

Whose Learning is it Anyway?

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Is it time for your annual compliance training? Do you ever wonder who *really* cares?

Regulators care that you've provided *it*. The U.S. FDA 21 CFR §211.25 states that training should be given "*with sufficient frequency to assure that employees remain familiar with cGMP requirements applicable to them.*"

Your quality department cares that *they* can demonstrate to the regulators that the training was delivered.

Your managers care that *they* can demonstrate to your quality department that training was delivered.

Your training department would like to deliver something meaningful to trainees, but is often up to managers to come up with a "one size fits all" training session for hundreds or thousands of people to ensure minimal interruption to the business. So, with these varied interests in the delivery of compliance training, whose learning is it anyway?

Have you ever wondered what the employees really care about and for whom the training should actually be designed? In a culture where tracking training and proving that it is *delivered* is very familiar, we would likely find our efforts a huge waste of time, if we actually measured the return on investment. The intent of the

training regulations is not just that employees "*remain familiar*" with requirements, but rather that they *apply* the learning to their daily lives and operate in a state of compliance. The preamble to the FDA regulations state: "*The Commissioner intends that training be meaningful to the employee, not a formalistic but useless exercise to satisfy a regulation.*"

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Therefore, it's imperative that we begin to think of the real customer when it comes to delivering compliance training. Are you measuring whether or not the training was actually meaningful? If your training isn't making a difference in the attitudes, skills or knowledge level of employees, then you're simply wasting your time and money on a "*formalistic, useless exercise to satisfy a regulation.*"

Training can be designed and delivered in a way that engages employees, helping them take ownership of the learning and apply it to their work! A key to improving performance is driving ownership of learning to the trainees. When training is done properly, organizational effectiveness and business results are typically enhanced. Leading training profession-

als in the industry know how to accomplish and measure this and would love to share these insights with you!

The theme of this year's PDA Biennial Training Conference is *From Training to Learning – Improving Performance in a Regulated Environment*. This year's conference will offer a wealth of information

to help trainers and managers in regulated industries provide useful training tips and techniques.

The conference offers three main tracks of concurrent sessions in the areas of:

- *From Training Programs to Learning Programs*
- *Training System Effectiveness*
- *From Theory to Practice*

Join us at this year's conference in Bethesda, Md. October 8-9 and learn from leading industry practitioners in the craft of compliance training, learning and workplace performance. This is an outstanding opportunity to explore innovative techniques for improving performance in a regulated environment.

Immediately following the conference, PDA's Training and Research Institute will be hosting three courses from October 10-11.

To learn more about the conference, courses or to register, visit www.pda.org/biennial2012. ☺