

HR Analytics

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Lecture:33

Dear participants, in this session we will learn about training analytics. In previous two sessions also we have learned about the training matrix which may be useful at a workplace to make a decision. So, similar way in this session also we will learn about some of the matrix related to the transfer of training which is one of the important thing that every organization look for if training is being done. So, how much these participants have learned? So, what are the matrices? What are the things that we should consider to understand this transfer of training? So, that is what we will discuss in this session. So, first thing is this is the content. So, transfer of training, characteristics for the positive climate for transfers of training.

learning, culture diagnosis scale, manager support for training, type of training program conducted, method of training, content of the training, percentage of training designed based on, which of the following method would you prefer to do a training if you are the employee of any organization. So, these are the this is the content of the table of the content that is what we will discuss in this session. So, first being a manager if you would like to know which one is the biggest obstacle of this transfer of training which of the following is the biggest obstacle of this transfer of training in your organization because these all are the obstacle but in your organization which one is the biggest obstacle so what you can do you can do a survey in your organization among all employees and from them you can ask what is the biggest hurdle right because of the time pressure like workload employees are having huge workload and in addition to that HR department has arranged a training so because of that they were focusing on their job they were not able to focus on the training part the skill part which is being taught in that particular training so because of the work pressure inadequate facilities which are there for the training department that could be one

of the reason, few opportunities to use the skills. In some of the organization what is found that training is given, but immediately after the training those skills are not used in a workplace.

So, sometime it gives demotivation to the all employees, right. So, that could be one of the biggest hurdle. Inadequate budget, organization is not having sufficient budget to train their employees. Lack of peer support, so peers are not supporting the employees within the organization to enhance their skills through the training program and lack of management support. So, these could be, these are the some of the reasons which because of that transfer of training may suffer may suffer in the organization so in the organization which one is the most important reason why the training of transfer is suffering because the moment you will understand why this training of transfer is suffering in your organization then only you will be able to do something for that particular region so this survey that you can conduct among all participants in your organization whoever is going to attend the training or whoever has attended the training and accordingly you can analyze after this question asking this question you can analyze this question gender wise department wise age wise and what is their response and based on that you can you can make your strategies to improve the transfer of training so this is one of the one of the thing that you can do it next thing that you need to check the climate for the transfer of training, whether the positive climate is there within your organization or not.

In order to check this transfer of training, we have five statement that is what we can say this climate to check this positive climate for the transfer of training, we have five statement, right. give a rating to these all 5 statement based on 1 to 7 rating that is what we can take or 1 to 5 we can take. So, any interval scale that we can use to rate and after that we can do the average. So, for example, in first statement you gave the 4, in next statement you gave the 3, in and remaining 3 statement let us take in one of the statement you gave 5, then 3 and then 4. So what is the total? Here you can see 4 and 3, 4 plus 3 plus 5 plus 3 plus 4 divided by 5.

So now you can calculate $7 \ 10 \text{ and } 19$ divided by 5. So, almost 4 that 3.9 or 3.8 that is what you can say that is the average. So, that is how you can see out of 9, 3.

9 is the score. out of 5, out of 5 is the 3.9 is the score. So, that indicates that what kind of environment climate is there for the transfer of training. If positive climate is high then transfer of training will take place smoothly.

If climate is not positive then transfer of training you conduct a very good training, but still the outcome of that training may not be very positive inside the organization. So, if you already know about the climate for the transfer of training, then you can take the

decision accordingly because according to your climate you can make a change in your training method, you can make a change in term of the external or internal expert, instructor. So, strategy that you can change in order to increase the effectiveness because you know the right picture of your climate of transfer of training. So, that is how you can check the positive climate for transfer of training. So, 5 statements are there.

So, this is the that is that is the index that you can make and then you can average it and you can calculate where your organization stand in term of climate for transfer of training. Next thing that I would suggest all of you to diagnose learning culture within the organization. So, here you can count how many statements are there 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11. So, similarly you have to rate these all 11 items on 1 to 5 scale. You have to average it and you have to check what is the average for this learning culture.

