

Checklist for Supervisors & Managers Who Are Providing Training to Employees

BEFORE

1. Have you communicated to the trainer what your idea is of a successful training session?
2. Is there specific information the trainer should know that would help ensure successful training process?
3. Have you communicated to the trainees why they are attending training and specifically or generally how you want or expect them to benefit from training?
4. Have you given them the basic information they need about the training? Type of training, time, date, location, etc.
5. Have you made fair and appropriate adjustments to trainees' work schedules, so they can attend training without too much concern about their workload?
6. Have you considered specifically how you would like trainees to actually apply the information/new skills when they return to work? How will you recognize them for this when it happens?
7. You are encouraged to look ahead and set aside some time to spend "debriefing" the employee when he or she returns from training.
8. Be aware of anything that might make attending training appear to be punishment.
9. Encourage the trainee to be on time, not leave early, and attend with an open mind and willingness to learn and apply skills.

AFTER

1. Within 2 days of the employee returning from training, ask for feedback about the experience. Schedule an appointment as soon as possible to discuss with the employee how the training can be applied to improve performance. Collaborate. Make notes, set performance expectations, and commit to a specific follow-up time in 2-6 weeks. Use a training action plan.
2. How will you assess, measure or observe improvement in skills or attitude related to the training?
3. How will you redirect the employee if skill, behavior or attitude related to the training has not improved?
4. Be aware of barriers to the employee's progress in the training area. If possible, act on removing the barrier. For example, does the employee have responsibility for a specific outcome, but no authority to take appropriate actions in order to get desired outcome?
5. Be sure to respond **POSITIVELY** when you see (or see evidence of) improved performance, even if it is not perfect. Remember: **The more attention you pay to any behavior, the more it will be repeated.**
6. When an employee has successfully incorporated a new skill or improved their level of performance, **REWARD** and **RECOGNIZE** in an appropriate way. Ask the employee if he or she would be willing to "coach" others in this area.
7. Make sure true performance improvement is noted and recognized at the next formal or informal performance review.