Employee Training and Development: The Importance and Ultimate Cost to the Organization

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Components of a Successful Employee Learning Experience

- Training and Development vital to sustainability of organization and retention of staff/management
- Successful learning experience is based on the following:
  - Training or development program goals are clear
  - Employee involvement to determine the KSA’s to be learned
  - Participative activities during the learning process
  - Employee work experiences and knowledge are used as a resource
  - Practical/problem-centered approach based on real examples
  - Connect new material to employee's past learning and work experience
  - Behavior modeling and practice to reinforce content learned
  - Informal, safe and supportive environment
  - Employee is shown respect
  - Training must promote positive self-esteem
Group Discussion:

- Is there a formal training program or mentorship program?
- Do you have a Learning Management System (LMS) or HRIS software?
- What types of training do you currently offer?
- What has been the successes and challenges?
- Do you have a career path process in place?
The Employee Training and Development Process

- Learning happens all the time whether or not you are fully aware of it

- Incidental learning
  - You have learned without really thinking about it or meaning to actually learn.

- Intentional learning
  - You engage in activities with an attitude of "what can I learn from this?"

- Employee development requires you to approach everyday activity with the intention of learning from what is going on around you
Training and Development Responsibility

- Employee training is the responsibility of the organization.
- Employee development is a shared responsibility of management and the individual employee.
- Management must provide the right resources and an environment that supports the growth and development needs of the individual employee including:
  - A well-crafted job description
  - Provide training required by employees to meet the basic competencies for the job
  - Develop a good understanding of the knowledge, skills and abilities that the organization will need in the future.
  - Look for learning opportunities in every-day activity.
  - Explain the employee development process and encourage staff to develop individual development plans.
  - Support staff when they identify learning activities that make them an asset to your organization both now and in the future.
What Is Training?

- What is training?
- What is the goal of training?
- How is training strategic?
The Strategic Training and Development Process

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Strategic Training and Development Initiatives</th>
<th>Training and Development Activities</th>
<th>Metrics that Show Value of Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values.</td>
<td>Improve customer service.</td>
<td>Make development planning mandatory.</td>
<td>Performance improvement.</td>
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<td>Goals.</td>
<td>Accelerate pace of employee learning.</td>
<td>Develop web sites for knowledge sharing.</td>
<td>Reduced customer complaints.</td>
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<td>Capture and share knowledge.</td>
<td>Increase customer service training.</td>
<td>Reduced turnover.</td>
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<td>Employee satisfaction.</td>
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Training as a Competitive Advantage

- Competitiveness:
  - An organization’s ability to maintain and gain market share in a specific industry.

- Competitive advantage:
  - A competitive advantage exists when an organization is able to provide the customer a better value than the competition. For example, the ability to produce products at a lower price or of better quality can create a competitive advantage.
Training as a Competitive Advantage

- Training becomes a competitive advantage when:
  - It is linked to business strategy and organization goals.
  - It focuses on the organization’s future.
  - Employees are trained in the knowledge, skills and abilities required to achieve that future.
  - It moves from basic skills to learning, creating and sharing knowledge.
Strategic Training

- Improves performance toward goals.
- Focuses on what is needed and when it is needed.
- Formal training enhanced by informal learning.
- Learning supported by the organization.
- Knowledge transfer:
  - Explicit knowledge.
  - Tacit knowledge.
The Individual Development Planning Process

- Prepared by the employee collaboratively with the supervisor
  - Tie this back to the performance evaluation or nurse visit/check in

- A good individual development plan will be:
  - Interesting
  - Achievable
  - Practical
  - Realistic
The Individual Development Planning Process

- **Step 1 - Self-assessment**
- **Employee identifies his or her skills, abilities, values, strengths and weaknesses**
  - Use the many self-assessment tools found on the internet or work with SESCO to create tool.
  - Compare their knowledge, skills and abilities to those identified in the job description
  - Review performance evaluations and other coaching/mentoring aspects (performance evals are often used as the starting place for developing individual development plans)
  - Ask for feedback from the supervisor
The Individual Development Planning Process

- **Step 2 - Assess current position and work environment**

  Employee assesses current requirements of position and how the position and/or organization may change. Consider:

  - Identify the job requirements and performance expectations of current position
  - Identify the knowledge, skills and abilities that will enhance ability to perform your current job
  - Identify and assess the impact on your position of changes taking place in the work environment such as changes in clients, programs, services and technology.
The Individual Development Planning Process

- Based on the analysis in Steps 1 and 2, use the sample Individual Development Plan form to answer the following:
  - What goals does the employee want to achieve in their career?
  - Which of these development goals are mutually beneficial to the employee and your organization?
The Individual Development Planning Process

- **Step 3 - Identify development activities**
  - Identify the best ways to achieve your development goals.
    - What methods will you use?
    - What resources will be required?

- **Step 4 - Put your plan in action**
  - Review your plan with your supervisor for his or her input and approval
  - Start working on your plan
  - Evaluate your progress and make adjustments as necessary
  - Celebrate your successes
Cost-effective Methods for Employee Training and Development

- **On-The-Job Experience Opportunities**
  - Committees
  - Conferences and Forums
  - Critical Incident Notes
  - Field Trips
  - Job Aides
  - Job Expanding
  - Job Rotation
  - Job Shadowing
  - Learning Alerts
  - Peer Assisted Learning
  - Stretch Assignments
  - Special Projects
Cost-effective Methods for Employee Training and Development

- **Relationships and Feedback**
  - Coaching
  - Mentoring
  - Networking
  - Performance Appraisal

- **Classroom Training**
  - Courses, seminars, workshops

- **Off-The-Job Learning**
  - College classes
  - Professional Associations
  - Reading Groups/Circles
  - Self-study
Succession Planning for Your Organization

- Necessity for organizations due to the scarcity of good employees, particularly in the area of supervision and management

- This includes Career Pathing
  - Here is where you are at—where you do you want to be? How can we get you there?

- Must be proactive in training, development and career pathing to avoid management shortages

- Helps retain employees and get ROI
The Succession Planning Process

- Step 1: Prep
- Step 2: Stage Setting
- Step 3: Development of Systems
- Step 4: Implementation

- In-depth group discussion regarding process
- Group to create action plan
Program Conclusion

“Thank you for your attention and participation”