

Pathways to effective training outcomes: lessons from northern Australia

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Abstract

In recent years there has been a lot of emphasis on the importance of training outcomes for individuals and industry. These outcomes have been well described in terms of employment, educational, community development and personal development outcomes. There has similarly been a lot of emphasis on training delivery that takes place to produce those outcomes. There has been far less research on the formative processes that take place for participants prior to—and following on from—training delivery.

This paper considers these processes in terms of a model that includes needs identification, motivators and enablers as well as the identities that are developed as a result of participation in training. The findings show that while there are clear pathways for training along streams that lead to industry, community and personal development outcomes, there is no clear pathway for training that leads to new enterprise development. The results also suggest that it is quite possible for training participants to switch tracks from a pathway that leads to community or personal development outcomes to one that leads to industry outcomes—and vice versa.

The paper draws on research conducted by the author towards a PhD. The findings come as a result of over 100 semi-structured interviews with education and training stakeholders (representatives from industry, communities, government agencies and providers) in four separate case-study sites in northern Australia. The model presented has implications for providers, government funding bodies and industry advisory bodies. It offers a possible way of eliminating ‘training for training’s sake’ and of promoting effective outcomes for organisations involved in planning and developing new education and learning initiatives. It raises questions about the need for a more clearly defined pathway for training that leads to enterprise development and suggests alternative measures for determining the success of education and training programs.

Introduction

In recent years there has been a lot of emphasis on the importance of training outcomes for individuals and industry. These outcomes have been well described in terms of employment, educational, community development and personal development outcomes. There has similarly been a lot of emphasis on training delivery that takes place to produce those outcomes. There has been far less research on the formative processes that take place for participants prior to—and following on from—training delivery. This paper considers these processes in terms of a model that includes needs identification, motivators and enablers as well as the identities that are developed as a result of participation in training.

