Improving Transfer of Safety Training to Maximize Return on Investment

Autumn Krauss, Ph.D.
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How much money is spent annually on employee training in the United States?

a. $65,000,000
b. $180,000,000

c. $95,000,000,000

d. $155,000,000,000,000
What training had a significant impact on you?
What made it stick with you?
THE TRANSFER OF TRAINING

What percentage of what we learn in training are we still using one year later?

a. 10%  
b. 25%  
c. 75%  
d. 90%
PSYCHOLOGICAL MODEL OF THE TRANSFER OF TRAINING

- The Person
- Training Design
- The Work Environment
- Training Outcomes
- Transfer of Training
SAFETY TRAINING TRANSFER RESEARCH PROGRAM

WHAT IS THE TRANSFER OF SAFETY TRAINING ACROSS WORKERS OVER TIME?

WHAT ARE THE ORGANIZATIONAL, TRAINING, AND INDIVIDUAL FACTORS THAT IMPEDE OR SUPPORT THE TRANSFER OF SAFETY TRAINING OVER TIME?

WHAT IS THE TRAJECTORY OF INTRA-INDIVIDUAL SAFETY TRAINING TRANSFER AND WHAT IMPACTS IT?

HOW DOES SAFETY TRAINING DRIVE SAFETY CULTURE CHANGE AND WHAT ARE THE INDICATORS OF THIS?
SAFETY TRAINING IS UNIQUE

PRE-EXISTING ATTITUDES, BELIEFS, AND VALUES ABOUT SAFETY

PRIOR EXPERIENCE USING CERTAIN SAFETY BEHAVIORS

SAFETY TRAINING OCCURS WITHIN A STRONG SAFETY-SPECIFIC WORK SOCIAL CONTEXT

OFTEN MANDATORY AND REGULATED

MINIMAL OPPORTUNITY TO APPLY SOME LEARNED CONCEPTS

POTENTIAL SIGNIFICANT PERSONAL CONSEQUENCES IF ONE DOES NOT TRANSFER THEIR SAFETY TRAINING
THE TRANSFER OF TRAINING DEFINED

Generalization of material learned in training to the job context

Maintenance of the learned material over a period of time on the job
MODELLING SAFETY TRAINING TRANSFER
MODELLING SAFETY TRAINING TRANSFER

TRANSFER INCREASED OVER TIME

VARIATION IN TRAINEES’ INITIAL LEVEL OF TRANSFER

TRANSFER RATE SIMILAR ACROSS TRAINEES

RATE OF TRANSFER SLOWED OVER TIME
Safety Training Preparation

What do trainees think and feel before safety training?
What are some frames that people have around safety training?
PREPARING FOR TRAINING

1. Pre-Contemplation
2. Contemplation
3. Preparation
4. Action
5. Maintenance

WHERE MOST SAFETY TRAINING STARTS

BETTER FOCUS HERE...

...HERE

...AND HERE
51% disagreed with the statement “I knew what to expect from this training before it started”.

92% of leaders and 79% of team members endorsed precontemplation attitudes before a safety training pilot program.

Leaders and team members in precontemplation less likely to demonstrate safety leadership and safety performance.

Trainees endorsing preparation and action attitudes before safety training were more likely to demonstrate targeted safety behaviors after safety training.
What can our organizations do to better prepare our employees for safety training?
What do trainees think and feel during training?
SAFETY LOCUS OF CONTROL

INTERNAL

me

EXTERNAL

fate & others
THOSE WITH HIGH INTERNAL SAFETY LOCUS OF CONTROL MORE LIKELY TO HAVE CONFIDENCE, MOTIVATION, AND INTENTIONS TO USE THEIR SAFETY TRAINING

SAFETY LOCUS OF CONTROL CAN BE IMPROVED THROUGH SAFETY TRAINING AND COACHING

EXTERNAL SAFETY LOCUS OF CONTROL INTERACTS WITH SAFETY CLIMATE TO PREDICT TRANSFER OF SAFETY TRAINING
What can we do to get employees in a better frame of mind to use their safety training?
The Work Environment

What do trainees perceive when they get back to work?
THE WORK ENVIRONMENT

Safety Climate + Training Transfer Climate = Safety Training Transfer Climate
SAFETY TRAINING TRANSFER CLIMATE

Frontline team members perceived significantly more negative safety training transfer climate compared to senior leaders.

Safety training transfer climate exists at the team level.

Safety training transfer climate related to but distinct from other safety climate dimensions.

Co-worker safety cohesion more associated with safety training transfer climate than safety leadership.
How can we create a work environment that facilitates employees’ transfer of safety training?
Making Safety Training Stick

How do you keep momentum going for safety training transfer?
when a good safety training event turns into great safety culture change
YOUR TRANSFER OF TRAINING

Assuming you learn something during this Conference…

What’s in your sphere of control to transfer your learning back to the workplace?

Will your organization’s climate support you in your effort to transfer your learning?

How can you ensure that you will maintain the use of your learning over time?
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