

## *Improving Employee Skills through Increased Trainer and Manager Effectiveness* State of New Hampshire

Background: The Division of Family Assistance/New Hampshire Employment Program (DFA/NHEP) is a division of New Hampshire's Department of Health & Human Services, a social service organization administering public welfare funds to needy families.

Training delivered by DFA/NHEP focuses heavily on teaching field staff how to interpret and apply existing policy as well as policy updates, both of which are driven by federal and state laws governing the use of welfare funds. Trainers are primarily individuals who have risen through the ranks from field workers to trainers. Together, Mary Anne Broshek, Director of DFA, Barbara Farrell, TANF Training Unit Supervisor, and Carol Varney, NHEP Training Coordinator, saw an opportunity to hone the delivery skills of the trainers.



Challenge: Improving training transfer and retention were key objectives as Mary Anne and Carol were looking to “involve our line supervisors more in the training process and build an awareness on their part as to their role in training.”

Solution: Working with Mary Anne, Barbara, and Carol – as well as Art Stukas, Field Operations Manager, and others – Entelechy created a program consisting of:

- *Your Role as Change Agent* – a one-day program for supervisors and trainers that covered skills required to reinforce training and ensure skills transfer.
- *Designing High Performance Training* – a half-day program that covered basic instructional design skills, using the department's ongoing policy training to explain and apply concepts.
- *Delivering High Performance Training* – a 2½-day program for trainers that covered and refined training delivery skills.

Customizing the training required Entelechy to interview supervisors and employees for job-specific information and meet with Mary Anne Broshek, the Director of DFA to address the goals she was looking to achieve from the organization.



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Participants found the focused, customized approach effective, with comments such as:

- “The training included real work situations” and was “geared towards DFA situations.” “Pertinent.” “Trainers knew our environment.”
- “I’ve gained so much in this short time – which is another tribute to the effectiveness of the trainers.”
- “Provided new ways and techniques for supervisors to improve their training skills.”
- “This has been an excellent opportunity to receive information in a relaxed format conducive to learning and practice and ‘just for us.’”
- This training “will make a huge impact on the quality of training design and delivery!”
- “The best training I have had.”

An important element of Entelechy’s approach is the ongoing involvement that we have in helping DFA/NHEP apply and reinforce concepts introduced in the training; this will help DFA/NHEP achieve their goals of increased performance and employee retention. Trainers receive ongoing observation and coaching from Entelechy helping them focus on their individual areas for development. Entelechy has also been working with DFA’s leadership staff to add “skill builder” activities to supervisor meetings to reinforce key supervisory concepts introduced in the training.

“The customized training was a huge shot in the arm for our staff,” states Carol. “But it’s the ongoing commitment and passion to OUR success that sets Entelechy far above any other vendor I’ve worked with. I’m confident the money and time we invested in training is guaranteed to pay off.”