HOW TO TRAIN AND MEASURE TRAINING EFFECTIVENESS

MERCER | mettl

CONTENTS

INTRODUCTION

We have already discussed two of the three pillars required to redefine your L&D strategy. Now it's time to design a customized training plan based on individual skill gaps & training needs.

How to train your current employees in a way that business objectives are met, and you get a high return on investment of the training program is an eternal question asked by stakeholders in the L&D department throughout the world.

The challenge can essentially be broken down into two pillars:

- Creating the Right Training Program

- Delivering the Training Program Right
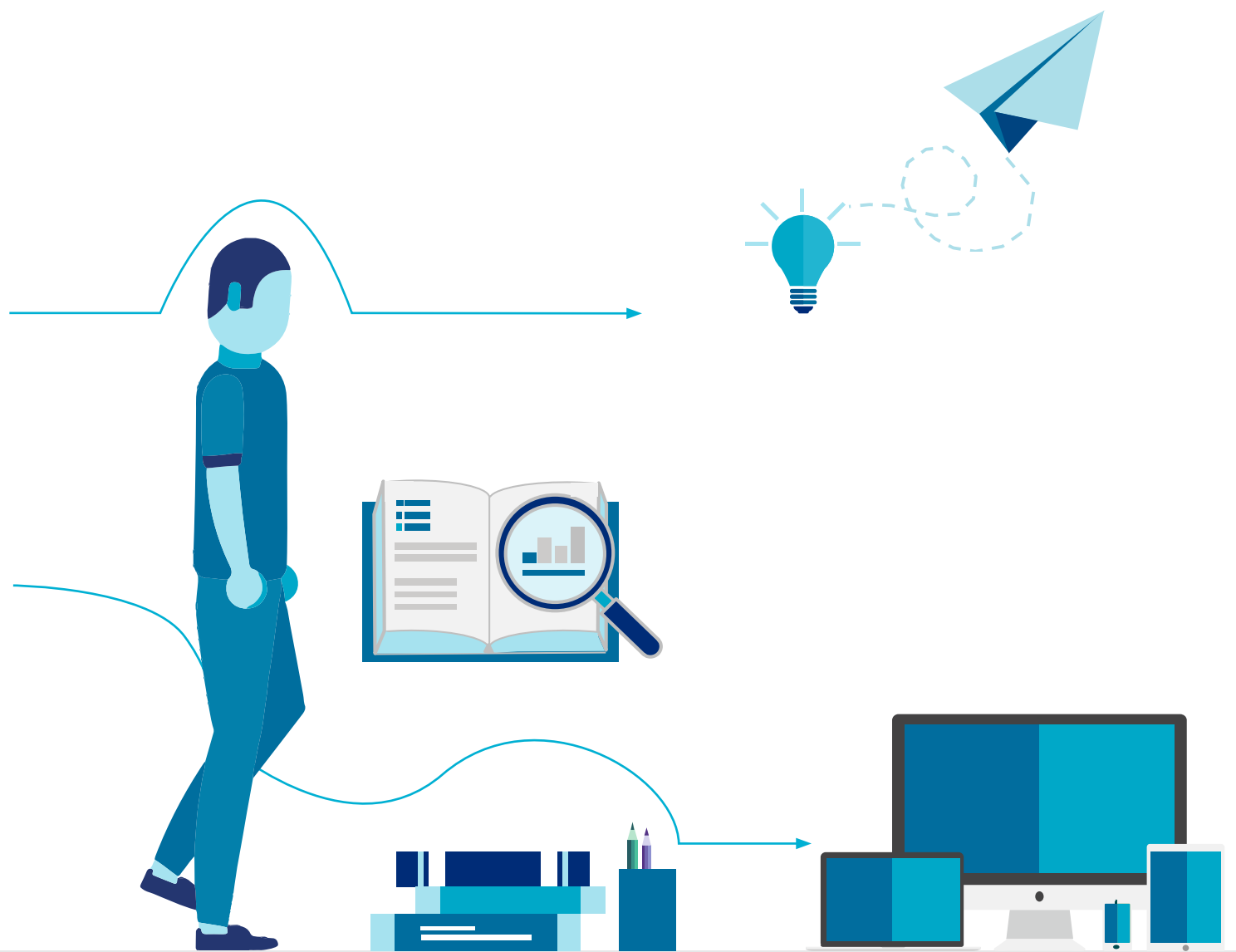
HOW TO TRAIN?

How to train your current employees in a way that business objectives are met, and you get a high return on investment of the training program is an eternal question asked by stakeholders in the L&D department throughout the world.