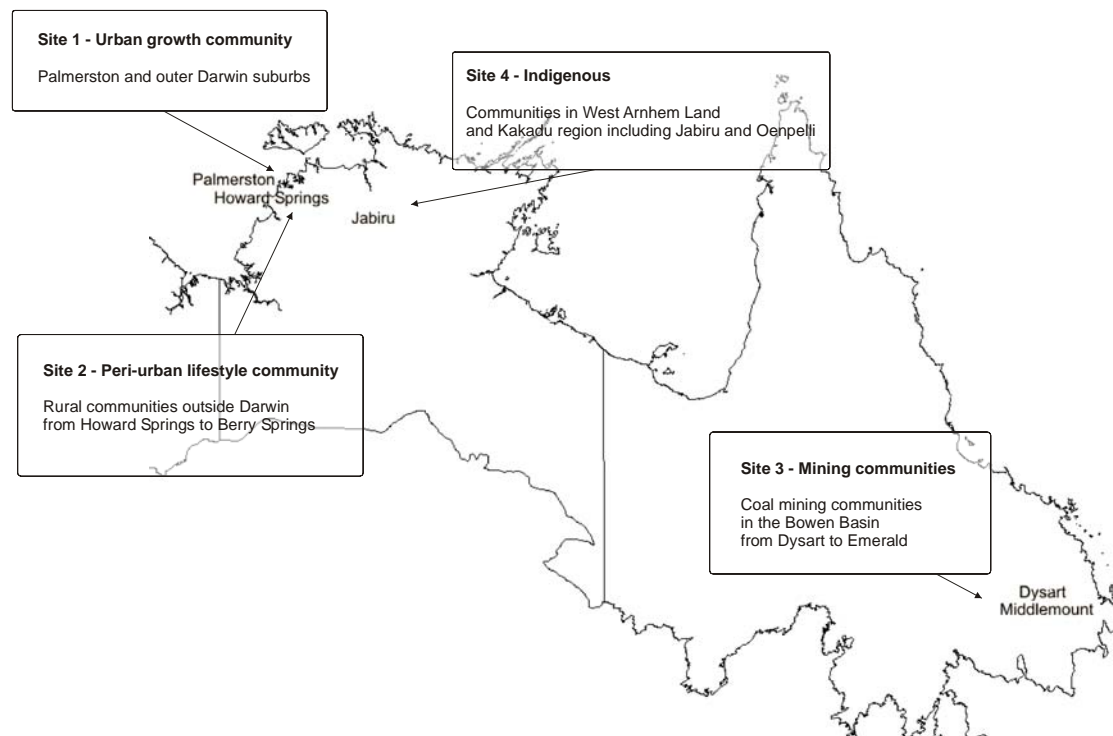
Methodology and background literature

While there is a significant body of research that shows quite clearly that VET produces a number of outcomes for participants, industries and communities (e.g. Allen Consulting Group 2004, Blom & Clayton 2004, Kearns 2004, Kral & Falk 2004), there is not as much known about the *ways* that VET produces these outcomes. There has also been little research conducted into how VET processes work together to produce effective capacity building outcomes. An important distinctive feature of this research is that it considers in some detail the processes that occur to produce effective training outcomes for a range of stakeholders in different kinds of communities across the savanna region. The research methodology for this project is based on a grounded theory approach (Charmaz 2000) with a mixed method design (Creswell 2003; Tashakkori & Teddlie 1998). Essentially the findings presented in this paper are drawn from one question out of four in a semi-structured interview with respondents:

Can you give an example of a learning program/course that you have observed or been involved with in this community that has been effective? What made it effective?

Figure 1 maps the case study sites used for this research. The sites were selected on the basis of previous analysis conducted by the author to identify indicators of community capacity. That analysis (Guenther 2003) showed three types of 'high capacity' sites: urban growth communities; peri-urban lifestyle communities and mining communities. The map shows locations of these sites at Palmerston, Northern Territory (Site 1); the rural area from Howard Springs to Berry Springs, Northern Territory (Site 2) and the Bowen Basin, Queensland (Site 3), respectively.

Figure 1. Case study sites used in this project



A fourth site was selected to take into account Indigenous issues relating to VET and community capacity, loosely based on communities in the Kakadu/West Arnhem region. Site visits and interviews were conducted at Oenpelli (Gunbalanya) and Jabiru. Other interviews were conducted with residents and those with a working knowledge of the wider West Arnhem region.

Table 1 summarises interviews and respondents among different stakeholder groups at each case study site. Interviews with trainees were not a priority—those that were conducted were thought to be useful to reflect insights given by specific providers.

Table 1. Summary of stakeholder groups interviewed

Site	Community stakeholders	Government stakeholders	Industry stakeholders	Providers	Trainees	Total interviews	Total respondents
Bowen Basin	3	3	4	8		18	23
Howard Springs	1	5	6	7		19	26
Indigenous	1	10	10	17	2	40	53
Palmerston	2	8	5	9	1	25	30
Total interviews	7	26	25	41	3	102	132
Total respondents	9	28	26	55	14	132	

Findings and discussion

The aim of the case studies was to identify ways that VET contributes to capacity building across the region. To this end stakeholders were asked to identify beneficiaries, drivers and barriers to education and learning as well as examples of effective training programs. The purpose of this paper will be to flag the preliminary findings from case studies for one key question:

