



Solution

Employee Training Events

What...

Organization-wide training events provide opportunities for the entire organization to learn together. Training should offer employees with relevant content that is well packaged and delivered.

Employee training events are part of a process of ongoing training and development, in particular, in support of the training needs that help the Employee Experience Team and Patient Experience Team achieve their action plans. Two organization-wide training events each year is typically enough to support the progress of the action plans of the teams.

Even in small organizations, this can be challenging to gather people together to learn while the day-to-day work needs to continue. The larger the organization, the more challenging the logistics may be to reach all employees with training opportunities. This takes creativity and organization skills to accomplish.


A key tactic toward continual improvement and achievement of goals is to equip employees with the skills they need to succeed. The impact of training is magnified when all employees are learning the same things at the same time. Coordination and centralization of training efforts can also be more economical.

Why...

When there is team, the Training and Communication Team, collaborating with and supporting the other teams to organize ongoing employee training events, then each team is not competing for the same audience of employees with various training initiatives. When employees have disorganized, not-well-timed training coming at them from all directions, it can create frustration (versus appreciation and willingness) around training offerings.

The objective is to foster a learning culture by creating a positive learning environment and well-coordinated and executed learning experiences.





“Inconsistent and optional training leads to inconsistent and optional results.”

Who...

The Employee Training and Communication Team, in the Innovation Team Structure, will serve as the coordinators and promoters of employee development efforts. The employee training team members evolve over time as internal subject matter experts on employee development and training. The Employee Training and Communication Team members do not have to be subject matter experts on the content of the training as other people in the organization - such as those members on other teams - are the experts on their specific plan initiatives and solutions. It is recommended that employee training events have the feel of “by employees, or employees” - yet on some occasions, outside experts or internal leaders may be needed or preferred to deliver the training content.

When...

Coordinate a regular cycle (2 times per year is suggested) of high-quality organization-wide training opportunities for employees, primarily in support of the training needs of the employee-driven teams.

If a team, or teams, has training content to provide to employees outside the regular schedule of twice-per-year training, the team(s) can collaborate with the Employee Training and Communication Team to determine how best to accomplish the training. This may be at a time and in a format, outside of the.

How...

Training and development are a process, not simply one-off training events. Training events are one component of a comprehensive ongoing development process. Other activities in the process include:

- ▶ the efforts by leaders to “grab the baton” for supporting their employees as they implement what they learned at employee training events.
- ▶ the use of “campaigns” (aka “top of mind tactics”) as reminders of the content of past training events.
- ▶ supplemental follow-up training offerings to build on past training event content.



TRAINING EVENT FORMATS

When it comes to the recommended twice-a-year rhythm of organization-wide training events, these may be conducted in a variety of ways. Over time, there will likely emerge one best way to host organization-wide training events that are wildly successful to meet the training needs of your employee group and also meet the training objectives of the employee-driven teams.

Three commonly used formats for training events include:

- ▶ **Classroom format.** To be available for all employees, these often must be offered several days/times. These sessions can be recorded for those who are unable to attend in person. The training can be delivered in a mix of media (video, skits, presentations). Opening comments by the CEO at these employee training sessions is a well-received start to the training agenda. These trainings may be offered on-site or off-site. To keep costs low, free or inexpensive local venues such as churches or community buildings can be utilized. It is also difficult to release employees from work to get to the training if a longer drive is involved. Some organization may decide to host more offerings in space on-site to accommodate all employees in order to keep the event on-site. The sessions are often 1-2 hours in length and the same agenda is repeated multiple times to promote high attendance. For some training events, random assigned seating can promote interaction between employees who rarely spend time together.
- ▶ **“Health Fair”-like format.** where each team sets up a learning booth and employees approach their booth for individual and small group learning.
- ▶ **Virtual format.** Given the pandemic starting in 2020, many organizations who previously offered employee training in gathering formats such as those mentioned above, converted training offerings to virtual formats. Many organizations already had existing technology, such as a learning management system or videoconferencing, to host the training content. Some organization had already been utilizing this type of training delivery approach successfully.

A wonderful benefit of the first two formats is the interdisciplinary collaboration and relationship building that can be fostered during in-person events.



CONTENT

The primary agenda for these training events is driven by the action plans of the other teams in your innovation structure. Collaboration with those teams is key to setting the agenda and learning objectives.

Some organizations adopt “standing” agenda focuses that supplement the training topics provided by the other teams. These supplemental training topics may require the Employee Training and Communication Team to collaborate with others outside of the Innovation Team, or work within their own team, to incorporate this content into the training event. Some topics include:

- ▶ wellbeing (stress reduction, health promotion)
- ▶ “Walk-in-my-shoes”/”Department Spotlight”-type content (which is recommended to be offered in other ways more frequently in the organization, but can be incorporated into employee training events as well), and
- ▶ content this is more of a “personal development” nature (e.g., retirement planning, home budgeting) as a way of demonstrating care for the growth of employees beyond work-related knowledge and skills.

Consider incorporating some “traditions” into training sessions. These traditions will help to “brand” these events as something memorable. Examples include:

- ▶ A theme (decorations, food & agenda can follow the theme)
- ▶ Recognition (by the CEO, thank you notes, awards)
- ▶ A group photo of the attendees (displayed in the organization or on social media)

SPECIAL EVENT – Kick-Off/Commitment (or Re-Commitment)

When an organization is going through a transformational process, such as the one organized through the efforts of the teams in the Innovation Team structure, a component of an organization-wide training event may be related to the “kick-off” or “commitment” (or re-commitment) to the organization’s new high standards (such as behavior standards).

While the employees may learn about these high standards and the initiative at the training event, a show of commitment or support for the initiative and standards should be incorporated as part of the event. In essence, the commitment or kick-off signifies that “it is a new day” in the organization - and we learn about, and commit to, the initiative and standards.



Attendance & Participation

Promoting attendance at training events, or high completion rates of virtual training, is a responsibility of the Employee Training and Communication Team. As well, leadership support and encouragement at the front line is key to high participation.

Attendance should be tracked, and reported, for each department. It is recommended that this information be provided to the leadership group and shared transparently with them. Over time, low attendance in certain department may be observed, and special attention can be paid to understand, and promote, attendance to these departments.

The Steering Team will weigh in with the Employee Training and Communication Team related to whether training events are mandatory or not. If mandatory, a process of follow up related to those who do not attend will need to be created and followed. This often involves actions and support by front line leaders.

Evaluating and Improving Training

An evaluation should be completed which also includes employee suggestions for future training events. Tying the submission of the evaluation to a ticket for the prize drawing helps to increase evaluation completion. The evaluation can be as simple as an index card that attendees can right “what went well” on one side, and “what could be improved or offered at a future event” on the other.

Utilize the evaluations to always be “upping your game” as far as your training goes! Spend time after each training has ended and really do a “study-adjust.”. What went well? What didn’t? What do we have to celebrate (evaluation feedback, attendance numbers, etc.)? What can we improve. A great focus to have is to make each event better than any event offered before.

“The only thing worse than training your employees & having them leave is not training your employees and having them stay” – Henry Ford

