

# Training program



InterClean Training Program InterClean™'s transition to a relationship-oriented sales strategy requires a training program that focuses on enhancing sales techniques and development of teamwork mentality. While the learners involved all have skills in each of these areas, reinforcement and alignment as a team will be necessary in order to provide service that is consistent in its quality excellence.

These topics will allow each team member to share their expertise and enhance areas of opportunity during the training sessions. Objectives and Performance Standards When the preliminary training is completed, the following goals will have been achieved: Learners will be able to develop strategies that facilitate long term service relationships with customers by providing excellent customer service. Learners will develop a clear understanding and application of health regulations that affect the health care industry in relation to care and maintenance of facilities and equipment. Learners will develop a clear understanding of the available products provided by InterClean versus those of other competitors and be able to compare and contrast them. Learners will develop problem solving skills that will assist them in identifying successful solutions to meet client needs. Ongoing training will be essential because the needs of the client, regulations and products change.

Follow up training will specifically target trends in the industry, product updates and regulatory changes. Training will be provided by InterClean as well as by having the sales team attend industry related seminars and events. Performance standards constitute the desired performance after the training program is completed (Cascio, 2005, p. 296). Learners will be

expected to:??? Maintain an 80% retention rate.??? Maintain a 90% customer satisfaction rate based on customer survey feedback and complaint log.???

Achieve sales goals on a monthly basis. Delivery MethodsThe overall performance of the team will be affected by the individual knowledge of its members (Cascio, 2005, p.

304). Team work will allow the individuals to reach the set expectations of the company. In order to provide training that will enhance individual knowledge and teamwork; the following delivery methods have been identified:??? Group learning: Each topic will be first facilitated in a group learning environment. This will allow for the team to collaborate during sample scenarios and share their experiences. Role playing scenarios will be used to address real life customer and industry issues. ??? Team Scenario workshops: Review current clients and determine the information available, additional information needed in order to make a full assessment, areas of need for the client, presentation style that would most effectively reach this client.

The use of these delivery methods will assist in the transfer of learning. This transfer occurs best when there is maximum similarity between the training scenarios and the actual work situations (Cascio, 2005, p. 302). Once the training program is completed, the team will continue to meet in round table discussions. The roundtable process will facilitate conversations regarding issues identified within active accounts. The team will engage in problem solving by using the skills acquired during the training program.

Roundtables will provide an opportunity for the manager to reinforce the training and identify areas of opportunity for the team and its individuals. Content for training and mentoring In order to move the sales team from individual sales with no service experience to a customized service experience provider, the training will need to move from individual skills to overall knowledge of the products and industry. The following topics will be addressed during the training sessions in order to engage the team members in this transition:??? Customer service skills.??? Legal regulations within the industry.??? Problem solving skills.??? How to make sales presentations.

??? Client assessment methods: Evaluation of the client needs based on how their business functions and relates to the health care industry regulations. The assessment will yield a customized plan for the client. Time Frame The entire training process will encompass ninety days, covering all topics, group training and follow up sessions. One full day will be dedicated to the training and follow up sessions to be built into the following weeks as additional topics are covered.

Learning is most effective when there are breaks in between the training events (Cascio, 2005, p. 301). With this concept in mind, the following timeline has been delineated in order to ensure retention of information and proper implementation: During group learning sessions, each topic will include a one day training session with two follow up sessions to occur within two weeks of the training. An additional follow-up session will occur within thirty days from the training session. The follow up sessions will include the training and supervising manager at a group level and will require the

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learner to bring questions and work scenarios. For team scenarios, there will be a one day training sessions with a follow up session within one week and an additional follow up session within 30 days from the training session. The follow-up sessions will require the learner to provide updates on how the implementation of the information affected their review of the client and how the client reacted to the proposed changes to their account. Evaluation Methods Evaluation of this training program will address the changes in learners like client retention and customer service as well as organizational pay off.

Because InterClean is moving to a relationship-oriented sales program the evaluation will center on the following topics and expectations:??? Client communication: Expected to increase after the program.??? Client retention: Expected to increase after the program.??? New Clients: Expected to increase after the program through client referral and improved presentation of product and services.??? Financial impact: Expected increase in sales. In order to determine these changes, data collection will be completed on the following areas:??? Sales results.??? Retention trending.

??? Client feedback in the form of customer service surveys- this will address frequency of contact, assistance with problem solving related to products and industry issues and satisfaction of services rating. These scores will be reviewed on a monthly basis. Sales results, retention and client feedback scores prior to the training will be used as a base line.

Scores after the training will provide feedback on the effectiveness of the training as well as whether transfer of learning occurred. Feedback Feedback

affects the performance of a group as well as that of an individual. It must be consistent and close to the event where feedback applies (Cascio, 2005, p. 301-302). Providing positive and negative feedback affects the transfer of training. It provides support and reinforcement of the information through words and examples which reinforces the new information and processes (Cascio, 2005, p. 302). Feedback will be provided throughout the group learning sessions by the trainer.

Feedback will be verbal and as close to the event that corresponds to the feedback as possible. Written feedback will be used to reinforce the verbal feedback after the team scenario and roundtable sessions. Once the training is concluded, the manager will complete a monthly score card which will provide the sales team feedback based on their performance in sales, customer management and customer comments. These scorecards will be used to determine if additional or reinforcement training is necessary.

Alternate Avenues for those who need further development??? Transfer of information obtained in the training sessions can be positive, negative, or cause no change in work performance??? (Cascio, 2005, p. 302).

For learners that require additional development after the training program is complete, a focused individual assessment of skills will be made based on their respective results. Re-training will be provided in the form of one-on-one interaction. Cross training with a successful sales team and shadowing during sales and service calls will be scheduled. The supervising manager will also engage in ride along with the learner in order to provide on the job feedback. Conclusion As InterClean moves to a relationship-oriented sales strategy, the development of successful sales team is necessary. Focus on

customer service, problem solving skills and enhanced industry knowledge during training will provide the skill sets in order to achieve the set performance standards. Evaluation of results will provide data related to the success of the training and its individuals.

A focused action plan after the training is complete will ensure transfer of the learned skills into real world applications. References Cascio, W. F. (2005). *Managing human resources: Productivity, quality of work life, profits* (7th ed.).

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