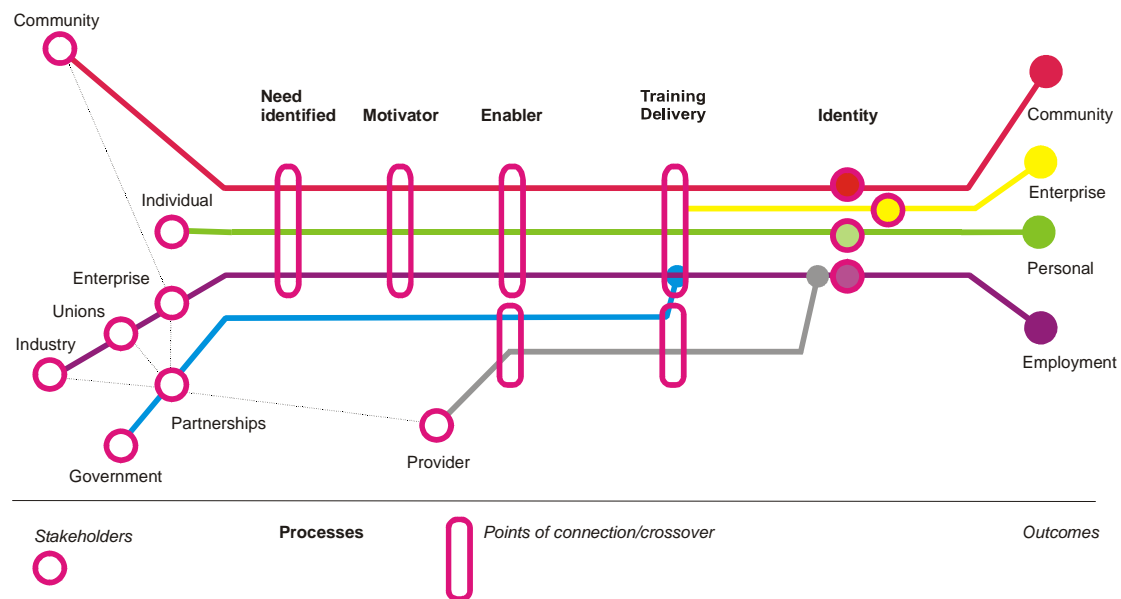
What inputs and processes are required to produce effective VET outcomes?

It should be noted that the findings presented here are not exhaustive and should be treated as indicative only, pending the results of detailed analysis yet to be conducted.

Inputs and processes required to produce effective VET outcomes

One of the key objectives of the case study interviews was to identify the processes by which effective outcomes were achieved. Effectiveness in this paper is used to describe training programs that were felt by respondents to be either successful or positive according to their own perceptions. Derived from this research, Figure 2, below, is an attempt to show pathways and required inputs for capacity building outcomes. The diagram shows three clearly defined tracks that lead to community, personal and employment outcomes of training. The pathway to the fourth outcome—enterprise development—is not clearly defined and has no clear origin.

Figure 2. Synthesis of findings showing pathways to effective training outcomes



The diagram also shows that there are points of connection along the way for the various tracks, suggesting that individuals progressing down one track can change for another track at various points. The various stakeholders are identified along the way as having input to the processes shown as precursors to training. Partnerships are shown on the Government track only for convenience and it is recognised that partnerships in training can take many forms and serve to produce several different capacity building outcomes. The steps shown along the tracks will be discussed in some detail in the sections that follow.

Precursors to training delivery

The role of stakeholders in producing effective capacity building outcomes will not be discussed further at this point. The focus of the ensuing discussion will be on the processes that occur along the way to producing capacity building outcomes. It is suggested here that there are three important precursors to effective outcomes even before training is delivered: *needs identification*, *motivators* and *enablers*. These will now be discussed in the light of the research data.

Needs identified

The data suggests that the first step along the way to effective training outcomes is the identification of a training need. The need could be recognised by the individual, an enterprise, an industry group, a provider, a family or a community. The identification of a need establishes the *reason* for training.

A key ingredient to many Indigenous community training programs cited by respondents was seen to be community ownership. In other words, the community saw the need and the training providers facilitated that need and helped promote the appropriate networks required to make it happen. In the example cited below, the training program culminated in a major sporting event, which engaged youth in a year long process.

So they looked at giving people really practical experience which culminated in the [special event]... This group of young people were basically mentored through the process of the year which was perhaps a lot longer than other training providers would've done to take to do the same sort of thing... It was really intensive, it was really community owned, they linked it to the school and its footy clinics. ...really hands on practical teaching involvement.

As a foundation for effective VET, community ownership is an indicator of the likelihood that the community has identified a *need* and has correctly matched a training program to meet that need.

Needs can also be foundational for effectiveness at a personal level. One example of needs identification can be seen in the following example, which shows trainees identifying their employment aspirations:

I: I'd like you to tell me then is what the training course means for you?

R1: I'm doing this hospitality the course and it's open up a lot of doors to me to get into job opportunities...

R2: I come to do this course because I want to work out in the mines...

