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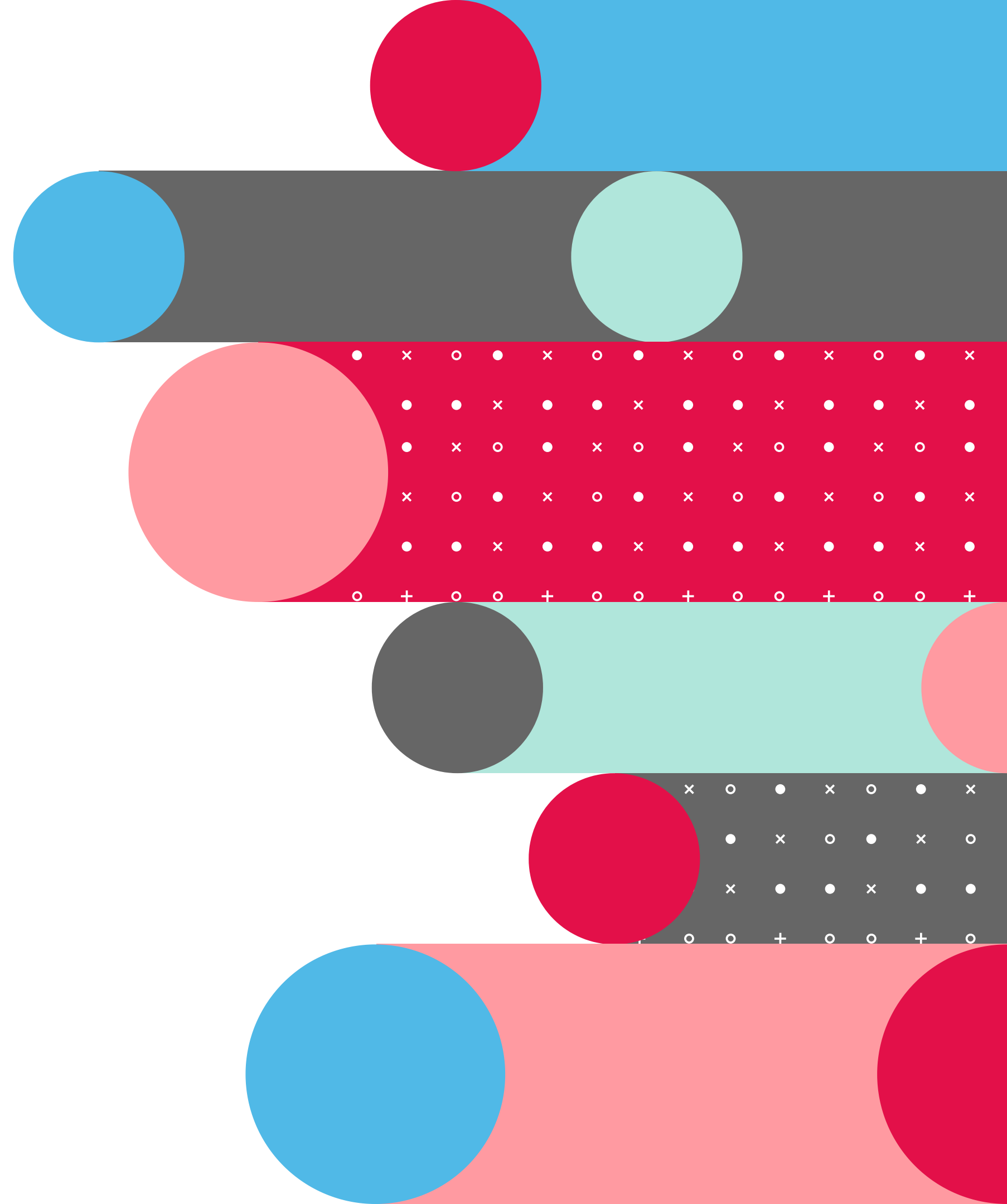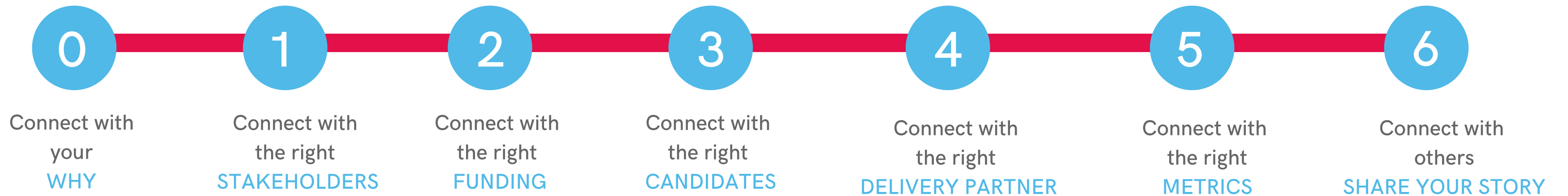
# Retraining Success Path