The challenge can essentially be broken down into two pillars:

- Creating the Right Training Program

- Delivering the Training Program Right

STEP 1: CREATING THE TRAINING MODULE

This process can be divided into a few key steps:

1. Identifying the upcoming Job Family/Skill Level Grouping in an organization

2. Creating a competency framework for every job

3. Identifying the jobs that are slated to be obsolete in the upcoming years

4. Assessing the employee's domain knowledge in order to align the training program with business objectives.

5. Assessing the employee motivation to ensure it results in mutual benefit of both the organization and the employee.
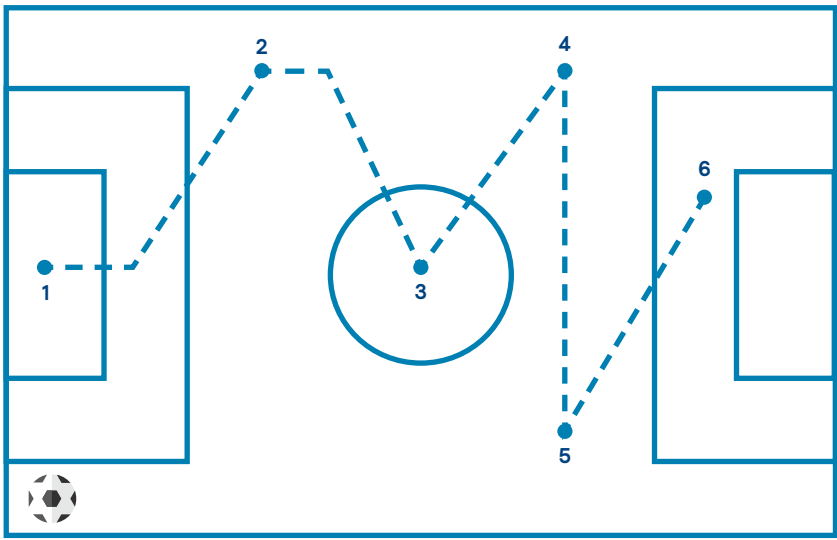
1. **Job Skill**
2. **Competency Framework**
3. **Job Redundancy**
4. **Domain Knowledge**
5. **Employee Motivation**
6. **Training Module**

STEP 2: DELIVERING THE TRAINING PROGRAM

Once the individual training program for each employee and training module has been created, the medium via which the training will be imparted to each employee depends on their learning preferences.

LEARNING PREFERENCES

The result of Learning Agility assessments throws light of an individual's preferred mode of learning. Hence this assessment can be used to enable employees to undergo training as per their preferred mode of learning. By doing this, organizations can substantially increase employee participation, engagement, attendance in L&D programs. Additionally, they also result in achieving higher ROI from Learning and Development Programs.

There are t**hree types of preferred modes of learning:**

SELF LEARNING

CLASSROOM LEARNING

MENTOR BASED LEARNING

Self-Learning: Prefer to self-learn with resources including books, classes, and e-learning sources.

Classroom Learning: Prefer to learn from instructors informal classroom setting.

Learn from Mentors: Prefer to learn from others with an experience like mentors or coaches.

TRAINING DELIVERY MEDIUMS

With the advent of MOOCs, learning via online courses, modules, eBooks and video tutorials has become very commonplace. Organizations can deliver their 3training via different methods to suit the different learning preferences of employees.

1) Classroom Training: The drawbacks of classroom training then are largely the same as it is today — since workers were learning how to do their jobs out of context, they had to remember what they were taught in the classroom until they were back in the production line. Additionally, due to the nature of classroom learning, their training was abstract and theoretical. This forced employees to translate what they had learned into practical action, adding to the cognitive load

2) eLearning Tools for Employee: As computers became ubiquitous during the late 80s and early 90s, computer-based training (CBT) was the natural next step. An eLearning method augments individualized instruction with digital tools, capitalizing on technology's speed, branching capability, and visual display.

3) Digital Adoption Platform (DAP): The key to the future of employee training tools is context, eliminating the gap between theoretical training and practical use. By offering a hands-on approach to learning workplace tools, companies can cut training time and budget.

4) Individualized Office Instruction: Individualized instruction typically exchanges the teacher for self-study materials, thus cutting costs and increasing scalability. This method relies on programmed materials, or, job training that has been divided into easily digestible steps. Still, individualized instruction is not without expense.

It requires skilled people to prepare the subject matter in accordance with the job and supervise the process. Finally, like classroom training, it is usually o-task and out of context of the actual job.

HOW MERCER | METTL CAN HELP

Learning Preference Assessment: Mercer | Mettl's learning agility assessment helps in identifying individual learning preferences and suggest training methods in accordance with them to increase training effectiveness.

