

# Create Stronger, Data-Driven Learning and Training Strategies

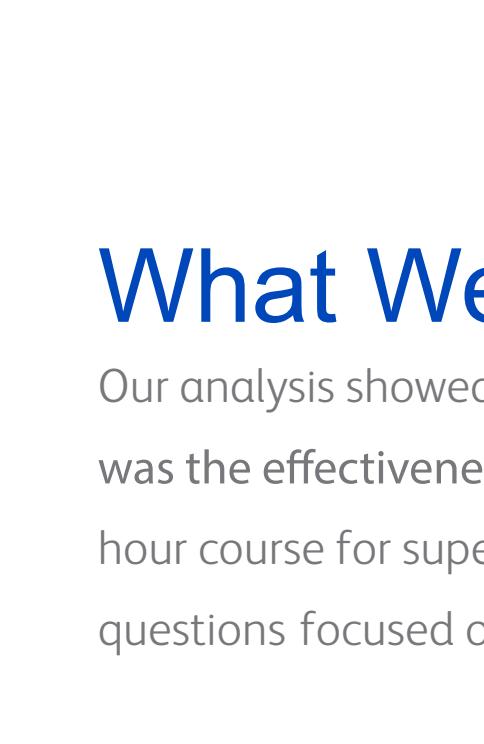
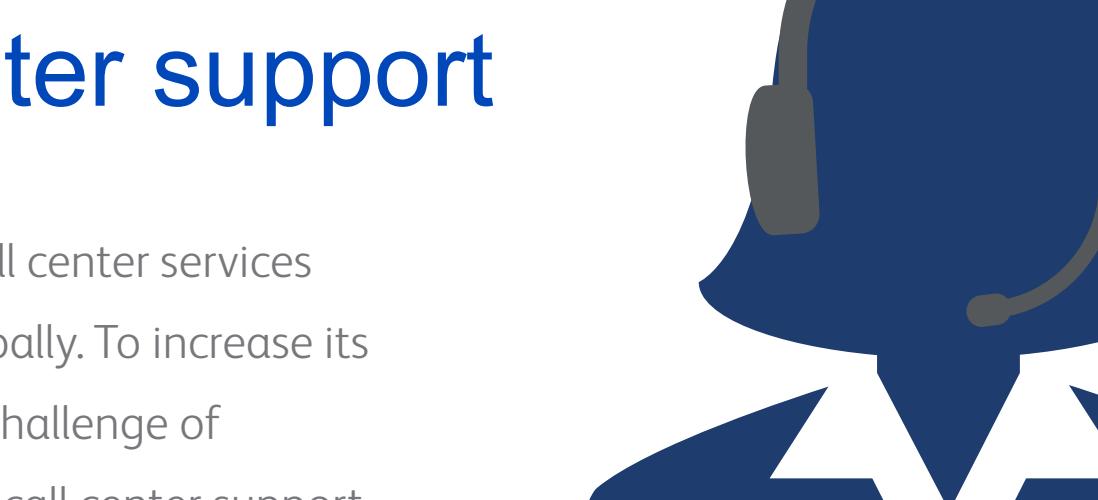
## Take action on your data

When you have a lot of training survey and evaluation results, you may find it difficult to prioritize your data and take action. There are many strategies to take control of the data; we'll share a few common approaches for you to take action with real impact.