An easy-to-use guide to help you deliver a successful retraining programme

# 6 Stages of Retraining Success

**0**
Connect with your
**WHY**

**1**
Connect with the right
**STAKEHOLDERS**

**2**
Connect with the right
**FUNDING**

**3**
Connect with the right
**CANDIDATES**

**4**
Connect with the right
**DELIVERY PARTNER**

**5**
Connect with the right
**METRICS**

**6**
Connect with others
**SHARE YOUR STORY**

# STAGE 1: Connect
# with your WHY

## WHERE YOU ARE AT NOW

You are likely to be at this stage if you are thinking about WHY you need a retraining programme and are unsure how to get started OR you might be at this stage if you've run a retraining programme in the past, but you didn't get the success you had anticipated from the retraining programme.

## MILESTONES

- Have you drafted a 'Retraining Driver Statement (RDS)' that clearly identifies why you need to deploy a retraining programme in your organisation?
- Does that statement include 1-3 key measurements of success?

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Drivers for Retraining

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

You have created a 'Retraining Driver Statement' and are now ready to share and discuss it with the right stakeholders within your organisation.

WHY THIS MATTERS:

Understanding the drivers behind why you need to deliver a retraining programme can ensure that the scope, focus, audience and scale of training is the right fit for your organisation. Retraining drivers can include: offering progression routes for high performing staff, enabling existing staff to pivot into other business areas if their role is at risk, enabling hard-to-source job roles to filled, enabling the buinsess to expand into new areas of work. Retraining can also be used to move staff on if their roles are unable to be retained.

# Retraining Driver Statement (RDS)

GOAL: To draft a statement that clearly identifies why you need to deploy a retraining programme

Our organisation would like to deploy a retraining programme in order to

help _____ to retrain so that they

_____.

We know we are successful when:

1._____

2._____

3._____

# STAGE 2: Connect with the right STAKEHOLDERS

## WHERE YOU ARE AT NOW

With your RDS (Retraining Driver Statement) in hand, you now need to get stakeholders invested in your vision. You may have already identified some of your stakeholders and some of them may even have helped you draft the RDS. You are ready to move forwards to establish funding, but may not yet have funding in place.

## MILESTONES

- Have you put together your 'Retraining Stakeholder Power Tree' and know who in your organisation is going to help you champion and communicate the opportunity?
- Do you know each stakeholder's place in the company structure and their decision making power with regards to a retraining programme?
- Have you refined your RDS 'Retraining Driver Statement' after conversations with your key stakeholders?

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Stakeholders to Consider for Retraining

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

Now that you have identified the right stakeholders to help establish retraining in your organisation, you are ready to identify and source the right funding.

WHY THIS MATTERS:

Mapping and understanding your stakeholders can help ensure your retraining needs are funded, the right people are able to champion and communicate the opportunity, and there is a smooth and productive transition for people who are retrained into new roles.