MEASURING TRAINING EFFECTIVENESS
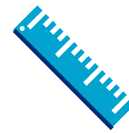
After the training, comes the part to measure its effectiveness. Fortunately, there exist some proven methodologies for measuring training effectiveness. Using the Kirk-Patrick Model, with a simple 4-level approach, one can successfully measure the effectiveness. Created by Dr. Don Kirkpatrick in the 1950s, the Kirkpatrick model has now become a worldwide standard for evaluating the effectiveness of training. The model is applied before, during, and after training to both maximize and demonstrate training's value to the organization. Consisting of four levels, the model follows this basic chain:

1. Reaction- This level measures how learners have responded to the training, the importance, and convenience of the preparation. Utilize reviews, questionnaires, or talk to participants to get honest feedback of the training experience. This could include –

- Finding out if the course content was easy and relevant to understand.

- Discussing the strengths and weaknesses of the program

- Asking about the key takeaways

- Understand if the program was successful in matching the learner's perception and learning style.

At the end of this level, you should be able to look for any sort of gaps in the content.

2. Learning- At this level, you can measure what the trainees have learned. How much knowledge have they gained? This could include-

- Test scores amid and after the training

- Assessment of connected learning ventures

- Course completion and accreditation

After going through these set of metrics, assessment is done again (obviously with an enhanced set of questionnaires) after three months. This could again fill the gaps and let the trainees know about themselves better, thus, influencing the effectiveness.

3. Behavior- This level indicates how trainees apply the information and how has it impacted their performance and attitude at work. It takes 360-degree feedback from supervisors, peers, and reporter. This includes-

- How has learning been actualized at work?

- Are the trainees certain to share their new abilities and learning to their companions?

Are the trainees aware that they've changed their behavior?

4. Results- The end level burns down to the Why part of the training. It actually captures the difference in participant's behaviours before and after the program. It includes outcomes that the organization has determined to be good for business and employees. The outcomes could include-

- Increased employee retention

- Increased production

- Higher morale

- Improved business results

MEASURING THE ROI OF YOUR L&D PROGRAMS

Experts in the industry have often stressed the importance of tying training goals to business impact—specifically how training relates to Return on Investment and Return on Expectations. When developing L&D objectives, organizations probably will want to think regarding the business and performance outcomes your training program can impact.

Lower Costs: You can tie training objectives to lowered costs regarding employee turnover rates, fewer workplace accidents, and improved efficiencies.

Increased Profits: If you are doing sales training, you can track individual performance objectives before and after exercise.

Accelerate Time-to-Profit: Tie competency and performance metrics back to time-to-profit or time-to-market measures. Operational Efficiency Improvements: Skills development training could be related back to business goals relating to operational efficiency.

Improve Customer Satisfaction: Your training can directly affect your customer's satisfaction scores.

LOWER COSTS

INCREASED PROFITS

ACCELERATE TIME-TO-PROFIT

IMPROVE CUSTOMER SATISFACTION

HOW MERCER | METTL
CAN HELP

Mercer | Mettl's Training Effectiveness Assessment: Just as Training Needs Identification Assessment, which is a pre-training assessment, helps in creating the right training program for employees. Training Effectiveness Assessment, which is a post-training assessment, helps in assessing the effectiveness of the L&D program in successfully filling skill gaps in each employee to improve their performance.

Based on the **Kirk Patrick Model,** Mettl's Training Effectiveness Assessment Solutions measures not just perceived learning but also demonstrated understanding. It takes into account:

Reaction: Candidates idea of whether the training program has helped him or not

Learning: how much the candidate has actually understood,

Behavior: how much he is able to retain even after the training has ended and

Result: captures the difference in participant's behaviours and attitudes before and after the program.

THE METTL ADVANTAGE

DATA ANALYTICS
Get deep insights into competency gaps and key improvement areas.

VIRTUAL CLOUD FEATURES
Cloud based assessment platform to analyze and improve people skills.

REPORTING FEATURES
Analyze the results of assessments using individual consoildated reports.

CONCLUSION

Humans are one of the salient features in the success and growth of any organization. Each one of them wants to feel valued, wants to grow and have a work-life balance. *To build the bridge between an employee and a valuable employee,* employers need to make efforts push the employees to do better and stay happy with you for a longer time. These efforts will surely translate into more revenue and ultimately results are what we want.

