

Some important questions you should ask yourself

1. Do you establish what performance improvement is required as a result of your training? Yes No
2. Do you map the business processes and structure training around these? Yes No
3. Do you identify the non-training issues which are affecting performance? Yes No
4. Are the examples used in training relevant to your staff? Yes No
5. Is the terminology used in the training the terminology your staff are required to use in the workplace? Yes No
6. Do the training methods used in the training match your staff's needs? Yes No
 - Learning styles
 - Communication methods

If you answer "no" to any of these questions then you cannot be confident that your training is 'fit for purpose'.

If you are considering making your training 'FIT FOR PURPOSE' and you want a guaranteed proof of performance, then PACT can help.

Your guarantee of quality

'PACT guarantees to meet agreed performance standards. In addition when providing training services all participants signed off as competent by PACT are guaranteed then to be able to perform to the competence standards or PACT will retrain at no charge'



Contact us now – we're ready to help

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One in a series of special reports from



Fit for Purpose - How well does your training fit your Organisation?

Consider this for a moment

All organisations are **unique**. Each has its own **vision, values and culture**. Each has its own **unique systems and business processes**. Each organisation has its own **strengths** and its own **areas for improvement**. Why is it, then, that organisations buy 'off the shelf' training and are surprised when the training does not achieve the required improvement in performance or that after training, staff do not know how to operate the new system or business process?

Where the **performance improvement, behaviour change or system** is unique to your organisation, you will need training that is **designed specifically** for your organisation.

If you want training solutions that FIT your organisation's need, then read on . . .

WHEN TRAINING DOESN'T FIT

- ✗ The training doesn't focus on:
 - the specific performance improvement required
 - the desired change in behaviour
 - the process/system to be implemented.
- ✗ Performance doesn't change or improve.
- ✗ Participants don't see its relevance and don't like the training.
- ✗ Participants have difficulty making the leap from the training to the real work situation.
- ✗ Your staff have to fit in to others' training schedules.



A CASE IN POINT

An organisation in the service industry implemented a new budgeting system so that it could get more accurate budgeting, forecasting and reporting.

Staff attended generic budgeting training. Afterwards the staff commented that the training wasn't very good, as all of the examples and case studies related to the manufacturing industry.

When the new budgeting system was implemented, staff were confused. The language used in the training was different to what was used in the budgeting system. Things they had learnt in the training were not part of the new budgeting system and they still didn't know how to operate the new system.

Staff had to be retrained, costing the organisation considerable expense in both time and money.

SPECIFIC DESIGN vs CUSTOMISATION

There are two ways that training can be developed to **fit** your organisation. It can be:

- designed specifically for your organisation
- customised to fit your organisation.

Specific design

Specific design is the most effective as the training is designed with the following points in mind:

- the change in performance you require and the skills and processes that staff need in order to achieve it
- your business processes (these are unique to your organisation)
- the terminology your staff are required to use in the workplace
- relevant examples and case studies drawn from your own organisation
- the best training methods for your staff
- how staff will be assessed as competent in the workplace.

Customisation

- Many training companies offer customised training packages covering generic skills
- If you are forced to use these, then any 'off the shelf' training packages need to be customised to your organisation or industry sector
- The minimum customisation to accept in an 'off the shelf' training package is:
 - your own logo and branding
 - examples and case studies relevant to your organisation
 - terminology that your staff are required to use on the job
 - training methods that match your staff's learning needs
 - match of skills to the identified performance improvement.

Analysis

- Determine the performance improvement required
- Map the business processes
- Identify the skills and knowledge required
- Identify the non-training issues which are affecting performance

Link to Business Processes

- Structured around the business processes
- Reflect the unique steps, accountabilities and timing of the business processes

Terminology

- Use language that the staff will be required to use in the workplace
- Explain new terminology and include a glossary of terms

Job Examples

- Use real work examples to show how the skills can be applied and for staff to use as practice items

Training Methods

- Match the training to the staffs'
 - Learning styles
 - Preferred communication methods

Competence Assessments

- Design competence assessments that replicate the standards of performance on the job

WHEN TRAINING DOES FIT

- ✓ The training focuses on:
 - the specific performance improvement required
 - the desired change in behaviour
 - the process/system to be implemented.
- ✓ Performance improves.
- ✓ The training is cost effective (good return on investment).
- ✓ Staff see the relevance of the training.
- ✓ There is no wasted training time (staff are only trained in the skills needed to improve performance).
- ✓ Staff are trained using real work examples not generic case studies.
- ✓ Staff like the training.
- ✓ Training meets the organisation's needs and timing.



A CASE IN POINT

An organisation implemented a new performance management system. The previous system had been allowed to deteriorate and was rarely used.

The Training Needs Analysis identified that the required performance improvement was that **staff achieved agreed performance targets or had actions in place to correct any problems.**

Focusing on this led to the development of a range of non-training interventions that were implemented along with the training.

The training was designed specifically to match the system requirements. It was structured around the new system, reviewing each step, explaining any new language and building commitment to using the system.

All of the examples and practices used in the training were based around actual work situations that staff experienced on the job.

The training was competence assessed and these assessments duplicated the actual performance that was required on the job.

The new performance management system had a smooth implementation with 95% of staff achieving their agreed targets or having actions in place to overcome any problems.

