Training Programs – One Size Does Not Fit All

Ute Kragl, CCEP
Department of Defense
Definitions

• **Learning** is the acquisition of knowledge or skills through experience, study, or by being taught

• **Training** is the action of teaching a person or animal a particular skill or type of behavior

• **Information Transfer** is the act of moving data from one place to another
Training Program

Challenges
Possible Training Challenges

The Program Perspective

- Keeping Pace with Changes
- Hectic Employee Schedules
- Remote, Decentralized, and/or Dispersed Workforce
- Diverse Workforce / Skills
- Cost of Training
- Time & Frequency of Training
- Quantifying Training Effectiveness
- Testing Training Effectiveness
Possible Training Challenges
The Delivery / Concept Perspective

- Consistency of Training
- Relevance of Training
- Practicality of Training
- Complexity of Training
- Delivery Techniques
- Different Learning Styles
- Learning Environment
- Active Engagement
Possible Training Challenges

The Employee Perspective

- Dealing with Change
- Acknowledging the Importance of Training
- Understanding the Training
- Relevance to Job / Skill
Training Program

Possible Gaps
Possible Training Gaps

The Program Perspective

- Clear & Concise Training Goals
- Who is Building the Training
- Meeting the Needs of the Entire Workforce or Sections
- Standardization of Training
- Measures for Training Effectiveness
- Incident Trends Analysis
- Developing Leaders & Managers
- Responsibility & Accountability
Possible Training Gaps
The Delivery/Conceptual Perspective

- Different Perception of Training Need
  - Company, Manager, Employee
- Information Delivery vs. Practical Application / Training
- Training for Effect vs. Check the Box
- Timing of Training
- Who is Conducting the Training
- Delivery Methods
Possible Training Gaps
The Employees Perspective

- Providing the Why
  - What’s in it for the Employee
- Material Retention
- Employee Involvement
- Amount of Training
- Options/Type of Training Available
- Relevance of Training
- Pressure / Stress Factor
Training Program
Considerations
Have You Considered?

• Outline Clear Objectives
  - What Needs to be Achieved
• Identify “Tiger Team” to Build / Review / Update Training
  - SMEs, Diversity, Varying Skill Levels
• Incorporate Micro-learning
• Vary the Course Material – Videos, Text, Pictures, Audio, Briefings, Activities
• Varying the delivery medium – Mobile, Pamphlets, Flyers, Recordings
Have You Considered?

- Addressing Different Learning Habits
  - How Tech-savvy is your Workforce
  - Teaching to 3 Generations
- Practical Applications to Gauge Learning
  - Provides Metrics for Trend Analysis
- Personalize the Training
  - Make it relevant to the department/skill set
  - Interpret the Legal Jargon
Have You Considered?

- Design Tiered Training Path
  - Reinforce key points & add pertinent data
  - NEO, OJT, Annual Refresher
- Train-the-Trainer/Leadership
- Involve Employees in Their Training
- Change up the Environment
Training Programs – One Size Does Not Fit All Questions?

Ute Kragl, CCEP
Department of Defense