

5

BEST PRACTICES FOR BUILDING A HIGH-PERFORMANCE WORKFORCE

With more than 80 years working with the manufacturing industry, Tooling U-SME understands that world-class companies are outperforming others in large part because they manage and train their workforces differently.

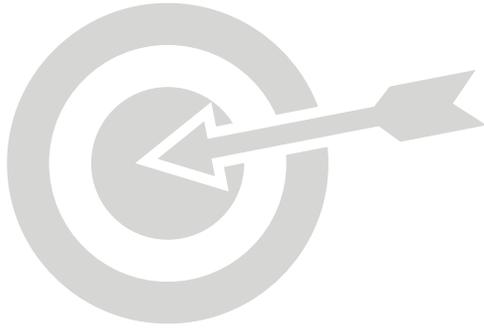
How does your organization stack up? Do you aspire to gain world-class status? Here are five best practices for building a high-performing workforce using a competency-based training and development program.



TOOLINGU



sme



IDENTIFY THE BUSINESS OBJECTIVES

1

A successful training and development program must have the buy-in of senior management. The best way to do that is to demonstrate learning's impact on the business. The best training programs tie directly to the bottom line, helping to boost productivity and profitability while reducing expenses related to overtime, downtime, waste, etc. It's important to manage expectations with stakeholders and create SMART (specific, measurable, attainable, relevant and timely) goals. Identifying these key performance indicators (KPIs) in the training program's planning stage will allow you to calculate the return on investment after implementation, and show value to your stakeholders.

2016 STATISTICS*

\$1,252

Average training investment per employee across all industries (consolidated)



\$503

Manufacturing industry

*2016 State of the Industry. (ATD, 2015)



DEFINE PERFORMANCE-BASED COMPETENCY MODELS

Performance is the accomplishment of a task in accordance with a set standard of completeness and accuracy. If those standards are not in place, you will not build the high performers you need and expect. To evaluate your own program, ask a few questions, such as: What should employees be doing that they are not doing? What is preventing them from reaching the goal you have envisioned? Do they have the proper training and tools to meet the standard? It is important to define the specific behaviors that will bring about the desired performance.

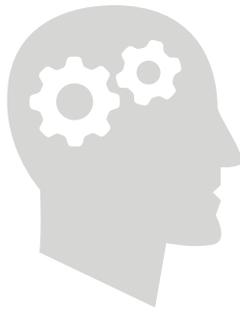


Once your desired performance is defined, you can identify the knowledge, skills and abilities required to meet the performance need. This is accomplished through competency modeling. More employers are using competency modeling to provide a structured way of looking at job progression, job assessment and workforce planning. Having a system in place to codify knowledge and skills required for a specific job role is critical to ensure individuals are successful in their roles.

To meet training requirements, organizations should concentrate on two types of competency records:

1. An individual's body of knowledge
2. The tasks involved with the job role's standard work

This extra level of competency definition ties foundation job role competencies with the additional competencies required to complete work-specific tasks with performance goals. Tooling U-SME's Competency Framework can help with this process. It features a comprehensive series of competency models in nine manufacturing functional areas, and is made up of more than 60 job role competency models for production, technician, lead technician/technologist and engineer levels.



ALIGN LEARNING SOLUTIONS TO DEVELOP KNOWLEDGE AND SKILLS

Once the heavy lifting of competency modeling is completed, it is important to create learning solutions that empower an employee to achieve an understanding of a given topic, become self-sufficient, improve his or her job performance and ultimately drive results that support business objectives. A well-defined competency framework and aligned learning plan will eliminate unnecessary or redundant training, and maximize training time to develop only required knowledge and skills.

Manufacturing is best taught through a blended program. This method leverages curriculum of different learning methodologies that are tailored to meet workforce requirements including:

- ◆ Elearning
- ◆ Instructor-led Training (ILT)
- ◆ Hands-On Labs
- ◆ Self-Instruction (books, videos)
- ◆ Job Performance Support Aids

Don't forget that proficiency of skills can lessen over time, so it is important to include performance support and continuous education strategies in the overall training and development plan.

3

2016 STATISTICS*

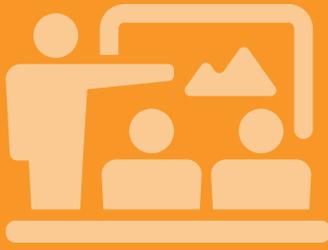
33.5

Learning hours used per employee across all industries (consolidated)



18.63
Manufacturing industry

*2016 State of the Industry. (ATD, 2015)



STRUCTURE YOUR ON-THE-JOB TRAINING (OJT) PROGRAM

Workers who receive perfectly aligned prerequisite training still might not reach performance goals if the OJT program does not achieve its goals. OJT teaches workers their job-specific and task-specific standard work. The OJT program should consist of sequenced hands-on learning activities that will prepare associates for successful job qualification during their end-of-training evaluation. Performance-based training programs should require the use of standardized OJT tools and techniques to ensure consistent delivery of training.

An OJT guide is a document that outlines instructor and trainee activities, learning objectives, training content, and the resources (equipment, material, etc.) necessary for the consistent conduct of training. This guide will put an end to the common question, “How can we ensure consistent training from one mentor/trainer to the next?”

Poor OJT trainers can lead to low morale, ineffective training and delivery, and high attrition, resulting in adverse performance and unmet financial goals. With an increase of new hires from an unskilled talent pool, it is more important than ever to provide your trainers with the competency to deliver training in a consistent and concise manner. Companies should invest in developing their OJT mentors/instructors with competencies in adult learning, mentoring and the delivery of their OJT sessions. Promoting a high performer into a training role is not enough to guarantee that all your workers will be high performers.





DEVELOP AND EXECUTE A MEASURABLE IMPACT STUDY

At the start of program design, document your goals. Then you can refer back to them and see how the program has measured up. A well-designed program will have a tangible return on investment (ROI) and validate the success of learning programs, an essential part of maintaining or expanding your training initiatives. By ensuring that training programs are part of a strategic plan from the beginning, and are attached to overall goals, training departments can demonstrate the value and necessity of focusing on people to ensure the overall success of an organization.

Each day, Tooling U-SME works with manufacturers in the adoption of all levels of the New World Kirkpatrick Model and the additional Phillips fifth level surrounding ROI.

Common KPIs measured through training and development programs:

- ◆ Maintaining production levels consistent with customer requirements
- ◆ Keeping quality levels consistent with customer requirements
- ◆ Sustaining new product development and innovation
- ◆ Implementing quality improvement processes
- ◆ Improving employee engagement
- ◆ Increasing employee retention

Much more information on the topic of ROI is discussed in our whitepaper, [Proving Training ROI: Moving from Expense to Necessity](#).

The key to shaping performance that delivers results involves these five best practices. A well-designed competency framework, tied to business goals, becomes the foundation for performance management, talent acquisition and leadership development.



PERFORMANCE-BASED LEARNING AND DEVELOPMENT PROGRAM

Once your business goal has been stated and the required competency level has been defined, we can assess the current performance level of your workforce to determine any gaps in performance. Once gaps are identified, a curriculum of blended learning methodologies can be used to drive the workforce towards the desired performance. This is accomplished through both training and assessment through a job qualification process.



2016 STATISTICS*

8.3%

Direct expenditure as %
of profit across all industries
(consolidated)



4.45%

Manufacturing
industry

*2016 State of the Industry. (ATD, 2015)



toolingu.com | 866.706.8665 | info@toolingu.com

©2017 Tooling University, LLC. All Rights Reserved.