If learning culture is poor in the organization then transfer of training also will suffer, right. So, in the similarly the way you had calculated you had understood the positive climate for transfer of training in the same way you need to understand the learning culture in your organization, right. Similarly, you can check this manager support for the training, right. So, here you can count the number of statement 1, 2, 3, 4, 5, 6, 7, 8, 9. So, 9 statements are there.

So, here you can do the average in the same way. So, you understand whether managerial support for the training is present, right? The sentence is indeed grammatically correct as it stands; no corrections are needed. The sentence is grammatically correct as it is. No changes are needed. The transfer of training is what you will observe.

(This sentence is indeed grammatically correct.) The transfer of training: What factors impact it? (This sentence is indeed already grammatically correct.) Individual factors, such as self-efficacy, can be assessed, as can motivation to learn. For organizational factors, aspects such as climate, managerial support, and learning culture can be examined. Additionally, design issues can also be evaluated.

The original sentence is grammatically correct; no changes are needed. So, all three things that you can diagnose are areas where you need to make changes in order to increase the transfer of training; that is what you can do. So, there are a few things that you can diagnose using these scales. The original sentence is indeed grammatically correct. However, if you would like a slightly more polished version, here it is: "A few things I have already mentioned include a positive climate, which can be assessed; a learning culture, which can also be evaluated; and managerial support within the organization.

" The original sentence is indeed grammatically correct; no changes are necessary. The

sentence is indeed grammatically correct as it stands. So, in that case, you will see that the outcome of this transfer of training is positive, correct? The original sentence is indeed grammatically correct. However, if you're looking for a slight refinement, you might consider: "That is why these diagnoses are important before conducting or planning any training, as they will help you understand the outcomes of that specific training." This removes "So," which can make the sentence more concise.

If any changes need to be made, you may make them now. Another suggestion I have is for you to understand what types of training programs are available. The original sentence is indeed grammatically correct; no changes are necessary. Corrected sentence: Right, how many are provided online? That is the number you can see. According to these figures, you can divide them into two categories: formal and informal, both online and offline.

Then, you can compare the transfer of training. The sentence is already correct as is. The original sentence is indeed grammatically correct; no corrections are needed. In the next slide, I will explain how to observe the transfer of training, okay? So, index-wise, you have some items that you can develop for the index, and then you can calculate it. In that case, the transfer of training is high.

Whether in the case of offline or online training, the transfer of training is high, and that is what can be measured. And so it will; it will help you decide which type of training program you should organize more, right? In the same way that you can calculate the transfer of training for the department across various job categories, you can also calculate it for different age categories. This will enable you to provide more customized training for these departments, age groups, and job roles. The original sentence is indeed grammatically correct; no changes are necessary. The sentence is indeed correct as it stands: "So, that is what you can do.

" There are no grammatical errors. So, let us discuss how we can properly understand the impact of training transfer. The first thing you can calculate to understand the transfer of training is.

So, whatever skills that training has taught. Your suggestion is correct. A complete sentence could be: "He or she has trained the employees." So, that simply means you can ask how many times that person used the skill in their workplace and how many opportunities they had to use it. (Note: The original sentence is already grammatically correct.

) If it is used frequently, you can say that the training's relevance is very high. The original sentence is indeed grammatically correct; there is no need for any changes. (Note: The

original sentence is already correct, so no changes are necessary.) That person attended the training program, but due to several factors we discussed earlier—such as the learning environment, managerial support, self-efficacy, motivation to learn, and time pressure—he or she was unable to acquire that particular skill. Therefore, the first thing you need to assess is how many times that person had the opportunity to use that skill and how effectively he or she was able to do so.

