

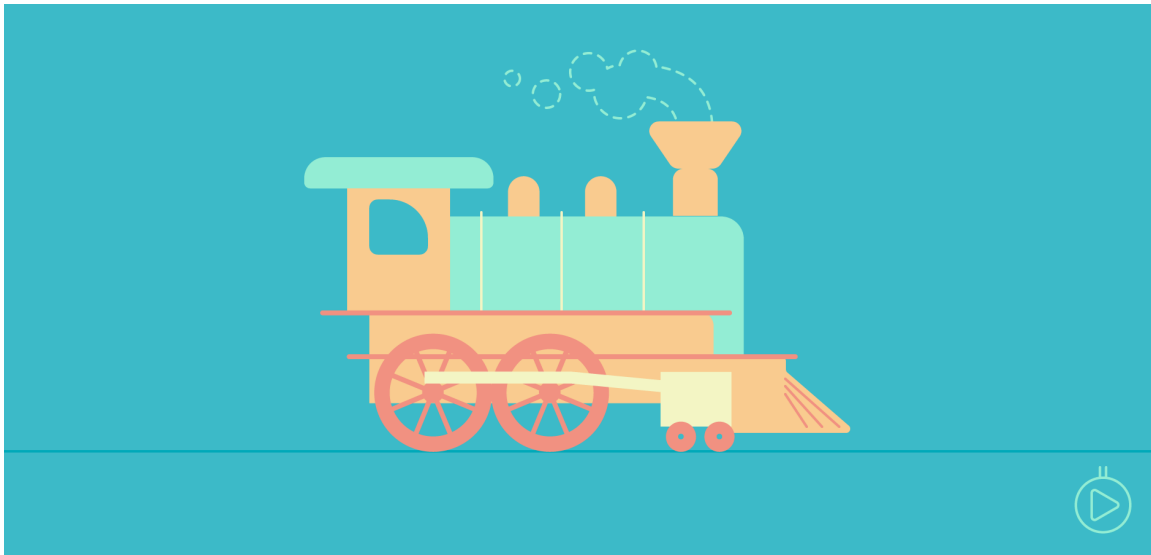


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The HRM Professional's Guide to Training and Learning



Introduction ...

Many business people think of training as something distracting or often a waste of time and resources. However, the fact is that US business spends more than \$60 billion a year in employee development, still, many uninformed managers question its return on investment.

Our advice is to look at the 'effectiveness' of a corporate training program and ensure it is tied to business strategy and business objectives. Our research shows that one of the most important sources of competitive advantage is the entire corporate learning strategy which goes far beyond developing good courses in the training department.

Developing a strategy for training gives your company a competitive advantage and helps propel you into the future. The plan needs to be comprehensive, and every employee needs to understand it so that everyone gets the appropriate training at the right time.

The quality and variety of the employee training you provide are key for motivation. Reasons to offer employee training are many, from new-hire operational training to introducing a new concept to a work group to installing a new computer system.

Training needs to focus on improving the current performance in an organization, as well as ensuring that skill sets exist amongst employees for future competencies required by the organization. An individual development plan (IDP) is a tool that helps facilitate employee development.

Steady, long-term competitiveness requires an organization to be committed to putting employees first and developing quality training programs that are linked to its strategic objectives. Without a true commitment to the employees at all levels throughout an organization, the journey to enhance organizational performance will be an elusive adventure. Quality employees equate to organizational success. Unqualified and poorly trained employees equate to organizational failure.



Learning is Paramount ...

Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job.

Training employees on the process to conduct business will ensure successful task completion and mold the thinking of employees.

Effective training that facilitates learning is paramount to successful on-boarding.

Ineffective training leads to incomplete tasks, business interruption, low morale, and distrust. However, proper training and supervision will lead to quality performance of employees. It is continuous and never ending in nature.

An organization that cannot get the training right, will be staffed with untrained employees who all process work differently, inconsistently, and ultimately will all fail. Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.

An engaged workforce who possess the necessary skills, knowledge and expertise is crucial for any organization who wants to achieve high levels of business success. In our current challenging and competitive business environment, learning and development has never been more important as a means to keep employees engaged and maintain that competitive advantage.



Types of Employee Training

Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarize them with the organizational mission, vision, rules and regulations and the working conditions.
2. The existing employees are trained to refresh and enhance their knowledge. Work process should be reviewed on a set frequency, at least annually, to refine and add process improvement value.
3. If any updates and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing a new equipment, changes in technique of production, technology enhancement. The employees are trained about use of new equipment and work methods.
4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

Every time we investigate an organization or work team wrought with errors, omissions, and poor work performance ... we find a culture of ineffective training and performance development.

This is a consequence of mismanagement, and typically not the fault of the employee staff who want to perform well; however, are not empowered to do so.