# Retraining Stakeholder Power Tree

GOAL: To identify the right stakeholders within your organisation who will help champion the retraining programme
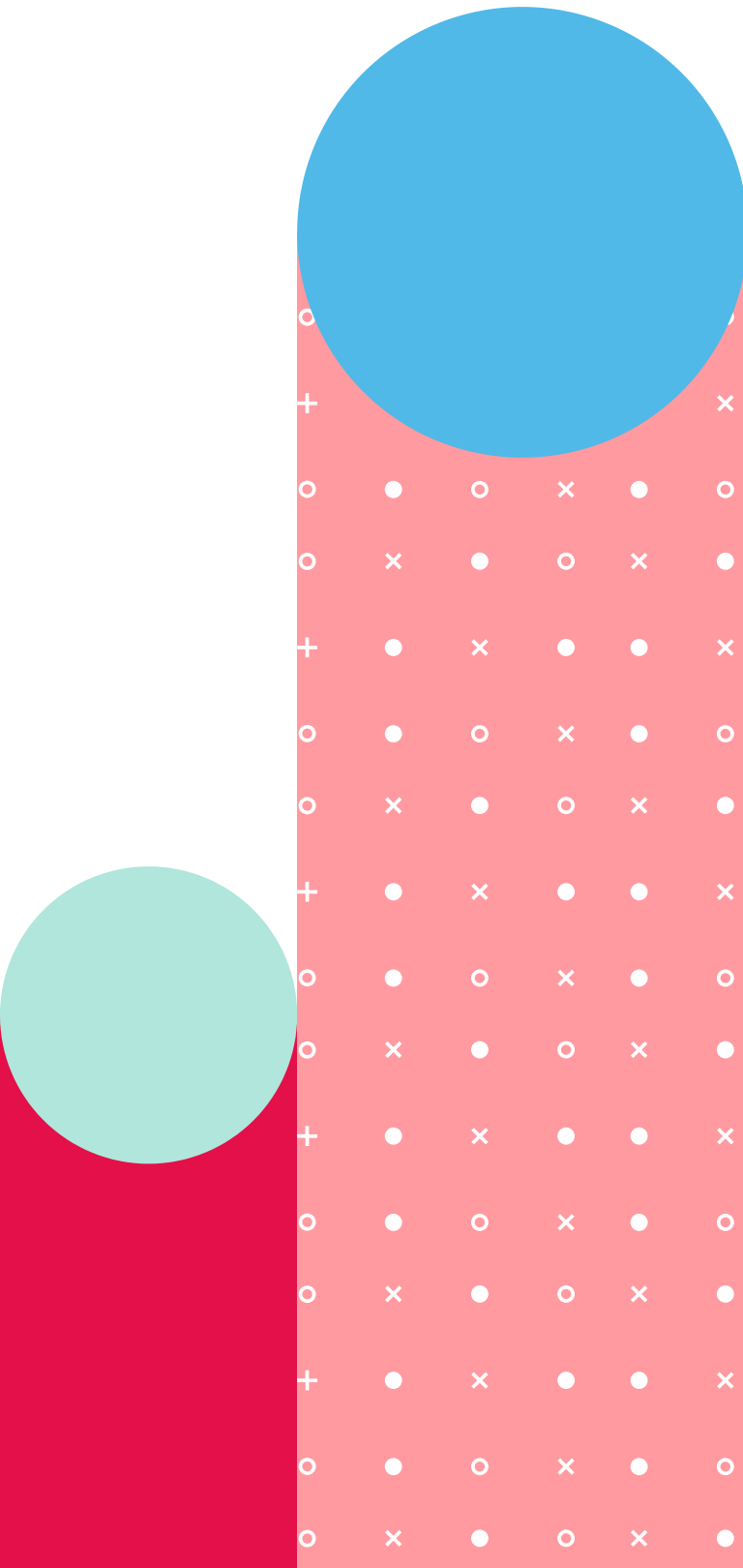
| NAME | POSITION | HOW THEY CAN HELP |
| --- | --- | --- |
|  |  |  |

# STAGE 3: Connect with the right FUNDING

Now that you clearly know your drivers behind your retraining programme (Your 'Why') and who in your organisation is in your 'Power Tree' and can help you, it is time to make decisions about funding.

## MILESTONES

- Have you filled out your 'Retraining Funding Worksheet'?
- Do you know how many people need to be retrained?
- Do you know what the internal budget for retraining is?
- Do you know if there are any external funding sources that match your drivers behind why you are retraining?
- Do you have a clear idea of when the funding needs to be spent by and how that impacts the timeline of the retraining programme?

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Funding Sources for Retraining

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

You are now ready to go find the right candidates.

WHY THIS MATTERS:

Retraining won't happen without funds. There are both internal and external sources of funding that may be worth considered for your retraining programme.

Understanding the target size for your retraining programme can not only help with costing the programme, but can also shape how and where it's delivered.

# Retraining Funding Worksheet

**GOAL: To identify some of the key factors that influence funding with regards to retraining**

Do you know how many people need to be retrained? _____

Do you know what the internal budget for retraining is? _____

Do you know if there are any external funding sources that match your drivers?

Do you have a clear idea of when the funding needs to be spent by and how it impacts the timeline of the retraining programme?

# STAGE 4: Connect with the right CANDIDATES

## WHERE YOU ARE AT NOW

At this point, your RDS 'Retraining Driver Statement' is solid. In addition to knowing who the key stakeholders are, you also know exactly where your funding for your retraining programme is coming from and you are aware of the timelines connected to it. This next stage is all about ensuring that you are mindful of creating retraining opportunities for people from diverse backgrounds and take into consideration gender, race, sexual orientation, and age in order to connect with the right candidates.

