The Web-based Training Implementation Triangle

Examples (Based on the "Service to Multicultural Communities" Lesson)

Level One: All staff are mandated to work through the online course on their own. No discussion within the department or within the library takes place and there are no interaction tools available in the online lesson.

Level Two A (Within the online course): There is an instructional facilitator "present" and this person posts a *welcoming statement*. The facilitator monitors a discussion board and *responds to questions*. The facilitator prompts several *threaded discussions* and encourages the students to take part in these. They encourage participants to bring in *examples* from outside and inside the library and they interject *paraphrasing and summarizing* postings.

Level Two B (Within each branch location): Before the online lesson is offered. The library director holds sessions with the branch managers, to put the need for the training on service to multicultural communities in context. They are joined by representatives of the human resources and training groups to provide information about past service issues and the demographics in the community.

Before and during the online lesson:
Flyers are posted in each branch employee break room and in other workroom areas. Managers mention the lesson in their staff meetings and informal get-togethers. The library director mentions it several times in her weekly e-mail update to all staff members.
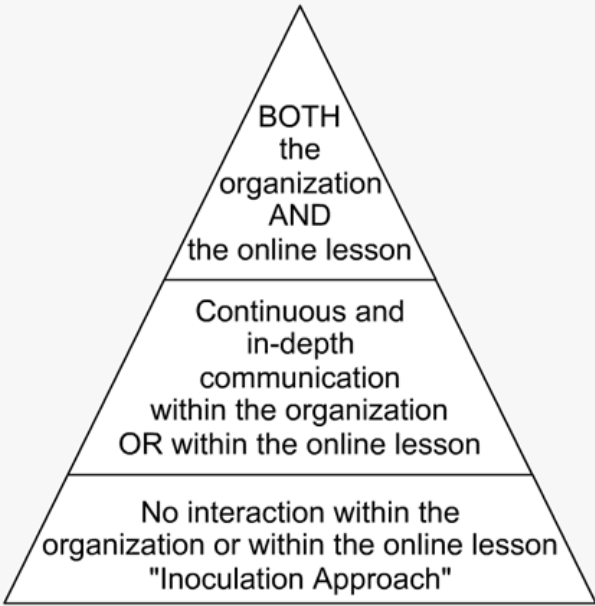
Prompted by the awareness of the training employees in the break rooms are discussing the day's activities and bring up their situations where they interacted with new immigrants and other members of their multicultural communities.

When training is concluded:
The director solicits and posts in e-mail updates situations and experiences from staff where used their training to demonstrate and deliver heightened customer service to patrons by taking proper note of cultural clues, anticipating cultural differences, etc.

The director also encourages participation in online forums discussing the challenges of service to multicultural communities. As an example, a forum in WebJunction.

Level Three: Interaction and promotion of the topic **both** within the organization and within the online course. The topic is discussed and "sold" up, down, and sideways within the library and the instructional facilitator provides opportunities for application of what they have learned to the real world and for reflection on this process.

BOTH
the
organization
AND
the online lesson

Continuous and
in-depth
communication
within the organization
OR within the online lesson

No interaction within the
organization or within the online lesson
"Inoculation Approach"

COSTS

**Online Lesson
Implementation Triangle**