6. Learner's Post-Course Feedback (for redesigned course before course transformation)
7. Learner's Post-Course Feedback (for redesigned course after course transformation)
8. Staff attendance of IAL's "6 Principles of Design Learning" Continuing Professional Development Programme
9. Other supporting artefacts

24. Will there be any templates provided for the deliverables?

Yes, there will be templates provided for some of the deliverables (e.g. cover page, course redesign plan). These templates are generic and may be adapted to suit the TP&E's context and will be made available upon the TP&E's successful admission into innovDev.

Not all deliverables will have templates so as to ease the documentation load for TP&E staff and to allow flexibility for TP&Es to use existing templates in their organization for their submission of required documentation to IAL (e.g. needs analysis forms, learner feedback forms), so long as there is no IP issue on their end.

25. What should the TP&E do if the consultant is uncooperative or difficult to work with?

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Please notify inlab in these occurrences. The protocol will be as follows:

1. Email the innovDev team (koktw@ial.edu.sg; ivan_LEE@ial.edu.sg; inlab@ial.edu.sg) with the following information:
    a. The context and issue with the consultant
    b. Documentation of the actions taken on your end and the consultant's responses
2. inlab will investigate and take appropriate actions

26. It is stated that the coaching sessions are to be recorded. What is the rationale for doing so? And what if there are Intellectual Property (IP) concerns?

If IP is a concern, coaching sessions that include sharing of the consultant's or TP&E's IP materials may be excluded from recording.

The purpose of the recordings is solely for IAL's research, and programme development and improvement purposes (e.g. identifying best practices in coaching, identifying barriers to blended learning, innovDev refinement).

Permission will also be sought from the TP&Es beforehand as indicated in Section 4 of the TP&E application form.

27. What if something unexpected happens and the TP&E require a time extension or there are changes in the course selection or appointed staff to undertake the course transformations?

In such cases, the TP&E should follow these steps:

1. Fill up the relevant forms for the specific requests (time extension / change in course / change in staff) that will be provided to you upon admission
2. Submit the completed forms via email to the innovDev team (koktw@ial.edu.sg; ivan_LEE@ial.edu.sg; inlab@ial.edu.sg)
3. inlab will process the requests and forward them to the IAL Evaluation Panel who will make the decision
4. inlab will then inform the TP&E of the outcome. Note that IAL's decision will be final.

28. How will IAL measure the impact and success of innovDev?

As innovDev is designed to equip TP&Es with the necessary capabilities to re-design their present courses and curricula into quality technology-enabled or blended courses, success will come in the form of **blended learning capability acquisition** by the TP&Es.

A few conditions are in place for the TP&Es to demonstrate this, including:

- Completion of the recommended redesign and development of the **Guided Redesign Course** as coached and guided by the innovDev consultant;

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- Completion of the redesign and development of **Independent Redesign Course** to ensure that the capability development has taken root;
- Documentation of the redesign and development process in visual and / or written form for future enhancement of the initiative;
- Submission of Learner Feedback pre-course transformation and post-course transformation; and
- Participation in surveys and / or interviews with IAL following innovDev completion 6 months later to demonstrate capability acquisition by TP&Es who should be independently performing course transformations for the remainder of existing courses within the TP&E.

29. Will the accreditation of the selected courses be affected upon course transformation?

TP&Es should check with the accreditation body and its respective requirements. Neither IAL and the assigned innovDev consultant will be involved nor held accountable with regards to the accreditation and recognition of the redesigned course(s) by any organisation and / or government agency as stated in the Terms and Conditions.

30. What would happen if the TP&E is unable to complete innovDev and chooses to withdraw from the initiative? Is there any penalty?

The TP&E should first email the innovDev team (koktw@ial.edu.sg; ivan_LEE@ial.edu.sg; inlab@ial.edu.sg) to inform them on the situation with a formal explanation. The innovDev team will process the withdrawal request and forward it to the IAL Evaluation Panel for their decision. The withdrawal outcome would then be vetted on a case by case basis by IAL. Note that IAL's decision will be final.

In the event there is no justifiable reason for the withdrawal, the penalty will be in accordance to the Terms and Conditions as agreed upon admission into innovDev. IAL will claw back the amount paid by IAL to the assigned consultant up to the point of fulfilment and the TP&E will repay the entire amount themselves to the assigned consultant. This will also affect the TP&E's future participation in other innovSeries programmes involving a grant, such as innovPlus and innovJam.

31. Can the TP&E reapply again to transform other courses after completing one round of innovDev?

No. TP&Es are allowed to receive the innovDev programme funding one time only. This is aligned to the intent of innovDev where it focuses on promoting the development of blended instructional design capabilities in more enterprises within the Training and Adult Education (TAE) sector.

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