## MILESTONES

- Have you completed the 'Retraining Ideal Candidate Avatar Form'?
- Do you have a solid idea of the circumstances of your ideal candidates?
- Have you taken into account gender, race, sexual orientation and age?
- Do you have a clear picture of how your ideal candidates perceives success? (i.e. what would success look like for them?)

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Top Tips to Attracting Talent (externally and internally)

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

Now that you have funding, you need to decide on the right retraining delivery partner.

WHY THIS MATTERS:

Retraining can be a daunting and difficult process, particular for people who have not engaged in learning and development on a regular basis. Ensuring your programme appeals and motivate retrainers will help give you a better chance of success that you attract your target audience to take part, and that people complete training.

Your target audience for retraining ought to see that programmes are relatable, achievable and enable them to feel they are protagonists in their learning journey.

# Retraining Ideal Candidate Avatar

GOAL: To have a holistic view of who you are retraining, their circumstances and their perceived success (remember to take into account gender, race, sexual orientation and age)

| IDEAL CANDIDATE DESCRIPTION | CIRCUMSTANCES | HOW WOULD THEY PERCEIVE SUCCESS? |
| --- | --- | --- |
| | | |
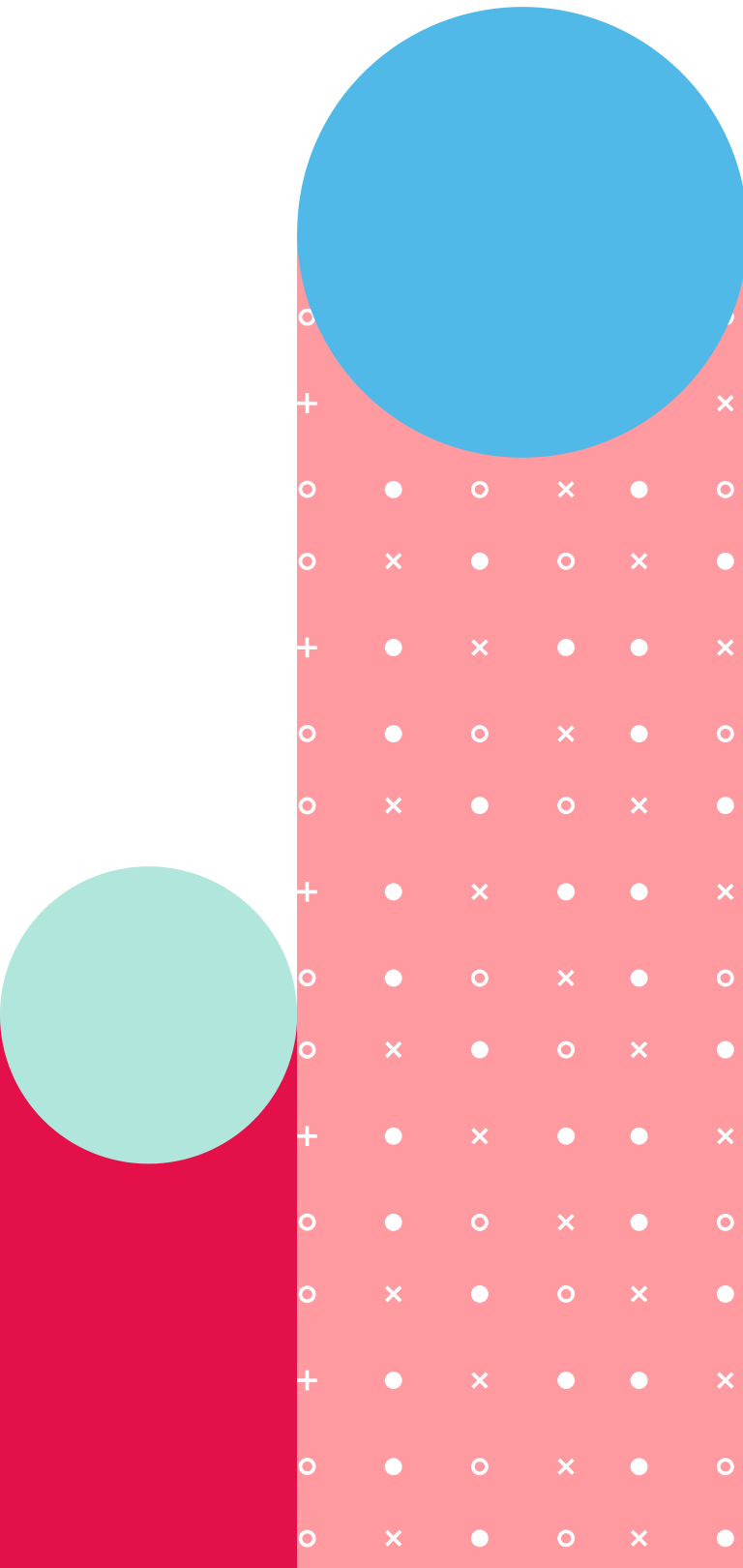
# STAGE 5: Connect with the right
# DELIVERY PARTNER

