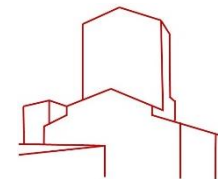


# The Future of Training

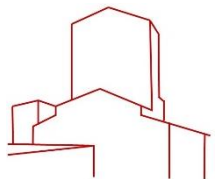
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Adam C. Fahrenholz, Ph.D.  
Assistant Professor  
North Carolina State University



# Training Needs

- Operations
- Safety
- Human Resources
- Regulatory
- ...



# All Levels Impacted

## ■ Upper management

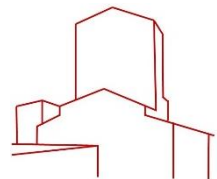
- Business models change where leadership comes from

## ■ Facility management

- Who we hire depends on how we're structured

## ■ Operations

- The hiring pool evolves as quickly (or more quickly) as business does



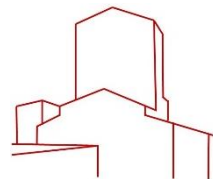
# Evolutions of Training

## ■ Learning the job

- ☐ Coming through the ranks vs. specialized hires
- ☐ Different skill sets based on experiences

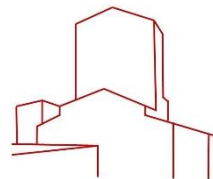
## ■ Keeping up with...

- ☐ Operations (automation, electronic records)
- ☐ Safety (risk, new technologies)
- ☐ Human resources (rules vs. expectations)
- ☐ Regulatory (moving targets?)



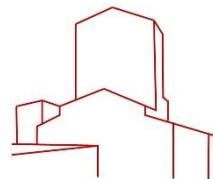
# On-Site / In-Person

- Hands-on
- Controlled engagement
- Time consuming & Expensive
  - Travel and/or loss of working hours
- Who does the training?



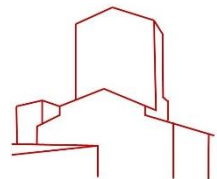
# On-Line / On-Demand

- Time efficient
- Can be tailored to fit specific jobs / facilities
- Dynamic
- Interaction for younger generations
  - “One-on-one”, multimedia, formal assessment
- Loss of interaction for older generations
- Expensive to do well



# Blends

- “Classroom” instruction on-line / on-demand
- Focused hands-on where necessary
- Allows variable pathways depending on preference and experience
- A little of the good, a little of the bad
- Takes a village



# Who Decides?

## ■ Academics

## ■ Industry

- ☐ Upper management
- ☐ Facility management
- ☐ Human resources

## ■ Employees

- ☐ Current
- ☐ Future

