tuX tuXperience2024

Planning your World-Class Learning & Development Program

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Introduction

John Hindman

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- 12 years @ SME
- Lead Tooling U-SME's Learning Services team
- Develop programs that build standardization around job performance and career growth
- Design programs to improve employee retention and learning cultures

Introduction

How are we doing?

37% increase in quit rates since 2014.

35% of the turnover within the first year

  - **37%** in the first 90 days

"Not only are we having trouble attracting new workers, but we also have no visibility as to who will show up each day, making it virtually impossible to meet our production goals."

- Fortune 500 Site Leader

U.S. Companies spent nearly **$900,000,000,000** to replace employees who quit in 2023.

The number one reason why people left the company was a lack of **career growth**, **promotion**, and **achievement**. **Health & Family** and **work-life balance** rank behind career growth.

The fastest growing reason for employees leaving is **job stress**, **training**, and a lack of **empowerment** in their workplace.

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Planning your World-Class Learning & Development Program

- Introduce you to various elements that make up a World-Class Learning & Development Program.

- Ask you to use your **tuXperience 2024 app** to rate your current maturity in the World-Class elements.

- Provide you will a benchmark of where industry sits in the elements to compare the room against the industry baseline.

- Allow for some open discussion on the Good, the Bad, and the Ugly of stories in the room.

High-Impact Learning Maturity Model

Learning as:	Value to the Organization	Leadership Expected Results	Meaning to the Individual Worker	Meaning to the Customer
Organizational Capability Development	Cultural	Agility	Cont. Imp. & Career Growth	Predictable
Talent and Performance Management	Strategic	Leadership & Talent Pipeline	Prepared for my Next Job	Repeatable
Training and Development Excellence	Programmatic	Planned & Tracked Curriculum	Confidence in Qualification & Flexibility	Standardized
Incidental Training and Job Preparedness	Serviceable	Compliance Training & Job Shadowing	Trial & Error on my Job	Ad Hoc

10 Attributes of High Impact Learning

1. Learning and Supportive Culture
2. Defined Job Profiles and Qualifications
3. Strategic Content Alignment
4. Peer Training
5. Measurement and Evaluation
6. Just-in-time Learning
7. Career Development/Progression
8. Human Performance Improvement Initiatives
9. Learning Infrastructure (People, Process, Policy)
10. Social Learning/Communications

10 Attributes of High Impact Learning

Learning and Supportive Culture

Does your culture embrace and encourage training and integrate learning into business processes each day?

- Leaders see the value of employee development as a key factor to their competitiveness in the marketplace.

- Training and development activities take priority over production when it is scheduled.

- The employee learning and development program is clearly communicated and is fully integrated of how business is done at the company.

- All levels of supervision and employees drive learning experiences.

10 Attributes of High Impact Learning

Learning and Supportive Culture

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Defined Job Profiles and Qualifications

Do you use job profiles and associated competencies to allow leaders to have productive conversations around skills gaps, performance management, talent acquisition and career development?

- Employees become accountable with a clear understanding of job responsibilities.

- Employee development plans are well-defined and presented to employees.

- Shared organizational competencies allow for smoother career development.

- The organization can clearly see workforce skill gaps for today and tomorrow.

- Supervisors have a tool to evaluate and discuss performance.

10 Attributes of High Impact Learning

Defined Job Profiles and Qualifications

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Strategic Content Alignment

Do you make strong and efficient business decisions in acquiring, developing and distributing the right content to the right people, when taking development time away from production?

- Learners don't eat the elephant in one bite.

- Training is designed as role-based and is managed so training is not irrelevant or redundant.

- Blended, or hybrid, programs are considered to compliment adult learning styles.

- Return-on-investment is considered when deciding on the best learning methodology.

10 Attributes of High Impact Learning

Strategic Content Alignment

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Peer Training

Do you formalize and structure the on-the-job training (OJT) learning experience to train and qualify workers for their work experience?

- Qualified and dedicated peer trainers are instructing training on the floor.

- Organizational knowledge (the why's) is captured and delivered through standardized documentation.

