

Tips for Managers to Support Training (Pre- and Post-Training Checklist)

Your employees are scheduled to attend a _____ program on _____(date) from _____(time), located in _____.

In order for your employees to be successful in transferring learning from the classroom to the job, you, the manager, must be actively involved in the process. Unfortunately, 85% of what is learned in training is lost within 30 days, unless it is reinforced. Please take a few minutes to review the attached program outline and identify areas or skills you would like your employees to work on during this program.

Before the Training Session

- Well in advance of the training session, sit down with your employees and explain your reasons for sending them to the program.
- Explain what the program is about.
- Tell them what you expect them to learn from the program and how the program relates to their jobs. Meet with participants individually if there are individual concerns.
- Ask them what they would like to gain from the program. Encourage them to identify specific skills they would like to develop or improve, information they want to learn, or problems they would like help to solve.
- Indicate that you will expect them to discuss the program with you when they return. You might even suggest that they write brief summaries of the learning experience, including what they learned, how they are going to use the training back on the job, and how the training will benefit them, the organization, and, if applicable, their customers. You may want them to share what they learned with their co-workers at a staff meeting.
- Employees often worry about being away from the job because of work piling up. Assure them that the work will be there when they return or indicate how you will have the work handled while they are in training. Tell them not to worry about it and emphasize that you want them to get as much out of the program as possible without being distracted.

After the Training Session

- Shortly after they have returned from the training, meet with the employees to debrief.
- Ask what they learned and whether or not it met their expectations. Ask if they would recommend that others attend.
- Center the discussion on how they are going to apply what they learned. Press them to be specific, and ask how you can support them as they try to use what they learned.
- If appropriate, ask them to share their experiences, key learning points, materials, etc. with their co-workers.
- Follow-up with the employees over the next few months to make sure that they are applying what they learned. After they have had adequate time to use what they learned on the job, ask them what they still want or need to learn to be even more effective on the job.

