

Training and Risk Management Newsletter

Harvey B. Lermack & Associates

Inside this issue

- Do your training programs employ sound adult training principles? P. 1.
- The web is rich with environmental health and safety reference materials. P. 1.
- Some ways to link your training to the company's strategic objectives. P. 2.

In the next issue

- Do your line managers and subject matter experts act as trainers? If so, are you sure they are prepared to do a good job? We'll provide some ideas on how to leverage these resources.
- We'll give you some good web sites for education and training reference materials.

Be sure that your training courses implement ...

Adult Training Principles

It is amazing how many corporate training programs amount to a "data dump" of information onto employees.

Too often, companies tell the employees what managers (or regulators) want them to hear, rather than what the employees need to fulfill their own needs to work safely and to do their jobs effectively and efficiently.

In our training programs, we always observe certain basic adult learning principles.

Principle 1—Adults learn best by relating new information to their previous experience and knowledge. Help them by providing a framework, using real

world scenarios, and providing opportunities to integrate the information.

Principle 2—Adults tend to prefer self-determination in their learning. Be a facilitator, not a lecturer. Give learners a say in what is covered. Be sure to understand and fulfill each person's expectations.

Principle 3—Adults pursue training with a sense of purpose. Provide only information they need, and explain how it will help (what's in it for them).

Principle 4—Adults want to apply information immediately. Design effective transfer strategies with supervisors.

Principle 5—Adult learners are goal oriented. Help them to focus on job requirements, and improve their positions.

Principle 6—Adults are used to being active. Keep them moving, and change activities frequently.

Principle 7—Different adults learn most effectively in different ways. Vary the media and exercises to address the visual, auditory and tactile learners in the room.

If you want to improve the results of your training, re-view each of your courses to ensure they comply with these basic principles.

Improve your training by researching ...

Environmental Safety and Health Web Resources

Are you overwhelmed by the amount of information resources available on the web? Try the following valuable EH&S sites for quick and useful information.

Government Web Sites

All the research and materials on U.S. Government web sites were developed with your tax dollars, and are available for you to copy and use freely. While the government requests that you do so, there is no requirement to cite these sources (although standards of academic honesty probably require that you do so.)

FirstGov—<http://www.firstgov.gov/>

This site provides an overall index to all the governmental web sites.

NIOSH—<http://www.cdc.gov/niosh/homepage.html>

The National Institutes of Health provide a myriad of research and reference materials. Two valuable new NIOSH products

are the Worker Health Chartbook 2000, which provides extensive information and statistics about workplace health, injuries and illnesses; and the Safety and Health Resource Guide for Small Businesses. Both are available to order or download free at the web site.

OSHA—<http://www.osha.gov/>

Of all the sites on the web, OSHA probably has the most useful and usable information for the EH&S professional.

The entire web site has an easy-to-use index referenced alphabetically. Some of the available items are:

- Training materials
- "Expert advisor" software (under "e" in the index)
- Latest information (via the "What's New" button on the home page)
- User-friendly publications on numerous

topics, all available to download free (go to the publications list under "P" in the index)

EPA—<http://www.epa.gov/>

The EPA web site provides similar information for environmental-related topics.

Other Links

American Industrial Hygiene Association—

<http://www.aiha.org/safeweb.html>

Check out the web links on this page.

You can access any safety-related information you need from this location.

Periodicals

Compliance Magazine—

<http://www.compliancemag.com/>

Industrial Hygiene and Safety News—

<http://www.ishn.com/>

Next month, we will look at some education and training web sites.

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For more information, or for copies of recent publications or handouts which describe our products, services and projects in more detail, send me an electronic mail message. Include your electronic and business address, and phone number.

Harvey B. Lermack & Associates is a professional education, training and consulting firm. Our mission is:

- *To help organizations improve risk management, environmental, health and safety performance through innovative training and education programs. The key result—your employees know how to identify, assess, and manage the risks at their workplace, reducing incidents and costs and improving productivity.*
- *To help organizations develop leaders at every level by delivering effective professional development training. The key result—leaders who bring a strategic focus to their daily and long-term activities.*
- *To ensure the success of these and other training and development efforts by utilizing innovative performance management techniques, working with individuals and small groups to ensure changed behaviors. The key results—safer operations, better performance, and reduced costs.*

My associates and I bring extensive industrial, academic, training and consulting experience to this unique mission.

To make your training more valuable and valued,

Link Your Training to the Company's Strategic Objectives

Harvey B. Lermack & Associates

Training and Consulting Services

Risk Management Training
Behavioral Safety
Environmental, Health & Safety Programs
Strategic Planning and Management Skills
Leadership Skills for the 21st Century
Managing Change
Performance Management
Effective Networking & Alliances
Cultivating Influence
Coaching and Counseling Skills
Facilitation Skills for Teams and Meetings
Developing & Delivering Effective Training Programs
Balancing Work, Family and Career, and Time Management
Personal Skills Development

In the Fall, 2000 issue of this newsletter, we reported the results of a national survey of training managers. The number 1 concern in that survey was the need to align training with business goals and objectives.

Too many training managers fall into the functional expertise trap — developing effective and efficient training programs that do not necessarily support the corporate strategic objectives. Following are some ideas on this subject, along with two books that deal with the issue.

Every training department should be led by a professional who has both outstanding training and development skills, and sufficient knowledge, education and networks to be tied into and understand the organization's strategic goals and objectives.

In a similar light, the primary objective of the training department should be to populate the organization with managers and leaders who understand, and are prepared to support and advance, the organization's strategic direction.

In "Leadership By Design," Al

Vicere of Penn State and Robert Fulmer of William and Mary discuss a framework for leadership development training as a means to develop such leaders. At Conrail, we partnered with Mr. Vicere to implement a very effective middle management leadership development program at Penn State, which implemented the ideas outlined in the book.

Mr. Vicere describes a theory of "strategic leadership development," where potential leaders learn about the business drivers. He also describes the development of "learning laboratories" within companies to advance corporate learning; advances a structure for effective leadership development; and discusses the future of business / university cooperation in learning.

Once the training directors and functional leaders understand the strategic direction of the organization, a training model must be implemented to link all training directly to the strategy. Bob Brinkerhoff of Western Michigan University advances such a model in "The Learning Alliance."

I have seen Bob speak on several occasions about his concept of "learning alliances," where company managers, supervisors, employees and training departments work together to manage the learning process, and to link it to the company's strategic objectives. This book is valuable reading for anyone who is trying to accomplish that objective.

Finally, every training director should ensure that the corporate training strategy addresses the learning trends described in the Winter 2000 issue of this newsletter, which reflect the key human resource success factors for the future:

- From domestic to global
- From internal to external
- From tactical to strategic
- From internal resources to strategic alliances
- From management to leadership focus
- The emerging influence of technology