Your sentence is already grammatically correct. However, for clarity, you might consider rephrasing it slightly: "So, the number of opportunities is what you can inquire about: specifically, how many times that person has used that particular skill, correct?" If that person cannot provide the correct numbers, you can simply ask how frequently they use that particular skill. Secondly, the training we discussed will address the organization's immediate requirements. After attending the training program, internal processes will improve because employees will perform better, which should lead to a reduction in the number of customer complaints. Reducing the number of customer complaints also indicates that the transfer of training is effective.

The next thing you can check is the employees' self-efficacy. If the self-efficacy of the employees is high after the training program, it can be said that the transfer of training was good, because a person feels confident only when they believe they can perform the job, correct? The original sentence is indeed grammatically correct; no changes are necessary. The sentence is indeed grammatically correct; no changes are necessary. (This sentence is already grammatically correct.) So, regardless of the job that person was doing, if they continue to make the same type of error after attending the training program, you can say that the transfer of training has been poor.

If the number of individual errors has decreased, then you can say that the transfer of training is high. The corrected sentence is: Right, cost reduction means that the costs associated with the job the person was doing have now decreased. Therefore, you can say that the transfer of training was high. Next, regarding the customer satisfaction index: if customer satisfaction has improved, it indicates that employees are able to complete new product development more quickly. The sentence is already grammatically correct.

The sentence is already grammatically correct; no changes are needed. So, if these outcomes are positive, you can say that the transfer of training is effective. The original sentence is indeed grammatically correct; no changes are necessary. Then you can say that before and after the training, the levels of all these parameters are the same; therefore, you can conclude that the training has not made a significant difference. The original sentence is indeed grammatically correct, so no changes are necessary.

The sentence is grammatically correct as it is. However, if you want a slightly refined version, you could say: "So, that is how you can check the effectiveness of training transfer in any organization." The original sentence is indeed grammatically correct: "You can identify any of the parameters and collect the data related to them." No corrections are needed. The original sentence is indeed grammatically correct as it stands.

No corrections are necessary. The sentence is indeed grammatically correct. However, if you're looking for a slightly refined version, you could say: "Thus, both before and after the training, the same recommendation for skill development is provided. Despite this, one could still argue that the transfer of training was inadequate." This maintains the original meaning while enhancing clarity. The original sentence is indeed grammatically correct.

However, if you're looking for a slight refinement, you could say, "These are the parameters you can analyze to understand the impact of training transfer." The only thing you need to do is organize the data related to these details. The original sentence is grammatically correct; no changes are necessary. Gather any data related to variables that you can collect just before and after the training, and then observe the differences. So, if those indices are performing better, you can say that the transfer of training is effective, correct? So, the method of training refers to how the training is delivered, right? The sentence "So, how is the training going?" is indeed grammatically correct; no changes are needed.

So, the percentage of training is. So, let us assume that 100 training sessions are conducted in the organization. So, how many are provided by the instructor, how many are provided through technology, and how many are offered online? The original sentence is indeed clear and grammatically correct. However, if you would like a slightly more polished version, here it is: "Understanding the composition will help you utilize the training department more effectively. If you need to manage the budget, you must determine how many instructor-led training sessions your organization can afford, how many technology-based training programs you should develop, and how many online training sessions you should conduct in a year." (Note: The original text provided is already grammatically correct and clear. No changes were necessary.)

So, if you know the number of training sessions, the cost per employee for the training, and how many employees you have, you can calculate the budget and manage it accordingly. The original sentence is indeed correct. However, if you want a slightly refined version, you could say, "That is why it is important to be aware of the training methods." Your correction is accurate. The corrected sentence is: "That is used in your organization.

" The sentence is indeed grammatically correct; no changes are needed. The sentence is already grammatically correct. In addition to another analysis that you can conduct on the

various types of training provided in your organization, you may also want to consider additional factors. The original sentence is indeed grammatically correct. However, if you would like a slight variation for clarity, you could say, "So, let us assume that one organization offers 1,000 training sessions.

