
Training Management

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Training Quality Management

Ensure that the intended skill transfer really happens and that delivery methods and the organizational conditions are professional. A major information source for this is the collection of feedback from participants and from their supervisors.

Ask for Updates

Even if for capacity reasons you are forced to use the catalogue-based method of training planning, open a channel for the department to express additional training needs which are not covered by the catalogue.

Demand Flexibility from Vendors

One of the challenges in planning training is that external training vendors want to create their plan for the next year early to ensure that their capacities will be optimally used. This goal can interfere with the company's training planning which usually is done after the performance appraisals (or in parallel to them).

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© Springer-Verlag Berlin Heidelberg 2015
M. Zeuch (ed.), *Dos and Don'ts in Human Resources Management*,
DOI 10.1007/978-3-662-43553-3_14

In order to accommodate the vendor's planning, training departments at times feel compelled to book classes prior to having the new data from training planning. This bears the risk that bookings have been done (and paid for) without the corresponding demand. In such cases, the training department starts sending out messages such as, "seats Still free. Please enroll!" which sends the wrong message. The message should be: "Attend training that helps you perform!", even though the message actually is: "Attend training because there are open seats!"

The better strategy is to negotiate hard with training vendors and demand more flexibility from them.

Don't Offer "Nice To Have" Classes

Training should not be mixed up with social clubs or comparable hobby circles. Just because people like a class, does not mean that it has to be offered.

While social clubs can have a justification from an engagement and retention perspective (please refer to Chap. 4), training classes should be offered with the purpose of performance enhancement. Otherwise the training department loses its reputation as a business function.

Conduct Periodic "Temperature Checks"

In dynamic organizations, periodic "temperature checks" need to be scheduled during the year. Quarterly is a good time to have a business strategy review with key leadership in all departments. The purpose of the temperature checks is to review the current performance enhancement training schedule and identify new business needs that may not have been identified due to changing business needs or goals. These new needs must be accommodated and alternative plans put into place to meet the needs. The training department cannot run the risk of alienating itself from business partners by being inflexible to alter training plans as needed.

Keep it Simple

Design a simple training request and delivery process. Internal Business partners do not have time to become bogged down in complicated training request processes. A complicate and inflexible process will result in the training department being viewed as an obstacle to training performance improvement rather than a performance improvement partner.