Training Employees to Stay: T&D in Retaining Talent

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Our Process Today

WHAT’S THE PROBLEM

CAN TRAINING FIX IT?

CAN EBPs FIX TRAINING?

MIX IT ALL TOGETHER FOR TRAINING EBPs
What’s the Deal?
What’s the Deal?

• Turnover logistics
• Why people are leaving
• Who is leaving
• Turnover trends
• What do we do?
25% National turnover rate

42 Million Will leave their jobs this year

$680,000,000,000 Projected turnover cost in 2020

9%
NC turnover rate

5 Million
Employed in NC

$22,500,000,000
Turnover costs in NC

9% NC turnover rate

90 Employees projected to turnover

$6,750,000 In turnover costs per organization in 2019


77%

Of that turnover can be prevented!
You could retain this many people...


Or this many people!

So instead of losing 9%, you only lose 0.07%
Employee Sub-populations
Median Job Tenure by Age and Birth Cohort

Tenure is decreasing over time

Millennials Become Largest Generation in the Workforce

Fry, R. Millennials are the largest generation in the U.S. labor force. Pew Research Center.
Knowledge Drain
So what do we do?

Considering what we know…

- Turnover is expensive
- Tenure is decreasing
- Knowledge gap is growing
- Lack of career development opportunities is a big reason why
Training & Development
Training & Development

• What is it?
• How to do it right
• Benefits
• M(yth)conceptions
What Is T&D?

Facilitates learning job-related:
- Competencies
- Knowledge
- Skills
- Behaviors

Training

Future-focused
- Includes formal education
- Job experiences
- Relationships
- Assessments

Development

Conduct needs assessment

Monitor and evaluate the program

Select training method

Develop an evaluation plan

Ensure transfer of training

Ensure employee readiness

Create learning environment

Systematic Training Design

Who benefits? How?

Employees
(Beier, 2012; Wallis et al., 2004; Lai, 2011; Newman et al., 2017)

- Purposefulness & self-efficacy
- Loyalty & commitment
- Learn to earn give employees control of their career

Organization
(Frazis et al., 1998; Kyndt et al., 2009; Becker, 1975; Columbo & Stanc, 2008; Blume et al., 2010; Allen et al., 2010)

- Overall business performance
- Increase productivity
- Retention
- Indirect decrease in employee turnover
T&D M(yth)conceptions

No one actually learns from those mandatory training sessions!

BUSTED!

Training content and execution matter
If you give them too much training, they’ll just take it somewhere else!

Absence of T&D may push them out

BUSTED!
You can’t really prove T&D actually works though.

It’s possible to track costs
Can we overcome the misconceptions?  
Yes!

We can use **evidence-based training practices** to choose the right training option!
What’s EBP?
What’s EBP?

• Definition
• EBP Process
• Evidence for EBPs
“Making decisions through the conscientious, explicit, and judicious use of four sources of information…”
Evidence-Based Practice Is:

**Quantitative**
- **Scientific**: Research Findings
  - Ask
  - Acquire
  - Appraise
  - Aggregate
  - Apply
  - Assess

**Qualitative**
- **Professional**: Experience & Judgment
  - Stakeholder
  - Values & Concerns

**Organizational**: Data, Facts, & Figures

Jump into the process

ASKING
• Can the problem be translated into an answerable question?

ACQUIRING
• Where will evidence be found?
• How will it be obtained?

APPRAISING
• Is the evidence trustworthy?
• Relevant?

AGGREGATING
• How will evidence be weighed and pulled together?

APPLYING
• How will evidence be incorporated into the decision-making process?

ASSESSING
• Did the evidence gathered improve the decision-making process and outcome?

Evidence for EBPs

Poor Decision-Making Strategies

- 50% failure rate of major decisions
- 70% major decisions made with only one alternative to the status quo

Based on Evidence to Support

- Data-driven organizations:
  - 5% more productive
  - 6% more profitable
- Accuracy in decision making

Evidence-Based Training Practices
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EBPs to Use

1.

2.

3.
Self-Assessments & Continuous Feedback
# Self-Assessments & Feedback

## Lack of self-assessments & feedback:
- Worker anxiety
- Voluntary turnover
- Trainee learning

## Use of self-assessments & feedback:
- Can see where improvements can be made
- Know how/when to change behaviors

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Self-assessments & Feedback in the T&D process

Research suggests:

- Provide periodic feedback on performance
- Practice self-assessing knowledge, feedback on accuracy
- Courses & curricula foster self-assessment skills

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Remember those employees we talked about?
Self-Pacing

4.2
Self-Pacing

Lack of self-pacing:
- Inconsistent learning pace of all employees in a session

Use of self-pacing:
- Training time
- Enhance learning
- Effective use of organizational resources
- Motivation
- Flexible

Self-pacing in the T&D process

Research suggests:

- Opportunity & time to **assume responsibility** for learning

- Trainees **focus** on the task

- **Understand** task importance

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Remember those employees we talked about?
Error-Management Training
Error-Management Training (EMT)

Lack of EMT:
- Less effective learning

Use of EMT:
✓ Transfer of training to job
✓ Supportive organizational culture
✓ Group Cohesion
✓ Open communication
✓ Turnover intentions

EMT in the T&D process

Research suggests:

- EMT helps promote learning

- Don’t focus on within-training performance
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Wrap-Up
Our Process Today

RETENTION & TURNOVER

TRAINING & ITS BENEFITS/PROBLEMS

HOW TO USE EBPs

EVIDENCE-BASED TRAINING PRACTICES
Discussion
Comments, Concerns, & Questions
Thank You!