- Time to competency is well-defined and executed to plan.

- Opportunity-based training is part of the culture, because everything can't be taught at one time.

10 Attributes of High Impact Learning

Peer Training

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Measurement and Evaluation

Do you use various measurement tools to validate learning success for the individual and the program's impact to the business?

- Assessments are used to verify knowledge transfer for all learning modules.

- Job skills are evaluated through ongoing demonstration before and after qualification.

- Feedback tools are integrated into the culture to ensure the program is meeting the needs of the individual and business.

- Communication to leaders on capability and capacity of workforce development success with data (quantitative and qualitative.).

- Use Phillip's 5-level model of evaluation, which includes financial impact.

10 Attributes of High Impact Learning

Measurement and Evaluation

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Just-in-Time Learning

Do you embrace performance support tools and systems to provide training the moment it is needed by the workforce?

- Smart decisions are made to decide formal training versus just-in-time learning.

- Provide native and/or universal language support for training when it is required.

- Digital systems are in place to distribute information to the employee when and where they need it.

- Use performance support for information for that needs to be recalled; if information has been changed; and/or new information is needed after initial training.

10 Attributes of High Impact Learning

Just-in-Time Learning

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Career Development/Progression

Do you outline career pathways for all jobs to build capability from within, which is cost-effective and leads to stronger employee engagement and reduced turnover?

- Skills determine progression and not tenure.

- Clear development plans are in place to show growth opportunities.

- Formal mentors are part of organizational talent development of personnel.

- Future leaders are earmarked by the company and developed according to plan.

10 Attributes of High Impact Learning

Career Development/Progression

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Human Performance Improvement Initiatives

Does the learning function actively partner with other functional areas to improve human performance through training and non-training solutions?

- Engineering, quality, and training functions all work cohesively in the continuous improvement of human performance.

- Feedback channels are in place for supervisors and staff to communicate improvement opportunities.

- Performance gaps are not automatically blamed on a lack of training.

- Proper tools are provided to workers to ensure high performance.

- Culture drives a team approach to improving the workplace and meet business goals.

10 Attributes of High Impact Learning

Human Performance Improvement Initiatives

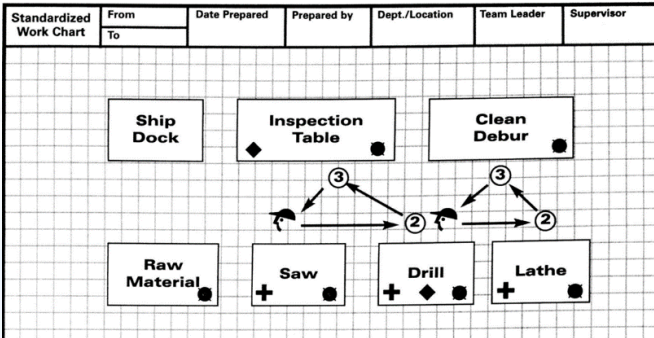| Strength | Weakness | Opportunity | Threat |

10 Attributes of High Impact Learning

Learning Infrastructure (People, Process, Policy)

Do you have mature strategies and systems to manage, distribute and sustain learning to all members of the workforce when they need it?

10 Attributes of High Impact Learning

Process

Are your processes locked down through standardized materials?

Standard Operating Procedure (SOP): *Business Process*
How product is made at the company.

Standard Work/Job Safety Analysis (SW/JSA): *Plant Performance*
Defined task performance expectations set by the plants through step and hazard identification and time studies.

Visual Work Instruction (VWI): *Line/Product/Cell Tasks*
Step-by-step visual representation of task and work steps for training and support.

Training Materials: *Role Development and Qualification*
Structured plan for learning and applying theory to performing critical tasks assigned to a job.

