Retaining Great Employees Using Training and Development

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Learning Outcomes

• Identify KSA’s
• Implement Training & Development
• Examine Accountability
Turnover Is Expensive, Trained Workers Are Limited

- **Gallup** says only 13% of employees are engaged – the rest will leave your company the minute a better job becomes available.
- According to **go2HR**, 40% of employees with poor training will leave within the first year.
- 68% of employees say training and development is the company’s most important policy (**ClearCompany**).
- Professional growth through training will help keep them with your company rather than sending them to a competitor.
A Culture of Training, Development and Accountability

Starts With Job Descriptions
Use Job Descriptions for Every Part Of The Employee Lifecycle

• Hiring
• Feedback
• Training Plan for Current Job
• Development Plan for Future Job or Enlarged/Enriched Current Job
• Accountability
• Exit

https://youtu.be/b_qJSUwxKs
(10 Minute Explanation, The HR Lady)
### List of Essential Responsibilities

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. (more/less if needed)

### Knowledge, Skills and Abilities

- ABC required
- XYZ preferred
- Previous Years of Experience in Similar Role (2-3 for example)

### Education/ Certifications

(skip if not applicable)

### Physical & Mental Requirements

- i.e.: lift 30 lbs., bend, climb stairs, long periods of sitting

### Company Values (Expected Behaviors of Employee/ Candidates)

- Commitment
- Ethical Behavior
- Integrity
- Awesome Work Product
- Team Work
Determine Current Knowledge - Knowledge - Skills - Abilities

- Job descriptions for every role
- Do your employees KSA match the JD requirements?
- If not, identify what you can you train for and create a plan:
  - Internally
  - Externally
How To Train

Tell
• Tell employees how to do it (and why)

Show
• Show employees how to do it

Do
• Do it with them
Use Technology

- Record yourself or a long-term employee doing the job or task
- Use for training, especially if the action only occurs once in a while
- Save on intranet, dropbox, google drive, tablet, etc.
- Get tablets or laptops (public areas/ access)
- Enroll in video-based training
Practice Is the Best Training

• The best way to learn the job is to do the job.

• However, in order to avoid costly mistakes (including accidents/ injuries), a **trainer** must oversee a trainee in action, provide feedback and re-direct or re-train.

• No multi-tasking that day. Sole job is to train!
Create A Plan
(Connect to Job Description)

• What is needed (for current role)?
• What employees wants to learn (for future role)?
• Host regular training sessions – schedule it
• Use qualified employees as trainers*
• Cross train workers (eventually)
Creating an Accountability Culture

SMART

Specific
Measurable
Action-orientated
Realistic
Timed
Hold People Accountable

• Be fair and consistent
• Provide honest, constructive, factual, professional feedback
• Counsel and discipline in private = builds trust & respect
• Ask for solutions during accountability sessions
• Consider that poor performance is often a reflection of management (ouch)
Accountability Culture

• Am I transparent? Do I discuss the elephant in the room?
• Am I fair and consistent? Do I treat everyone the same (no excuses)?
• Do I provide coaching, discipline and improvement options?
• Do I hold people accountable by driving them away from something (fear) or towards something (joy/satisfaction)?
• Do I empower people to take action, allow for mistakes and discuss lessons learned?
Get Rid Of Bad Apples

- Keeping a non-performing employee around is demotivating to peers
- Same for jerks at work
- Bright light at the end of a dark tunnel for everyone involved
Create a Sustainable Team

- **Hire**
  - Hire the right person (slowly)

- **Train**
  - Train them first, then develop them

- **Pay / Reward**
  - Pay and reward them effectively

- **Accountable**
  - Hold them accountable

- **Terminate**
  - Let them go when necessary
There are 5 types of grants: Employed Worker, Incumbent Worker, Quick Response, Vet Incumbent Worker and Vet Quick Response.

https://thehrlady.com/training-grants (Florida Makes)
Action Plan

1. Develop Job Descriptions
2. What KSA’s do you have
3. What KSA’s do you need
4. Create a T&D Plan for every role, then every employee
5. Hold people accountable (reward too)

(PS: Apply for Grants)
Resources

Free White Paper Download
“5 Ways to Destroy Your Business”

https://thehrlady.com/downloads
(or on LinkedIn, Wendy Sellers)
Resources