

## **Reinforcing the Correlations between Training and Performance**

Few HR managers are able to pinpoint the correlation between training activities and individual performance improvement. It is even more daunting for HR managers to demonstrate the positive link between training and organisational performance improvement; may it be productivity increase, customer satisfaction, reduced error rate etc.

One of the major barriers for the HR managers to demonstrate the causal relationships between training and performance was the lack of standardised operational processes and in-process measuring systems for training. Often, no information is available to establish a performance baseline prior to the training intervention at both individual and business unit/organisational levels and hence performance gaps are not identified. Similarly the evaluation of training often yields little information about actual behaviour change on the job nor do they measure the impact of training on performance.

In order to assess the benefits of training investments a training quality management system (QMS) should be put in place. Different tools are available for this purpose. The authors explain in depth why the ISO10015 Quality Standard offers the best roadmap for companies who are keen to guarantee a fair amount of ROI from their company's investment in training.

Compared with other QMS, the ISO 10015 standard offers three advantages: its approach is well understood by companies, which already apply qualification systems. Secondly, ISO 10015 provides clear guidance on how to conduct strategic analysis when making training investment decisions. Thirdly, it stresses the function of an articulated training specification as the bases for training procurement and evaluation. By deploying the ISO 10015 based training management system throughout the organisation, it becomes possible to establish correlations between training and performance and to assess the ROI of investments in training.