R3: [I'm] doing a hospitality training course, I would like to get a job in a restaurant, into a restaurant and work as a qualified chef.

R4: ...a job... we're all here to get a job.

Other respondents gave examples of individuals who recognised their need for self-improvement and entered into training for that reason. Identification of need therefore determines the initial reason for training and to some extent determines the track which the individual sets out on.

Motivators

If the identification of need provides the reason for training, motivators provide the *impetus* for training. The impetus for training can come from a number of sources. It can come from the individual, from a family member, from a community or industry leader or it may come from a financial incentive or reward that creates the impetus.

A number of respondents identified individual motivational factors as foundational for the effectiveness of a program. Among these motivational factors was self-motivation—the desire of the individual to engage in training. An employer in the hospitality industry spoke of the self-motivation of her trainees in terms of them 'wanting to do something with their lives'.

But bear in mind... they're all kids that want to do something with their lives and are sick of sitting in Darwin and doing nothing.

Several programs were identified where an individual's leadership or an organisation's mission drove effective training outcomes. In most instances the drive for success involved long-term commitment.

Another major motivator identified by respondents could be described as financial. These incentives generally applied to individuals in the form of increased income and to enterprises in the form of subsidies and increased profitability through improved productivity. While government were not seen to be leaders in terms of generating

impetus through leadership, they were seen as motivators in the sense that they provided funding, which was considered to be a significant incentive, particularly for providers.

Enablers

Enablers act to facilitate or smooth the way for training delivery. Enablers here can be considered in terms of resources. These resources can be thought of in terms of economic, social, political, physical and human enablers. While needs identified establish the reason for training and motivators provide the impetus for training, enablers provide the *resources* for training.

One of the key foundations for effective outcomes was found to be funding—and not just funding but *long term* funding. This commitment to the longer term has been identified as a key factor for effective delivery at other levels, most notably in the recent Northern Territory secondary education review (CDU/NTDEET 2004). One industry representative commented that it was not only funding, but long term commitment to a project together with adequate support structures that was significant.

I: So why did it work? Was it the partnership?

R: Partnership, long-term commitment and funding. And even though it didn't necessarily always fit into funding models and found it pretty hard to get ongoing support. In the end they did. Perhaps not as much as they would've liked. But there was that infrastructure there. The partnership and the infrastructure and the money to be out there and the committed people behind the whole process.

Another key to effectiveness of many VET programs cited in the research was considered to be basic school education. Respondents referred to the importance of basic, functional literacy and numeracy skills and education, which prepared people for the world of work.

Often, as suggested by Figure 2, the connections between the various tracks—which may be facilitated by formal or informal partnerships between stakeholders through collaborative processes—are vital to the outcomes of training programs. It is recognised that these collaborative arrangements can happen at any point along the way, even at the point of needs identification, but the net result is that they have an enabling influence through resource sharing and information sharing. The data showed several examples where collaborative approaches were key to effective outcomes. The following example from a respondent involved in government identified the significance of collaborative approaches for meeting educational, personal and employment needs in individuals and the needs of the community as a whole:

I would say it has to be a collaborative approach that we are all working together to try and prove to the community, particularly to our young ones, that education is a key not just to get a good job and earning lots of money and even though that appeals to them; its the key to self esteem.

The findings presented in this section are not necessarily absolute and it may be true that there is some blurring of the foundations for effectiveness that make it difficult to

clearly delineate between the three foundational ‘building blocks’ identified. However, the respondents in this research in answer to questions about what makes programs effective, have clearly articulated that *effective* training will be based on an identified need, will be given impetus by motivators and further, will be facilitated through enabling resources.

Training delivery

With the need identified, and effective motivator in place and enablers available to resource training, the next critical point along the track to effective outcomes is clearly the training delivery. The interviews revealed several key factors that were important as part of quality training delivery. In the first instance these include a set of *content and delivery* considerations:

- Training that meets the needs of individuals;
- Training that is relevant to the desired outcomes;
- ‘On the job’ components (often described as ‘hands on’ or ‘practical’);
- Consideration of the cultural, language and social context of the trainees; and
- Standards of assessment consistent with competencies required.

