

## Overview

### The need

Janet (UK) needed to improve course content and training delivery in order to raise quality standards and increase delegate bookings.

### The solution

Janet (UK) adopted the **TPMA** (Trainer Performance and Monitoring Assessment) program from the Learning & Performance Institute.

### The benefits

Trainers become more effective, course content and quality improves, delegate satisfaction rates increase, bookings increase.

## About Janet

Janet is the network dedicated to the needs of research and education in the UK. It connects the UK's research and education institutions to each other, as well as to the rest of the world through links to the global Internet. In addition, Janet includes a separate network that is available to the community for experimental activities in network development.

The Janet network connects UK universities, FE Colleges, Research Councils, Specialist Colleges and Adult and Community Learning providers. It also provides connections between the Regional Broadband Consortia to facilitate the DfE initiative for a national schools' network. Over 18 million end-users are currently served by the Janet network. Janet is a part of Jisc Collections and Janet Limited, a Jisc company.

# Janet Training sees huge rise in commissioned course bookings after TPMA adoption.

*Gives confidence boost to training department and sets out direction for future excellence.*

Janet Training is a Government-funded department providing learning and development services to hundreds of academic organisations. Part of Janet (UK), Janet Training currently offers numerous training courses in the fields of IT security, networking, videoconferencing and cloud computing.

Janet Training operates with the aim of improving the way its internal teams create, deliver and measure the effectiveness of training courses. The team directly supports the needs of individual trainers as well as providing a business-level reflection of training strategy. Its main focus is to raise the quality and consistency of training materials, increase delegate satisfaction and drive the personal development plans of its training teams across the business.

Katharine Iles, Training Manager at Janet Training, explains: "As providers of specialist training services for academia, Janet trainers are typically subject-matter experts of a high educational calibre; some are formally trained teachers and lecturers.

In the past, there had been a high level of competitiveness among the trainers. Each had strong views on the best way to train, with little in the way of mutually agreed or documented best practice. As a result, course design and delivery varied greatly in its effectiveness.

When we examined delegate feedback, it became obvious that certain areas needed improving - but initial attempts to communicate these to the trainers was met with resistance. Effectively, we were seen only as training administrators and assistants; organising times and venues; and we lacked both the self-assuredness and the authoritative framework that we needed to draw attention to the problem areas."

To attempt to bridge the "divide" between the trainers and the training department, Katharine Iles' team identified a key requirement.

The Janet logo features the word "janet" in a lowercase, sans-serif font. The letter "j" is a vibrant orange, while the remaining letters "anet" are a dark grey. The letters are closely spaced and have a clean, modern aesthetic.



**“ I cannot overestimate the difference TPMA has made to us...**

***We saw an increase in commissioned course bookings of around 150%, which was phenomenal***

**Katharine Iles, Training Manager, Janet (UK)**

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Janet needed to find a best-practice framework that would provide the trainers with the tools and methods needed to deliver consistently excellent standards of training.

“Our first job was to look for a suitable framework or standard that we could use to benchmark the course materials”, explains Katharine. “We’d originally examined delegate feedback on the content but this was too subjective and didn’t give us reliable conclusions. What we needed was a set of solid best-practice guidelines.

After researching several theoretical models, we decided in the end that it would be more practical to have the courses accredited by an external professional body, such as the British Computer Society (BCS)

It was during this time that we were introduced to the Learning & Performance Institute (at the time known as the IITT). Several of our trainers were already members of BCS and had relationships with the Learning & Performance Institute via their professional network.

Over the next few months, we worked with the Learning & Performance Institute to become an Accredited Learning Provider. As part of that accreditation program, the Learning & Performance Institute wanted to know how we monitored the quality of our trainers - exactly what we had been working towards.”

### **Discovering the solution**

The Janet team members booked themselves onto the next available Trainer Monitoring and Assessment (TPMA) course. Katharine reveals the mood that day.

“Coming out after the first day of training was like someone had turned the lightbulb on. Now we had a clear map in our heads; we knew exactly where we were, where we needed to be and, most importantly, how to get there. TPMA gave us a framework to hang our beliefs on. I cannot overestimate the difference that course made to us. It brought us all to the same level of understanding and had a huge impact on the way we evaluated our courses, trainers and delegate experience.

Afterwards, we went back and booked ourselves on the Assessor course just to get the full breadth of knowledge.”

Armed with the confidence and knowledge of the Learning & Performance Institute’s best-practice framework, Katharine’s team went back to the trainers and explained that TPMA was being adopted as part of a company drive towards accreditation. This time, there was little resistance. Some early adopters of TPMA were happy to help other trainers reach the required standard and quickly became advocates of the program.

“TPMA gave our trainers a whole library of tools and techniques to use, as well as a more structured and ongoing support process than a typical Train The Trainer course”, comments Katharine. “Often, a trainer just making one tiny change to their delivery would result in a big difference in delegate feedback and that had a huge effect on program acceptance and advocacy.

TPMA also helped our assessors - giving them the framework to spot positives as well as negatives, raising their skills profile and contributing towards personal development.

Now we question everything. Not only do we have the framework to be able to assess the trainers, but we are also able to objectively measure the quality of the course content, despite it being of a highly specialised nature. We can see what content needs to be improved to help the facilitators achieve TPMA’s standards of delivery.”

## Business Results

As a result of adopting TPMA as part of their accreditation program, Janet Training saw a distinct rise in the number of people booking commissioned courses.

“After a few weeks, we saw an increase in commissioned course bookings - around 150% - which was phenomenal”, said Katharine. “Delegates were going back to their respective workplaces in a really positive frame of mind and recommending the program to their colleagues.

Over time, our training courses gained a reputation for being highly interactive, effective and enjoyable. More delegates are now choosing Janet UK courses and the feedback we have received has been universally positive.”

Katharine adds: “The TPMA program has generated much interest both internally and externally. Our CEO, in particular, is extremely keen to find out who the latest accredited trainer is. For him, and for us, it is a mark of quality.”

## Next Steps

Katharine is keen to keep using TPMA to help monitor and improve the training provided by Janet Training. To this end, she and her team are preparing to raise their accreditation level to Gold Standard by having all existing Janet trainers achieve TPMA Certification or by taking on new staff that already have the TPMA Certificate.

“Katharine concludes: “The work we’ve done with the Learning & Performance Institute has helped us, as an organisation, define the standards, methods, processes and future direction of our training function. Our trainers are now able to provide a better, more engaging client experience when discussing their specialist subjects and we are more able to measure success and identify improvements across the training function.”

## About TPMA

The role of the trainer is changing. Training Providers and Training Departments are striving for their trainers to achieve professional recognition for their training skills, but sending trainers out to train the trainer courses does not always meet with continuous time and budget restrictions. The Learning and Performance Institute has always recognised the need for training managers to assess, monitor and benchmark the performance of their own trainers and their delivery skills.

Consequently, the Institute launched the Trainer Performance Monitoring & Assessment process (TPMA) to assess, monitor and benchmark trainers using a flexible programme designed to suit each individual organisation.

- **GLOBALLY RECOGNISED CERTIFICATION** recognise and reward the competency of your trainers with a globally recognised certification awarded by the Institute.
- **KEY PERFORMANCE INDICATORS (KPI's)** allows you to measure each trainer's performance and development.
- **BENCHMARK** your trainers and easily identify areas for improvement.
- **REDUCE COSTS** by controlling the ongoing performance standards of training staff.

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