## WHERE YOU ARE AT NOW

At this stage, you are armed with all the key information you need to start making decisions about what kind of retraining programme you are going to run.

You'll need to explore internal options vs external options and weigh up which is best for your organisation.

## MILESTONES

- Have you filled out the 'Retraining Delivery Partner Internal v External Pros and Cons Sheet'?
- Based on the sheet, do you know if you are going to run your programme internally or do you need to bring in an external partner?
- Have you worked out who will deliver the programme? What will be delivered? When and where will it be delivered? What does success looks like from the delivery partners point of view? Do you have insight about how well the programme supports learners (e.g. are there clear learning path and opportunities for reflection as they work through the programme?)

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Choosing internal or external programme delivery

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

Now that you've selected a delivery partner, it is time to work out your success metrics!

WHY THIS MATTERS:

Whether you decide to run a retraining programme internally or hire in external retraining programme providers, it is important that you pick the path that fits your initial aim AND that you know what success looks like at the end of the retraining programme.

# Retraining Delivery Partner
# Internal v External Pros and Cons

GOAL: To work out which type of programme is best for your organisation (internal vs external) and take steps to identify who will deliver the programme and what success measures you aim to accomplish

## INTERNAL PROGRAMME

| PROS | CONS |
|------|------|
|      |      |

## EXTERNAL PROGRAMME

| PROS | CONS |
|------|------|
|      |      |

Which works better for your organisation: an internal or external retraining programme? _____

Having done your research, who will deliver the retraining programme? _____

What will be delivered? When and where will it be delivered? _____

What does success look like from the delivery partner perspective? _____
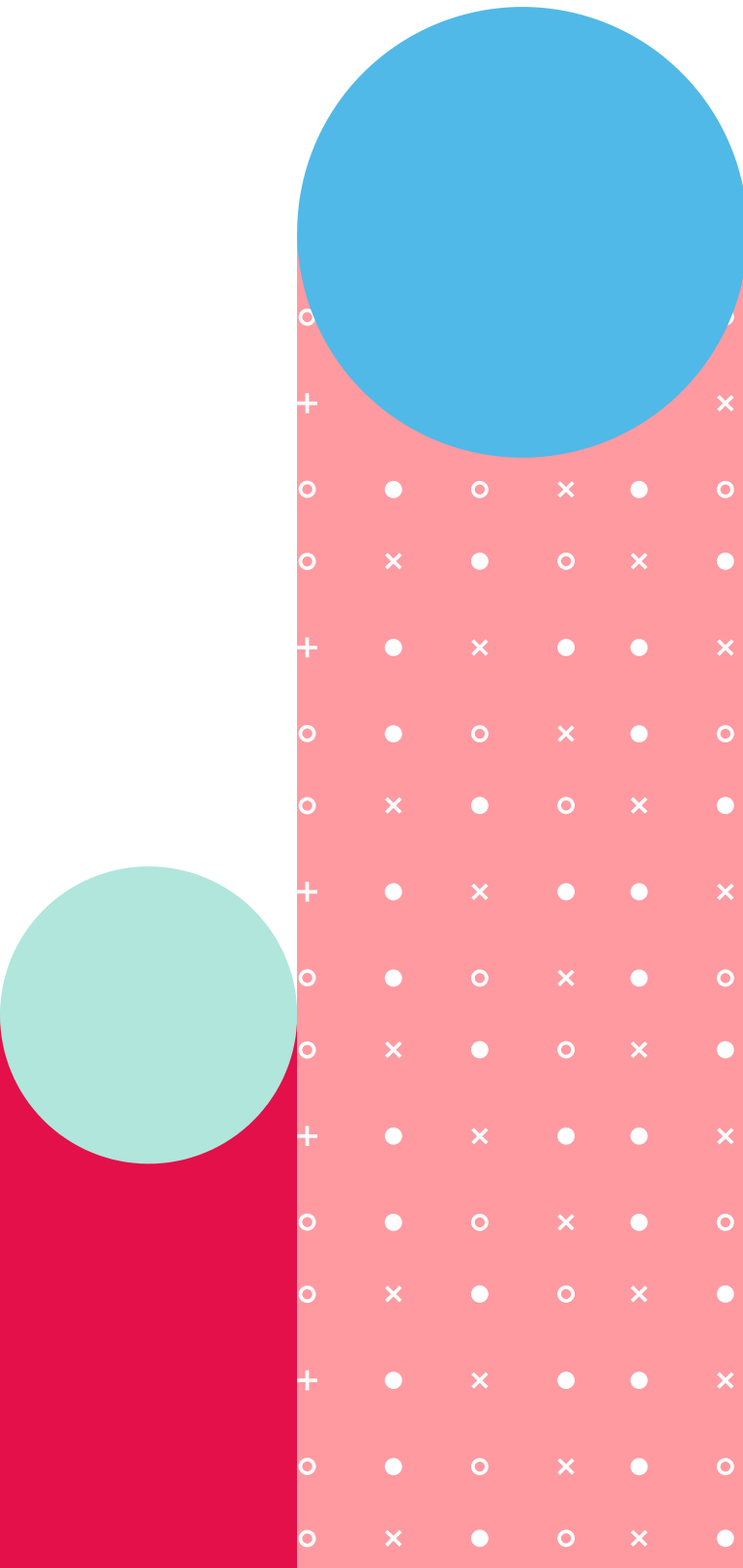
# STAGE 5: Connect with the right METRICS