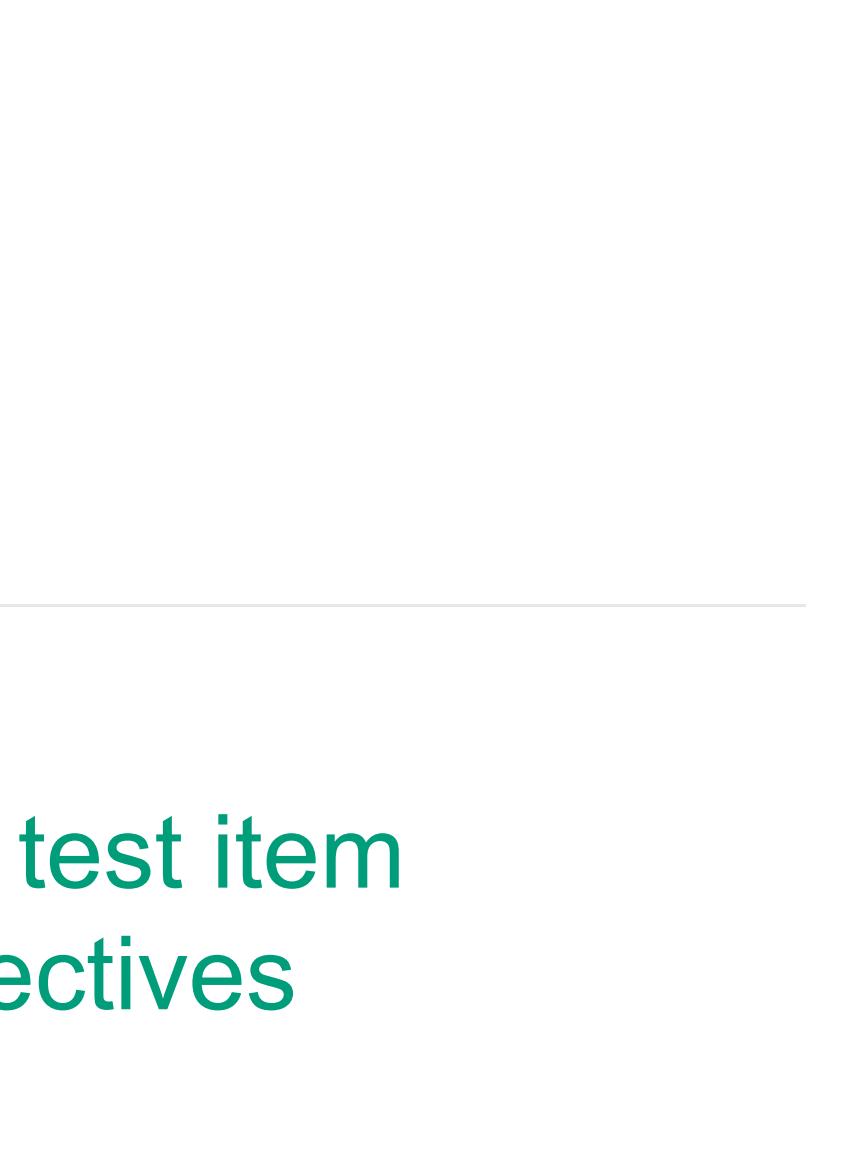
Regardless of what process you use to design and develop your learning programs, and just as in quality assurance processes, measurement must be built into the entire learning development process, not just done at the end of the cycle. Conduent Learning Services experiences outlined here show that on-going results can be used to continuously address knowledge or skills gaps.



### Examples of Results



**98.3%**  
favorable results for  
improving call center support

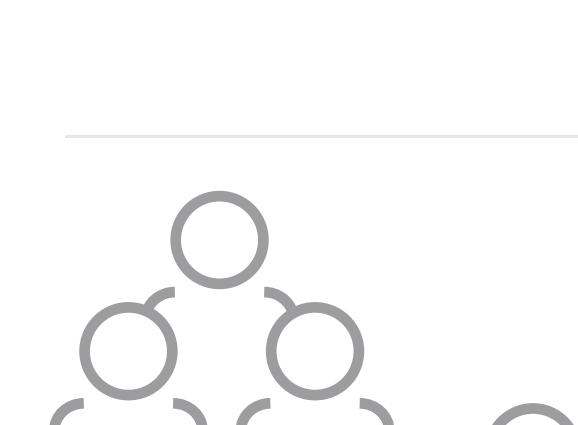


### Business Challenge

Conduent Customer Care provides call center services for dozens of Fortune 250 clients globally. To increase its competitive advantage, took on the challenge of becoming the employer of choice for call center support. Conduent initiated the "Call Center of the Future" by starting with the domestic (U.S.) sites that had the highest.

### What We Did

Our analysis showed that, aside from compensation, the highest impact to attrition was the effectiveness of the supervisor. As part of the program we developed a five hour course for supervisors. In the supervisor course level one assessment, we added questions focused on the perceived impact of the supervisor training to attrition.

 **Prove to regulators, using test item analysis, that learning objectives have been met**

### Business Challenge

Our client, a Global professional services firm, needed to prove to Federal regulators that employees were taught all the required information about a regulated processes. The client had huge amounts of training, but simple way to prove that employees were taught what was required.

