

Phase	Trainees Can	Trainers Can	Supervisors Can
Before training	<p>Acknowledge the firm's expectations of employees for training transfer.</p> <p>Understand that a follow-up (written or oral) report will be required after training on their transfer attempts and outcomes (for submission to the supervisor).</p> <p>Set specific goals for transfer (with help from the supervisor), relevant to the training program and job requirements.</p>	<p>Acknowledge the firm's expectations of trainers for training transfer as well as clarify expectations for trainees and supervisors before programs.</p> <p>Understand that a follow-up (written or oral) report of documented transfer outcomes will be required by the Chief Learning Officer (CLO) after training programs.</p> <p>Prepare a list of activities to commit to after training for facilitating training transfer (e.g., booster sessions or e-mails; individualized follow-ups).</p>	<p>Acknowledge the firm's expectations for supervisors regarding their employees' transfer.</p> <p>Understand that a follow-up (oral or written) report will be required from employees after training regarding transfer attempts and outcomes.</p> <p>Prepare a list of activities to commit to after training for facilitating training transfer (e.g., coaching employees, role-modeling trained behaviors, providing opportunities to use new skills).</p>
During training	<p>Participate in signing a "transfer agreement" (signed by trainee, trainer, and supervisor) to commit to applying trained knowledge and skills on the job.</p>	<p>Require a signed "transfer agreement" (of each trainee, trainer, and supervisor) for commitment to applying trained knowledge and skills on the job.</p>	<p>Participate in signing a "transfer agreement" (signed by trainee, trainer, and supervisor) for employees who attend formal training.</p>
After training	<p>Document training transfer at several time periods following training (e.g., self-monitoring).</p> <p>Include training transfer efforts and behaviors in any performance appraisal.</p> <p>Submit a report to the supervisor and trainer describing transfer attempts and outcomes taken before, during, and after training to achieve transfer.</p>	<p>Evaluate training transfer (in aggregate) at several time periods following training and present results to the CLO and top managers.</p> <p>Include training transfer support efforts and behaviors in any performance appraisal.</p> <p>Provide rewards for trainees based on transfer results.</p> <p>Submit a report to the CLO and top managers describing actions taken before, during, and after training to support training transfer.</p>	<p>Document training transfer at several time periods following training (e.g., view trainees' self-monitoring records in lieu of the transfer agreement).</p> <p>Include training transfer outcomes in all employees' performance appraisals.</p> <p>Provide rewards and sanctions to employees according to transfer outcomes.</p> <p>Submit a report to top managers, trainers, and the CLO describing actions taken before, during, and after training to support training transfer.</p>