Additionally, when *training aligns with the business* and a well-defined feedback mechanism for all the stakeholders assists you with real numbers and a scientific approach, employees at all levels understand expectations, operationalize vision and values, and recognize what exactly is necessary to succeed.
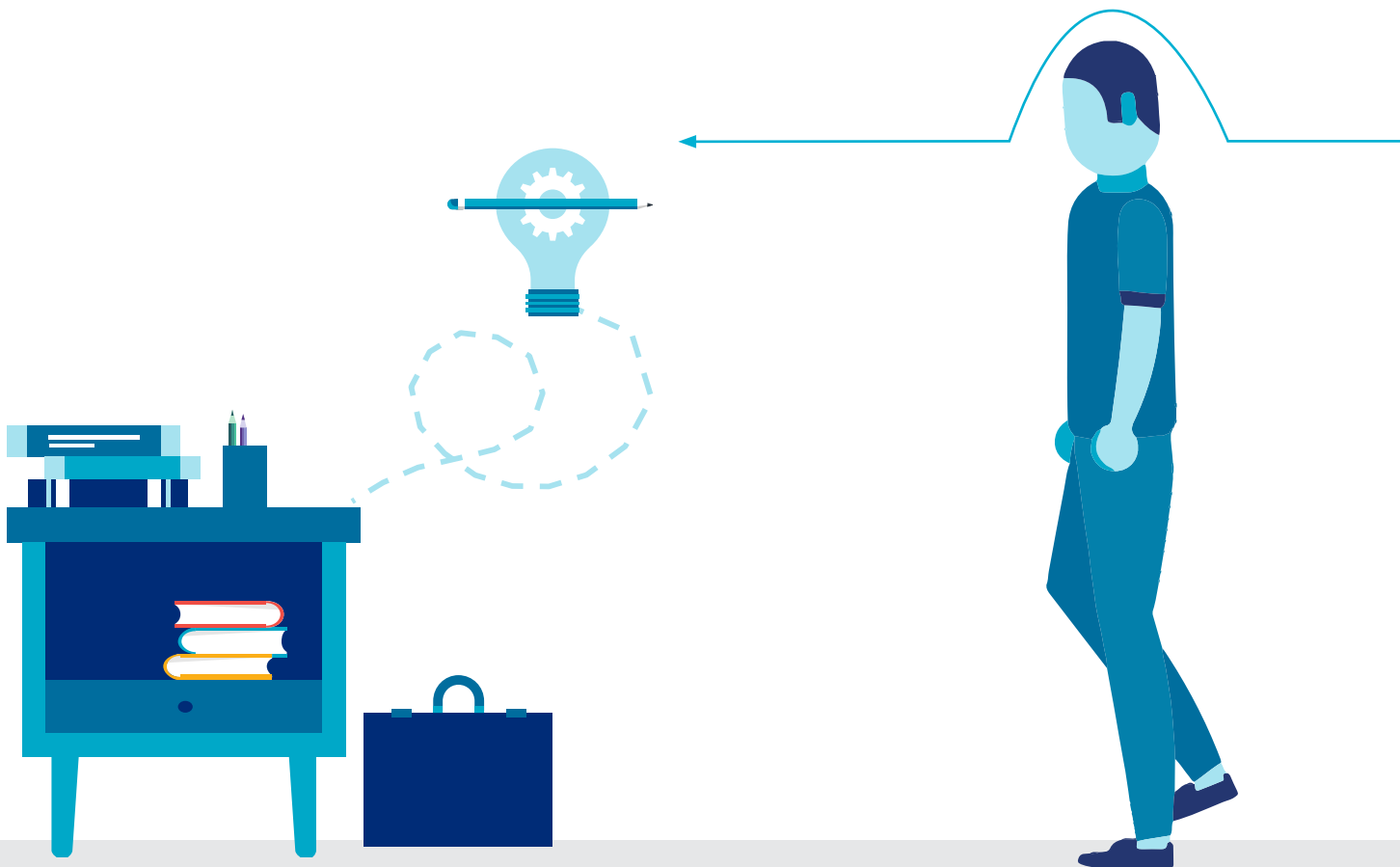
ABOUT US

At Mercer I Mettl our mission is to enable organizations to build winning teams by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2000+ corporates, 31 sector skill councils/ government departments, and 15+ educational institutions across 80+ countries.

TRY MERCER I METTL FOR FREE

INDIA OFFICE

+91-9555114444

Plot85, Sector 44, Gurgaon,

Haryana, India - 122003

US OFFICE

+1-650-614-1816

Mettl Technologies Inc. 113

Barksdale Professional Center,

Newark, Delaware 19711, USA

Australia: +61390699664

Indonesia: +6285574678938

Singapore: +6531386714

South Africa: +27875517192

UAE: +9718000320460

UK: +441422400843

contact@mettl.com

MARSH & McLENNAN COMPANIES