The right training and development can greatly enhance employee engagement by nurturing talent and helping people to learn new things and improve their performance. Most people want to feel that they are doing a good job and that they are valued by their organization for the part they play.

In addition, few people like to remain static in a work environment and prefer to have variety in their work and see development potential in their role.

“ The training organization needs to develop new skills, embrace new technology, and uncover new approaches to ensure the business has a workforce that can deliver on its imperatives. ”

WHY SHOULD YOU INVEST IN YOUR EMPLOYEES?



250%

STUDIES HAVE SHOWN THAT ORGANIZATIONS WITH A CAREER DEVELOPMENT PROGRAM DEMONSTRATE UP TO **250%** HIGHER PRODUCTIVITY. SCALES, 2012

86%

OF BUSINESS & HR LEADERS BELIEVE THEY DON'T HAVE AN ADEQUATE LEADERSHIP PIPELINE. DELOITTE, 2014

RETENTION IS
25%

HIGHER FOR EMPLOYEES WHO HAVE ENGAGED IN COMPANY-SPONSORED MENTORING. DELOITTE RESEARCH BRIEF, 2012

THE ROI FOR COMPANIES THAT INVEST IN COACHING IS

7 TIMES

THE INITIAL INVESTMENT. PRICEWATERHOUSE COOPERS, 2011



51%

ONLY **51%** OF EMPLOYERS FEEL CONFIDENT ABOUT RETAINING TOP TALENT AS THE ECONOMY IMPROVES. WORLD AT WORK RESEARCH STUDY, 2012



13%

ORGANIZATIONS WITH EXCELLENT CULTURAL SUPPORT FOR COACHING HAVE **13%** STRONGER BUSINESS RESULTS. BERSIN, 2011

Return on Investment

A recent survey indicates that 40 per cent of employees who receive poor job training leave their positions within the first year. They cite the lack of skills training and development as the principal reason for moving on. Consider the cost of turnover. With one fewer worker, your company's productivity slips. Sales decline. Your current staff members are required to work more hours. Morale may suffer. To find a replacement, you spend time screening and interviewing applicants. Once you hire someone, you need to train that person. The cost of staff turnover adds up. Figures vary, but it can cost as much as \$2,500, depending on the position, to replace a frontline employee. That is a hefty price to pay for not training staff.

Learning and upgrading employee skills makes business sense. It starts from day one, and becomes successive as your employees grow. Granted, it may take some time to see a return on your investment, but the long-term gains associated with employee training make a difference. The short-term expense of a training program ensures you keep qualified and productive workers who will help your company succeed. **That's an investment you can take to the bank.**

HOW TO GAIN LEADERSHIP BUY-IN FOR YOUR EMPLOYEE TRAINING PROGRAM

Training Benefits ...

The benefits of training can be summed up as:

1. Improves morale of employees- Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.
2. Less supervision- A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.
3. Fewer mistakes- Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.
4. Chances of promotion- Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. They desire to stay, increase responsibility, and take on a leadership role.
5. Increased productivity- Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

Well trained employees exude confidence and competence; their high morale, motivation, and performance all contribute to a culture of excellence.

Obviously, during a comprehensive assessment of an organization, if these characteristics are evident, then the training program is effective and well implemented; however, visa-versa, if morale, motivation, and performance are low ... ineffective leadership and mismanagement may be the direct culprit.

High employee turnover or low employee retention is a typical symptom of inadequate professional human resource management principles and best practices implemented in an organizational office, division, or enterprise.

Training is just one of myriad tactics that improve workplace morale, production and organizational performance.



Competency Based Training ...

Competency Based Training Framework provides a structured guide, enabling the identification, evaluation, and development of those competencies in individual workplace functions and duties.

Competency frameworks provide clarification around the behaviors expected at different levels throughout the organization.

A competency is the ability of an individual to perform a job or task properly, being a set of defined knowledge, skills, and behavior.

In other words, a competent worker has a valuable set of knowledge, skills, abilities, attributes, experience, personality traits and motivators which has a predictive performance metric leading to a successful outcome.

Creating a **competency framework** is an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of people in your organization. The framework allows management to measure current competency levels to make sure staff members have the expertise needed to add value to the business.

The framework helps management make informed decisions about talent recruitment, retention, and succession strategies. The framework enables management to budget and plan for the training and development the enterprise really needs, by identifying the specific behaviors and skills needed for each functional role.

The process of creating a competency framework is long and complex. To ensure a successful outcome, management must involve people actually doing the job, carrying out the roles, in order to accurately evaluate real jobs, and describe real behaviors.

The increased level of understanding and linkage between individual roles and organizational performance makes the effort well worth it. In other words, the workers define optimal competency vs. incompetency ... and agree to the performance metrics they will be subject too.