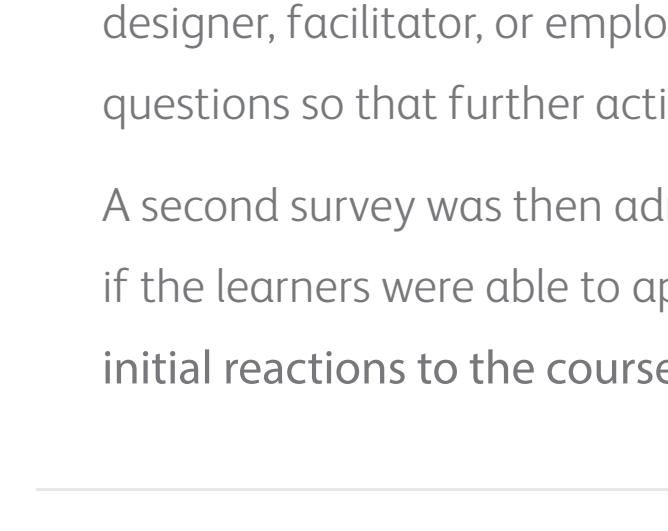
### Business Challenge

### What We Did

Conduent Learning Services conducted detailed psychometric test item analysis – on every question, on every test, and for every required course. Then, based on regulatory requirements and best practices for achieving optimal results, we set up new test writing standards for the entire practice. Once the updated test items were developed, we checked every item to ensure that the standards were followed, and that all the learning objectives for the course were adequately mapped to the test items.

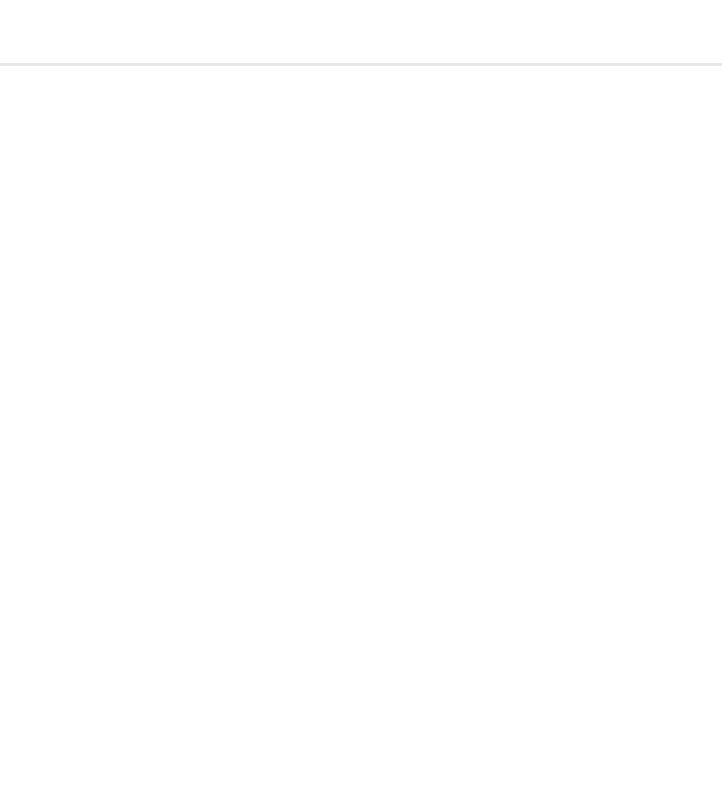
### Business Challenge

### Measure the impact of a course that is designed to make cultural and personal improvements

 Our client, a large online social networking service, had a suite of courses designed to improve its organizational culture.

However, none of the courses had any specific bottom-line metrics that they could take action against. They lacked final assessment data, received inconsistent reaction surveys, and had inconsistent plans for taking action on any of the data they did collect.

While their goal was to enact culture change, they couldn't quantify any of their end results.



### What We Did

We designed self-perception evaluations to statistically find and rank trends while also identifying significant outliers.

We first standardized all post course evaluations and made each of the questions actionable by either the designer, facilitator, or employee's manager if data was poor. We then created detailed dashboards of the questions so that further action can be taken as needed.

A second survey was then administered to learners and their managers 90 days after training to determine if the learners were able to apply what they learned. The results were then correlated against the learners' initial reactions to the course to better assess the effectiveness of the training program.

## Putting it All Together

The data and analytics that your company or department captures is as unique as your company itself. Given that, there are many different ways you can leverage the data to improve performance, skills, or affect change. In following a methodical process to create actionable strategies, you can help move your company forward with the data that you have.

"Real focus needs to be not on how many people are sitting in a classroom or event, but on how many people were able to acquire a certain skill. It really needs to be on the performance and the application of those skills in a way that makes a difference to the organization."

Bob Blondin, Vice President at Conduent Learning Services