

WHITE PAPER

Preparing for the Worst: Strategies for Delivering High Consequence Training

BY MICHELLE EGGLESTON

August 11, 2015

In today's business world, organizations must protect their customers, employees and assets, while also maintaining the integrity of their brands. With so much at stake, organizations must prepare for worst-case scenarios to ensure longevity and success in the marketplace.

Developing a high consequence training strategy can help organizations identify potential risks and create a strategic process to manage events that may arise in a high-stakes environment. While high consequence training methods vary by industry and circumstance, effective training can minimize risk and protect the business from costly mistakes. Training is an essential piece of a robust preparedness plan.

WHY DELIVERY MATTERS

Successful organizations understand the importance of strategically aligning training initiatives with business goals to drive results. The effective delivery of training can increase productivity, streamline processes and procedures, and enhance workplace performance.

For organizations that operate in high consequence environments, demonstrating proficiency during training is critical to being successful in the field. When operations must be error-proof, it's imperative that training translate to on-the-job effectiveness.

Whether it's a utility company preparing for a major weather-related event, an oil and gas company preparing workers for offshore survival, a health care organization ensuring regulatory compliance or a financial institution preparing against cybersecurity breaches — high consequence training delivers the greatest outcomes when it is immersive, realistic and repetitive.

To deliver an effective high consequence training program, organizations need to:

- **Match delivery methods** to learning objectives.
- **Leverage technology** and resources.
- **Use realistic** and credible training scenarios.
- **Create opportunities** to practice and apply new skills.

MATCHING DELIVERY METHODS TO LEARNING OBJECTIVES

Training initiatives must be properly paired with the right delivery method to achieve maximum impact. Understanding the work environment and the desired outcomes of a training initiative are critical to the effective transfer of skills.

When delivering high consequence training, it's important to match delivery methods to learning objectives, and vary methods without compromising the integrity of the learning objective, said Tracy Cox,

director of performance consulting for Raytheon Professional Services.

Selecting the right delivery method for the desired result can be challenging with so many options available, such as instructor-led, virtual, e-learning, simulations and game-based learning. Each modality offers various benefits and advantages to training employees.

For example, in the automotive manufacturing industry, dealerships earn the majority of their revenue from repair work, not from car sales, explained Dave Letts, vice president of Raytheon Professional Services. To retain customers and maintain a profitable business, automotive dealers need to build strong relationships with clients and ensure that mechanical issues are correctly fixed the first time, he added.

In this scenario, employees would require training on techniques to develop strong relationships with customers, as well as technical training on products. Selecting a training delivery method is dependent on company resources and the task to be accomplished. What is right for one company may not be true for another. For example, instructor-led training may be better suited for teaching interpersonal skills while online and hands-on training may be a better fit for teaching automotive repairs.

LEVERAGING TECHNOLOGY AND RESOURCES

In a rapidly changing industry, leveraging technology can enable companies to keep up with the speed of business. Using a variety of techniques and software tools when delivering high consequence training can replicate realistic scenarios that employees may encounter on the job. An immersive learning experience allows participants to learn new skills in a safe and engaging format.

Making effective use of training technology in efficient ways can enhance learning and deliver results, said Gary Hedlund, senior program manager at Raytheon Professional Services. Thinking outside the box and remaining open to different delivery methods can increase learner engagement and push training to new heights.

In addition to the efficient use of technology, utilizing instructors with industry experience adds value to the training experience. Using instructors who are not familiar with the industry or working conditions associated with a high-stakes environment can be detrimental to the learner.

"Having competent instructors is absolutely paramount to consider when delivering training in the high consequence industry," according to Hedlund. Leveraging internal subject

matter experts and those with industry experience enhances the integrity of the program and builds trust with the learners, he added.

USING REALISTIC AND CREDIBLE TRAINING SCENARIOS

To prepare workers for a high consequence environment, training must be as realistic as possible. Real-world training scenarios allow learners to practice tasks and better understand their work environment. If the training content or scenarios lack credibility then this could lead to negative training outcomes.

For example, in the aerospace industry, 3D mockups are used underwater with high fidelity interfaces to train crew members for space walks, explained Trey Hall, president of The Rothe Companies. Hall has worked with NASA and Raytheon on a variety of training initiatives and understands the importance of using real-life training experiences.

"We've learned that if we have a poor mockup or unrealistic interfaces or surroundings, it can lead to a negative training experience where people get proficient at the wrong thing or learn how something works inaccurately," Hall said. "You really want to have good equipment, good surroundings and good training with competent instructors that can help them be prepared for a tough situation."

PRACTICE MAKES PERFECT

An essential step to prepare employees to thrive in a high consequence work environment is practice. Through repetition, learners can achieve proficiency of skills and tasks, which is vital when entering a new environment or a situation that allows minimal room for error.

"When training for a space mission, repetition is a critical component to help crew members learn what they will encounter in orbit," Hall said. "When they get out there, they go through a feeling of déjà vu because they've been through it before and they're proficient at their tasks."

Ensuring that employees demonstrate proficiency not only protects employees, it also safeguards the business from avoidable mistakes and potential liability. Organizations need to create opportunities where employees can safely practice and apply new skills, whether it's through role play, simulations, games or group exercises. Practice strengthens information recall, resulting in increased performance and the ability to problem solve under pressure.

MOVING FORWARD

Every day, organizations face business risks that can negatively impact their bottom line and reputation. High consequence training can protect customers, employees and the integrity of the business when it matters most. Integrating a variety of delivery methods to immerse learners in the training curriculum can increase engagement and prepare learners to meet the challenges of their job with confidence. Consistently evaluating program effectiveness and monitoring employee progress ensure training is delivering the right outcomes to achieve maximum business impact.

Michelle Eggleston is the editorial director at Training Industry, Inc.

About Raytheon Professional Services

Raytheon Professional Services is a global leader in learning solutions and services. RPS helps businesses meet their critical objectives by designing, implementing and managing efficient and effective training solutions that improve the performance of their global workforce.

Raytheon Company, with 2014 sales of \$23 billion and 61,000 employees worldwide, is a technology and innovation leader specializing in defense, security and civil markets throughout the world. With a history of innovation spanning 93 years, Raytheon provides state-of-the-art electronics, mission systems integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as cybersecurity and a broad range of mission support services. Raytheon is headquartered in Waltham, Mass. For more about Raytheon, visit us at www.raytheon.com and follow us on Twitter @raytheon.

Cleared for public release. Copyright © 2015 Raytheon Company. All rights reserved. Printed in the USA. The word Raytheon and the Raytheon logo mark are trademarks of Raytheon Company and the subject of U.S. and foreign trademark registrations.