Worker Standards & Qualification

SOP
SW
WI

Training Materials
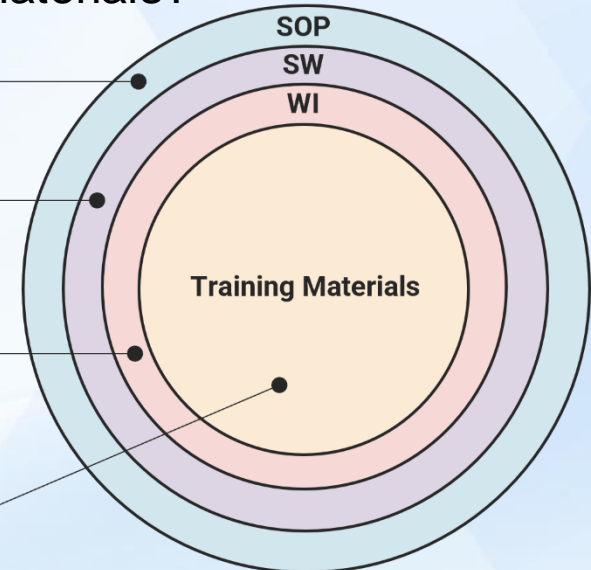
10 Attributes of High Impact Learning

Process

Do you have a developmental model to qualify your workers?

Onboarding

Job Fit
Cultural Immersion
Policies/Procedures

Job Readiness

Job Familiarity
Expectations
Preparation/Confidence
Core Skills

SOJT

Standard Work
Organizational Knowledge
Tricks & Techniques
Qualification Skills

Qualification

Observable Job Skill Evaluation
Completion of Learning Plan
Positive Productivity Metrics
Requalification

10 Attributes of High Impact Learning

Process

Do you a system for storing training material and qualifications and a change management process to maintain them?
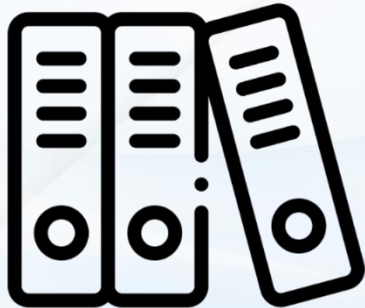

Job Qualification Standards

Training/SOJT Materials

Employee Productivity Forms

Visual Work Instructions

Learning Management System
QA System
Digital Work Instruction System
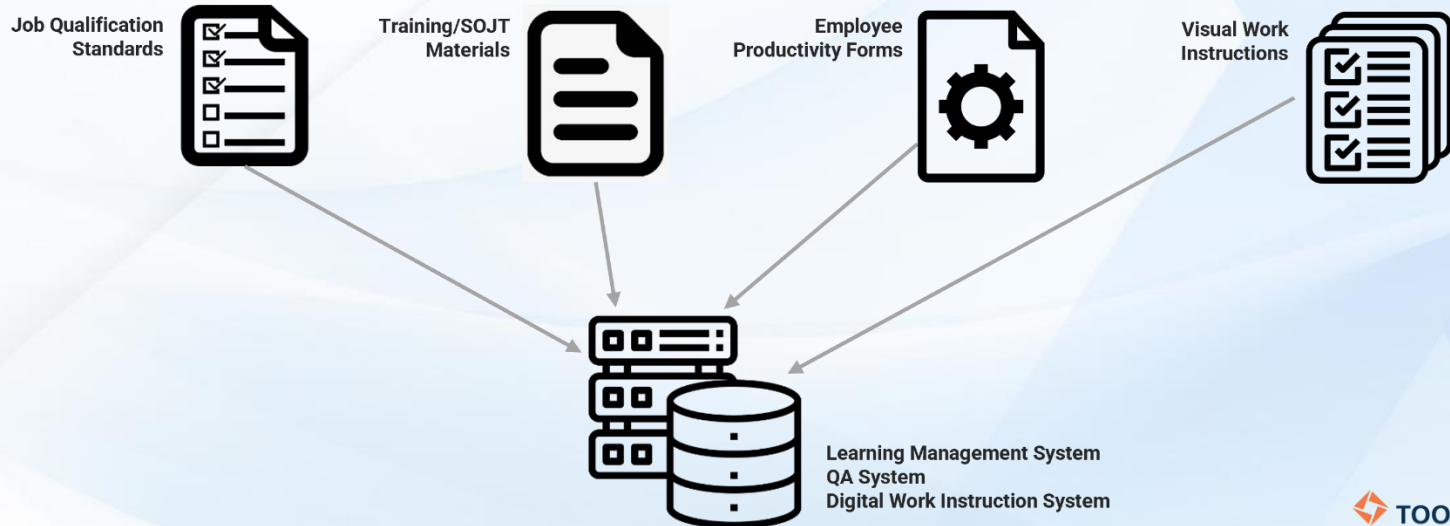
10 Attributes of High Impact Learning

Process

How do you distribute your materials today and tomorrow?