## WHERE YOU ARE AT NOW

We've talked a lot about success, but how do you measure it? Success, by its very nature, will be different for every organisation, stakeholder, candidate and delivery partner. By now you have an idea of what success looks like for those involved, it is time to translate it into metrics. In this stage, we'll look at which KPIs matter so that you can determine whether or not your programme was a success.

## MILESTONES

- Have you completed the 'Retraining KPIs Worksheet'?
- Do you have measurable and comparable data from your starter and exit surveys?
- Have you strengthened your programme's success with buddy and mentor schemes?
- Have you linked your success metrics back to the rationale for retraining?
- Have you put in place a way to measure if candidates have progressed or completed their programme? (exam, presentation, certificate, etc.)

## NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Get Started Guide: Impact Indicators and Get Started Guide: Retraining Success Metrics Top Tips

## ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

Now that you have your KPIs in place it is time to deploy your retraining programme!

WHY THIS MATTERS:

What can't be measured is hard to prove. It is important that you have some kind of metric for success so that you are able to make decisions about whether or not the retraining programme worked. Putting KPIs in place at the onset is one way of increasing the success of the retraining programme before it even starts.

# Retraining KPIs Worksheet

GOAL: To identify the KPIs (success metrics) that will determine if your programme is a success or not

Have candidates moved into the job roles or areas you retrained for? _____

Have you put in place starter and exit surveys?_____

Can you easily compare them to measure progress? _____

Have you added in known components of successful retraining programmes? ___

If so, which elements? (See top tips for ideas)_____

_____

Have you put in place a way to measure if candidates have progressed or

completed their programme? (exam, presentation, certificate, etc.)

_____

# STAGE 6: Connect with others
## SHARE YOUR STORY

### WHERE YOU ARE AT NOW

Wow! You did it! Congrats. You should feel very proud. You also know that you have precious information that can help others deliver successful retraining programmes.

### MILESTONES

- Have you evaluated your programme's exit surveys and compared them to the starter surveys?
- Have your staff successfully have advanced in their roles or deployed into new roles within your company or have they been given the skills that allow them to leave the company feeling fully supported?

### NEED INSPIRATION TO HELP YOU COMPLETE THIS MILESTONE?

Check out our Tech Talent Charter Retraining Case Studies (link to case studies on TCC website)

### ACTION TO MOVE TOWARDS WHERE YOU WANT TO BE

Now that you've arrived at your destination, it would mean the world to us if you would share your story (link to testimonial form on TTC website) so that you we can use your case study to inspire others.

WHY THIS MATTERS:

Delivering a successful retraining programme is no small feat! The best way for you to shape the future of retraining is to generously give back by sharing your success story.

# Thank you to those who collaborated to bring you this Success Path

Lydia Ragoonanan - Director and Founder of Kintsukuroi Consultancy

Lisa Harrington - Non-Exec Director, Digital Advisor (Former MD of QA Ltd)

Jacqueline Frost - Creative Director of Elevate Talent

Joy Foster - Founder and MD of TechPixies