

Training and Risk Management Newsletter

Harvey B. Lermack & Associates

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- The four levels of training evaluation, and how you can gather that information. P. 1
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- Are your training programs implementing adult training principles to really reach their audience?
- The web is rich with risk management and training reference materials.

The Top Five Training Issues for 2000

THE MASIE CENTER conducted a survey to determine the top five issues that learning departments are facing this year.

In response, 1,240 learning professionals listed the following as their top concerns. Check them against your activities and plans.

Issue 1—Aligning training with business goals and objectives.

Issue 2—Evaluating the effectiveness of training.

Issue 3—Integrating instructor led and technology delivered training.

Issue 4—Developing an electronic learning strategy for the organization.

Issue 5—Changing the corporate culture regarding learning and training.

It was interesting to note the similarities between the results and many of the issues discussed in this newsletter. In fact, the importance of four

level training evaluation is addressed elsewhere in this issue.

The Masie Center, located in Saratoga Springs, New York, is a consulting firm that focuses on learning and technology, and on distance learning models. You can contact them for further information regarding the survey at their web site - www.masie.com.

Newsletter Survey

THIS ISSUE completes one year's circulation of this newsletter. Its mission is to provide some ideas that you may use to evaluate and improve your organization's approach to risk management, environmental health and safety, and

management and leadership programs and training.

Before we move into 2001, many of you will receive a survey of a cross-section of readers, either electronically or personally. If you receive a survey request, please take a

few minutes to provide your feedback.

If you have ideas or contributions for future issues, don't wait to be asked. Use the contact information on the next page to make your ideas known.

The Four Levels of Training Evaluation

TO IMPROVE YOUR TRAINING PROGRAMS, you need data about your current programs and their results.

All too often, training evaluation consists of simply requiring that students complete a "smile sheet" - an evaluation form at the end of the day. For many reasons, such as euphoria about the day off, nice personality of the instructor or not wanting her to look bad, or a good lunch, these forms generally are biased toward the positive.

But what we really need to know is whether the training resulted in improved performance *on the job*. In order to get this information, many training profes-

sionals (myself included) believe a four level evaluation approach is required.

Level 1—Did They Like It? Regardless of the potential for biased information, we do get some valuable insight from smile sheets about learners' feelings regarding the instructor and facilities.

Level 2—Did They Learn It? We need to be sure that learners have received and understood the information before they leave the class. This can be done with tests and quizzes (I prefer self-graded pre-tests and post-tests) and required demonstrations of acquired skills.

Level 3—Did They Use It? This is the level

that really demonstrates the training effectiveness. We must find a way to ensure that what has been learned is transferred to the job. This can be done through interviews with supervisors and workers, and by applying behavioral safety techniques (see the article in Volume 1, Number 2).

Level 4—Did It Make a Difference? This is evaluated by considering the return on investment from training. For example, Conrail identified a 20% cost of risk reduction by measuring the cost before and after training, behavioral safety and other interventions.

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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.

Integrated Risk Management

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

EARLIER THIS YEAR, I spoke at the Conference Board of Canada's 2000 International Conference on Risk Management. The theme of the conference was Integrated Risk Management.

The proceedings reflected several interesting learning outcomes from the conference. Several of these echo the messages discussed in previous issues of this newsletter. Perhaps some reflection on these key learning points may uncover potential opportunities for improvements to your organization's risk management efforts.

Learning outcome 1—

Environmental health and safety risks can be managed through an integrated approach—annual costs and personal injuries can be reduced, and morale and productivity increased at the same time.

Learning outcome 2—

Merger and acquisition is an integration process, not a transition. Driven by the strategic rationale of the deal, this process requires speed and flexibility to minimize the risks for all constituents.

Learning outcome 3—

Exploiting selected risks increases financial profitability and stakeholder value is demonstrably linked to a well-managed integrated risk management approach.

Learning outcome 4—

The risk philosophy and culture of the organization must be nurtured to increase motivational levels among the operational staff.

Learning outcome 5—

Communicating risks is a never-ending process between key players—the organization and its stake-

holders.

Learning outcome 6—

Understanding the complete risk environment and available risk management tools helps to establish a holistic risk framework.

Is your risk management program truly integrated? That is, does it address the various prevention, control and financing issues in an integrated manner? Does the company place equal emphasis on managing the environmental, health, safety, damage prevention, security, and other program issues? Do you develop priorities based on probability and severity of risks and hazards regardless of the operational area?

Note: An article about integrated RM training appeared in Volume 1, Number 1 earlier this year. For another copy or to discuss the issues, please contact me.