Paper **OR** Digital

10 Attributes of High Impact Learning

People

Do you have the personnel in place to establish, maintain, and sustain the program?

Training Program Manager (FT) > Program oversight; Leader in material development; Administrator of workforce qualifications; Indirect or direct leadership of technical training leaders.

Technical Trainers (FT) > Primary trainer of functional job readiness; Mentor and qualifier of standard work training and application of job skills; Technical subject matter expert for material development.

10 Attributes of High Impact Learning

People

Do you have the personnel in place to start and maintain the program?

Peer Trainers (PT) > Trainers of standard work on job assignment(s); Adheres to standardized materials during training; Achieves training qualification; Maintains positive feedback ratings.

Functional Experts: Quality/CI/MESH/ENG (PT) > Provides expertise during material development; Facilitates training within function during development; Maintains communication with learning manager on changes that influence changes to qualifications or documentation.

10 Attributes of High Impact Learning

Policy

Do you have organizational agreement on the program and its value to the business?

Written policy that is adhered to by:
- Plant leadership
- Union leadership (if applicable)
- Frontline leadership

Metric tracking
- Program KPIs/Impact studies
- Feedback tools
- Employee engagement

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10 Attributes of High Impact Learning

Learning Infrastructure (People, Process, Policy)

Strength	Weakness	Opportunity	Threat

10 Attributes of High Impact Learning

Social Learning/Communications

Do you leverage social learning platforms to encourage employee communication, professional networks, communities of practice, and formal mentoring?

- Push targeted information directly to the employee (include work and community messages).

- Communicate individual achievements through badging of micro-skills.

- Formalize informal learning through knowledge sharing and communities of practices.

- Gather continuous feedback from employees to improve programs and keep their engagement.

- Bridge the communication gaps between all levels of the organization.

10 Attributes of High Impact Learning

Social Learning/Communications

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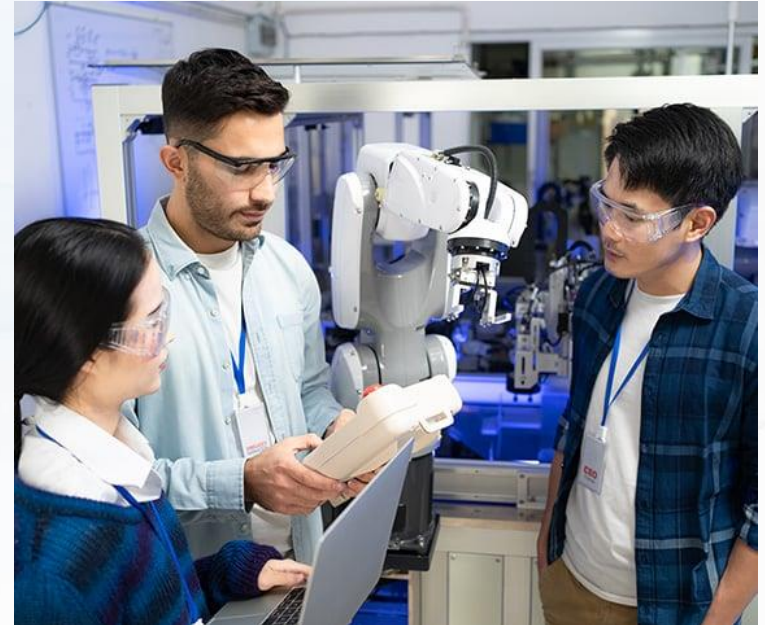
Q&A

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Thank You!