Not only is managerial decision making now developed with scientific evidence in the way of performance metrics; it is a team based approach, readily implemented by dedicated workers bent on high performance and earning meaningful rewards.

Management can offer targeted training directly related the worker's roles and responsibilities, develop a succession program for advancement, and optimize training resources on a proactive level without wasting time and money on erroneous training.

Benefits of a Competency Framework

For the Organisation	For Employees
Contributes to employee retention	Knowing clearly what the job requires
Develops employees for the Succession Plan	Know what skills they would need to develop to move up in the
Identifies relevant training for job levels; supports training needs analysis	Identifies whether a performance issue is attributable to an employee or to other organisational factors
Provides measures for performance required to meet organisation's goals	Brings fairness and objectivity into the performance assessment process
Ensures effective employee selection; "hire for attitude, train for skill"	During the hiring process, employees will know what the job truly entails

Training Contributes to Positive Morale ...

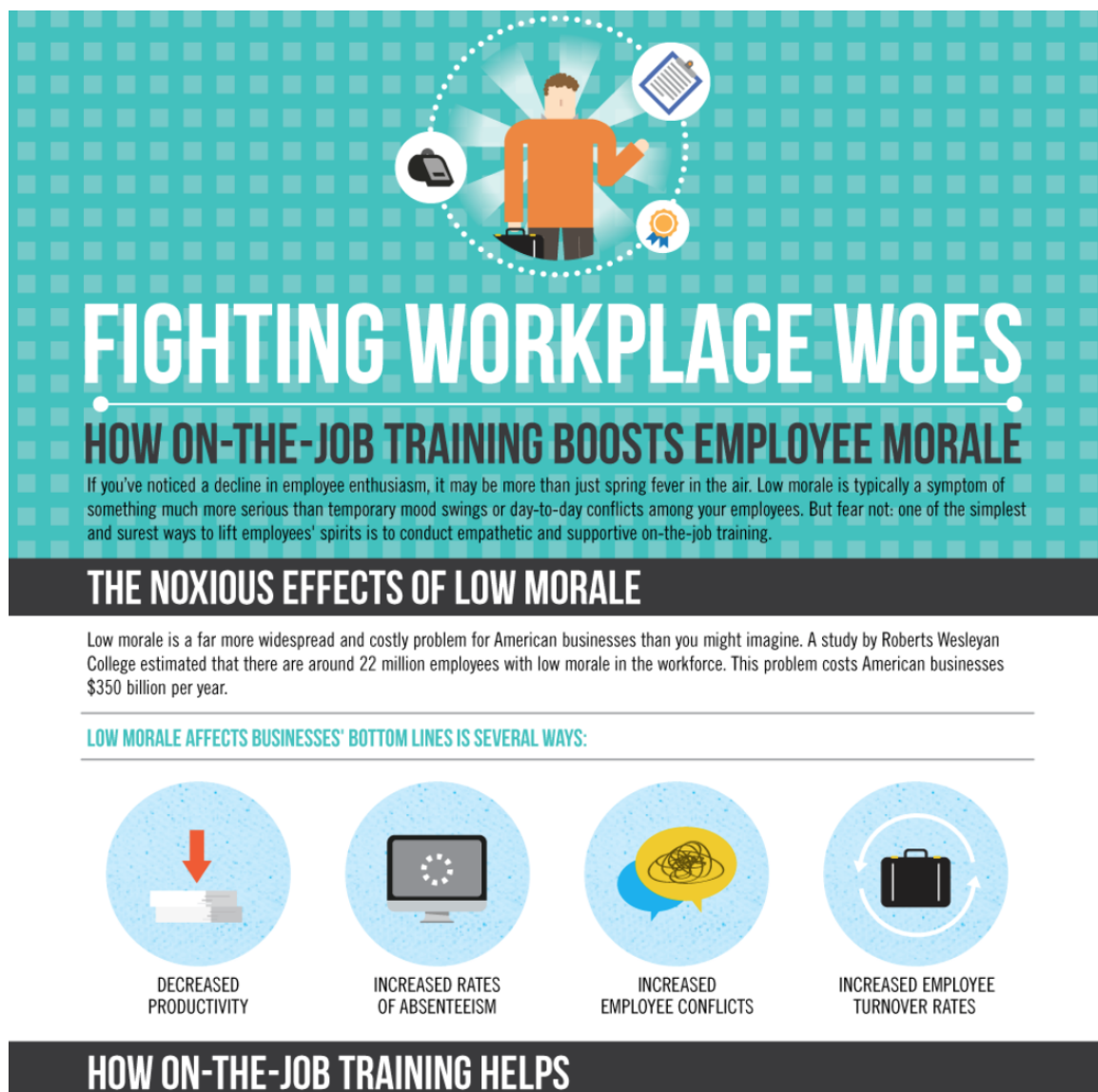
Whether you are a supervisor, a manager or a trainer, you have an interest in ensuring that training delivered to employees is effective. For any organization, training is an investment in time, money and resources.