" The original sentence is correct as it is. The original sentence is indeed grammatically correct and does not require any changes. You can identify this number of training sessions and then divide all of these sessions into these categories. The original sentence is indeed grammatically correct; no corrections are needed. The sentence is indeed grammatically correct as it stands; no changes are necessary. By conducting an analysis of employee errors, you can perform error analysis within the organization, just as you analyze customer complaints.

So, what kinds of customer complaints are coming in, and what can you do about employee errors in the workplace? (The original sentence is already grammatically correct.) Employee errors are what you can analyze. You can conduct these two analyses to see which themes emerge and check whether these themes align with your current training objectives. If it is not aligned, you need to change the training, stop some training sessions, and add others as necessary. The original sentence is indeed grammatically correct; no changes are needed.

So, this is a decision you can make based on this analysis. So, what content is there? The content analysis of all the training sessions is something you can undertake. For example, in one particular year, how many training sessions were conducted in the organization? You should examine the themes of each training program, categorize all the training sessions according to these themes, and then analyze customer complaints and the errors made by employees in the workplace. Finally, determine whether the training content aligns with these issues. The sentence is already grammatically correct; no changes are needed.

If not, you need to add some new training programs; if it is aligned, you do not need to add anything. If it is not aligning, then you have to stop some of the training programs. The original sentence is already grammatically correct. No changes are needed. The next thing you can do is present the training that has been designed and the training that you are currently designing.

The sentence "So, what is the basis?" is indeed grammatically correct; no changes are needed. The sentence is already grammatically correct; no changes are needed. The first thing you can do is conduct the customer complaint analysis, as I mentioned earlier. (Note: The original sentence is grammatically correct, and no changes are necessary.) So, how

many training programs have you designed based on customer complaints after analyzing them? (The original sentence is already grammatically correct.) Low-performance ratings for the employees have been observed. So, if employees are not performing well in a particular skill, The original sentence is grammatically correct; no changes are needed. So, because of that, how many training programs are you conducting in your organization? Based on employee input, you can also give feedback. The original sentence is indeed grammatically correct; no corrections are needed. The sentence is indeed grammatically correct as it stands: "Here, you can enter the number of training programs.

" The sentence is grammatically correct as it is. However, if you want a more formal version, you could say: "There are one thousand training programs available." The original sentence is indeed grammatically correct; no changes are needed. The sentence is indeed grammatically correct. However, if you want a slight variation, you could say: "Both 100 and 100 are correct." So, it will give you an idea of the origin of the training program, will it not? Your correction is accurate.

The original sentence is grammatically correct but can indeed be simplified for clarity. Here's the revised version: "So, where does this origin come from?" This sentence is already grammatically correct. However, if you want a more straightforward version, you could say: "So, where does this come from?" The sentence is indeed grammatically correct as it stands; no changes are needed. How many programs are coming? Which program do you need to stop? Which new program do you need to introduce? You can also perform this analysis from here, correct? The original sentence is indeed grammatically correct.

No changes are necessary. Based on that, you can decide and conduct the analysis. This analysis will help you make a decision about which training program should be introduced and which one is not necessary. A critical analysis of all existing training programs can be conducted based on this information. Now, what is happening? The original sentence is grammatically correct: "Participants' preferences are also changing regarding the methods they would like to use for training.

" So, that preference is changing too. The original sentence is indeed grammatically correct. No changes are needed. So, these are the methods that rank among the top three or four. Let us take, for example, these three methods that were mentioned most frequently based on the responses we received from the employees. We conducted this survey among 3,000 employees, and we can report both the percentage and the number of employees who desire each type of training.

Analyze this data by department and age. Based on both age and department, we can use

the same type of training method to enhance the transfer of training. So, I hope that regarding this transfer of training, you have understood some of the analytics and the points on how to make decisions by conducting such analyses. ****Correction:**** So, I hope that, with regard to this transfer of training, you have understood some of the analytics and the points on how to make decisions by conducting such analyses. The sentence is already correct: "Thank you" is grammatically accurate as it is.