



# Training and Engagement

## Rediscovering the Missing Link

### Once Upon A Time...

Prior to the economic downturn, “training” and “engagement” were popular buzz terms; and companies were stepping up their in-house resources with mentoring programs, learning management systems, and even dedicated workplace curriculum developers. The great recession brought great big budget hits and training and engagement went from high atop the priority list to the bottom of the cutting room floor. As the outlook gets brighter, it’s time to start rediscovering the power of training and engagement, but how do you overcome financially motivated objections in a still conservative spending environment? Answer questions by the number.

### If we train employees, won't they expect to be promoted or leave?



Retaining top talent for the long haul requires that you meet their long-term needs. The desire to be promoted is certainly a driver for some; however, continual engagement can lead to the same feelings of employee fulfillment. The Society for Human Resource Management (SHRM) published findings at the height of the recession showing that just mere participation in a mentoring program reduced an employee’s likelihood of turnover.

The link between training and employee engagement is reinforced by 2011 data that demonstrates a correlation between a lack of training initiatives and low employee engagement.

**1/2**

of surveyed organizations delayed development initiatives during the recession. - AMA

**70%**

of today’s workforce is either not engaged at all or not actively engaged. - Gallup

AMA Enterprise reports that individual professional development was one of the programs most commonly placed on the back burner. This means that employees’ personal growth plans took a backseat to the financial needs of their employers. While it may seem prudent to cut these programs in favor of others, Gallup research data shows us that employee engagement leads to meaningful business outcomes including higher customer satisfaction (+12%) and increased productivity (+18%). When you examine the return on investment from your training and engagement programs, these related metrics should also be considered. Turnover costs could also greatly improve as discussed in the next section.



### Amplify the Message:

**If you don't invest in your employees, they are less likely to be invested in their jobs.**



Training is just too expensive for our company!

Staff salary and benefits remain two of the highest expenses for any employer, so an HR budget brimming with more staffing costs won't be so popular at the annual budget meeting. After all, there are already added costs associated with the recruitment, basic training, evaluation and firing of employees. But, what if you could prove that you would spend less in these categories by stepping up spending on employee development? No, we aren't talking about creative accounting; we are talking about reducing costs that are driven by employee turnover by preventing it with employee engagement.

**\$3,500** is the average cost of replacing an \$8 per hour employee. - SHRM

**\$955** is the average training expenditure per employee prior to the recession. - SHRM

Gallup's research demonstrated a 51% improvement in employee turnover for companies in the highest percentiles of employee engagement. When you consider the astounding cost of replacing an entry level worker, let alone your top talent, shouldn't you strive to eliminate turnover that is caused by such a controllable factor? By even modestly increasing your per-employee development budget, you should reduce your turnover expenses.



**Amplify the Message:**

**You can't afford not to retool, reinvigorate and retain your talent!**

### in-FUSE Your Solution:

Re-establishing a training and development program isn't just about finding room in the budget, it's about analyzing your company's needs and developing a plan that gets you the best bang for your buck. in-FUSION Group can offer you over 30 years of human resources expertise and a proven track record for creating and sustaining employee development initiatives.

**{Contact Us: <http://www.in-fusiongroup.com> | [info@in-fusiongroup.com](mailto:info@in-fusiongroup.com) | 877.224.2429}**

#### Smart People We Quoted:

American Management Association | <http://www.amanet.org>

Society for Human Resource Management | <http://www.shrm.org>

Gallup Q12 Study | [http://strengths.gallup.com/private/Resources/Q12Meta-Analysis\\_Flyer\\_GEN\\_08%2008\\_BP.pdf](http://strengths.gallup.com/private/Resources/Q12Meta-Analysis_Flyer_GEN_08%2008_BP.pdf)

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