It can also be a tool for retention and rewards, as well.

So often, employees return from the latest mandated training session and it's back to "business as usual" and no time or effort is made to implement new knowledge, skills, or procedures.

In many cases, the training is either irrelevant to the organization's real needs or there is too little connection made between the training and the workplace.

Training and Development for employees is a key factor in remaining relevant and effective.



FIGHTING WORKPLACE WOES





HOW ON-THE-JOB TRAINING BOOSTS EMPLOYEE MORALE

If you've noticed a decline in employee enthusiasm, it may be more than just spring fever in the air. Low morale is typically a symptom of something much more serious than temporary mood swings or day-to-day conflicts among your employees. But fear not: one of the simplest and surest ways to lift employees' spirits is to conduct empathetic and supportive on-the-job training.

THE NOXIOUS EFFECTS OF LOW MORALE

Low morale is a far more widespread and costly problem for American businesses than you might imagine. A study by Roberts Wesleyan College estimated that there are around 22 million employees with low morale in the workforce. This problem costs American businesses \$350 billion per year.

LOW MORALE AFFECTS BUSINESSES' BOTTOM LINES IN SEVERAL WAYS:

- 
DECREASED PRODUCTIVITY
- 
INCREASED RATES OF ABSENTEEISM
- 
INCREASED EMPLOYEE CONFLICTS
- 
INCREASED EMPLOYEE TURNOVER RATES

HOW ON-THE-JOB TRAINING HELPS



There can be many reasons why training doesn't have the desired effect. It can be due to a poorly designed program, an ineffective trainer, staff being unable to implement the training in the workplace, or many other reasons.

One major factor that can determine training's effectiveness is **staff motivation**. Higher motivation has been linked to greater skill acquisition, higher post-training confidence, and stronger intentions to apply learning in the workplace.

Motivation can be affected by any number of factors, from how participants will benefit from training and if they have an understanding of why they have been sent on the training.

Of course, staff choosing to go on the training program (rather than being sent by their manager) can be linked to motivation, but research by Patrick, et. al. (2012) has gone one step further and suggested that whether staff are satisfied in their jobs and workplace can affect motivation and therefore training outcomes.

The first myth is if you send an unskilled employee to training, when they come back there is immediately a changed, improved, skilled worker. That is an erroneous assumption. It is much more complex than that. In this day and age, companies in general still have very simplistic views of training.

Effective training is well developed, carefully delivered, put into practice, and tested to ensure the knowledge, skills, and abilities have successfully transferred.

So often we see in a bureaucratic organization that individual members are highly skilled in a very specific and narrow set of duties; thus, without cross-training and comprehensive process understanding, work will cease to function when someone is absent, transferred, promoted, or terminated.



Training Motivation to Learn ...

Applying Maslow's theory to training & development lets you ensure that your organizational structure encourages employees to reach their full potential. To apply Maslow's concepts effectively, your organization has to specifically support fulfillment of the high-level needs.

Design your company to allow social interactions that form the basis of a sense of belonging, acknowledge accomplishments to engender self-esteem and provide opportunities for employees to fulfill their potentials.

The most basic needs require an organizational flexibility that lets employees take breaks for snacks and meals. A stable organization with clear responsibilities provides security. Making employees feel part of a team, allowing for recognition of achievements and employee training programs can address the needs for social relationships, self-esteem and professional development.

Use an understanding of Abraham Maslow's **Hierarchy of Needs Theory of Motivation** to develop an organization that meets employee needs while encouraging increased levels of performance. An organization that satisfies Maslow's principles can feature high employee satisfaction, excellent employee retention and cohesive teams.

WHY EMPLOYEE ENGAGEMENT MATTERS

Engaged employees are more likely to work productively and remain loyal to an organisation. Find out how employee engagement is the key to developing a happy and healthy organisation.

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

Employee engagement is based on trust, integrity, two way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.

Companies with engaged employees outperform the competition by as much as 202% (Gallup). Our research also shows that employee retention increased due to the fact that engaged employees are less likely to leave which can dramatically impact industries with high employee turnover.

The research also shows how you can improve employee engagement in your organization with actionable ideas to take back to your company.

Learning and development provides a way to address all of these human needs and greatly improves employee engagement. Companies who invest in their people through training and development are also viewed more favorably by employees than those in organizations who don't.

However, if training and development is to make a significant impact on employee engagement, employees must see the benefits to themselves of undertaking training activities. This is where many good intentions fall short.

Done efficiently, learning and development will then provide the means to motivate and engage employees like never before. People will feel valued for their contribution and they will understand that the organization supports them to be the best that they can be.

Developing people is key to having an engaged workforce and achieving business success.