Alongside these issues related to the content and delivery, are a number of *characteristics* of programs that are also associated with effective outcomes. Training programs were seen to be effective if:

- They related directly to tasks being done at work or in the community;
- There was adequate support for individual trainees;
- They were flexible and adaptable to meet needs of trainees;
- They were engaging and provided opportunity for interaction; or
- They were enjoyable or fun.

Further, respondents identified a number of *process* issues that were associated with training delivery that again contributed to the effectiveness of outcomes. These process issues did not relate directly to the content or the method of delivery but were important adjuncts to the delivery. They were identified in terms of:

- Positive and long term trusting relationships between providers and stakeholder (community, individual or industry);
- Mentoring of individuals (providing effective role models);
- Effective coordination (often described as liaison between providers and communities);
- Planning and evaluation (to ensure that needs of stakeholders continue to be addressed);
- Worthwhile recognition of the qualification obtained in training; and
- Structures that facilitate ongoing learning in a fair and equitable way (these included partnerships and networks that can be tapped into).

The above lists are not necessarily exhaustive and require a degree of ‘unpacking’ within their relevant contexts. However, they do provide an indication of the range of training delivery factors that may contribute to effective outcomes. The training delivery is crucial for effective outcomes because first it brings together the relevant stakeholders in a kind of convergence of multiple interests: providers, government, participants, industry and community at a significant phase in the training process. It

is important because of the significant amount of effort and resources that are provided to make it happen.

While the statistical significance is yet to be tested, the initial analysis suggests that if some of the precursors to training are not addressed then it is less likely that there will be a positive outcome. Examples of ‘training for training’s sake’ cited in the data illustrate the lack of attention given to the precursors to training delivery.

It is also important because of the way in which to a large extent the outcomes are determined at the point of training in terms of community, personal, new enterprise or employment. The point of training delivery is then the last point along the process where an individual can switch from one track to another. The training also has some influence over the formation of identity, which is the next and final step.

Identity formation

If ‘identity’ is about defining who and what I am and if ‘identity formation’ is about defining who and what I want to be, then this last step is an important final step to producing effective capacity building outcomes. Identity formation also draws on the current and historical understanding of self. Training feeds into identity formation by providing new skills, new knowledge and new relationships as well as a new sense of personal self-worth. In terms of the data, identity formation is expressed in a number of ways:

- A recognition that training builds self-confidence and self-esteem (*Who am I?*);
- Application of training to achieve things that were previously not thought to be possible (*What am I capable of?*);
- Re-engagement in the social fabric of the community (*How do I fit in?*); and
- A fresh awareness of how participants and others view the world (*How do I see the world and how do others see mine?*).

Formation of the identity also depends on what follows on from training. If for example training comes to an end and there is no application for the skills and knowledge learned then the outcomes cannot be expected to be effective. If on the other hand the training facilitates engagement with meaningful activity—paid or unpaid—the results of the training could be expected to be effective.

Implications

The results shown here should be taken to be formative and indicative. They are presented with only a limited analysis, with more in-depth analysis yet to be carried out. With this taken into account, three implications are tentatively offered for consideration.

Implication 1: Eliminate training for training’s sake

The focus of this research has been on what makes training effective. Many respondents contrasted their examples of effective programs with those that were ineffective—those that were ‘set up to fail’. If the precursors to effective training, described above and shown in Figure 2, are valid and they are indeed necessary

prerequisites of effective training, it would be reasonable to assume that by ensuring that there is a need identified, that there is adequate motivation and that there are adequate resources before training is delivered, then ineffective training—training for training’s sake—could be avoided. The implication of this is simple. There would be more funds available to be applied to where training is needed most.

Implication 2: Planning new education and learning initiatives

Conversely to Implication 1, for those stakeholders planning to develop new training programs, the three precursors to training provide a framework that can be applied at any level of training, to ensure that it is delivered to produce effective outcomes. The criteria for the precursors can be applied equally to training for community outcomes, training for personal outcomes, training for industry outcomes or training for enterprise outcomes.

Implication 3: Alternative indicators of successful training

Success of training programs is often measured in terms of completions, certificates attained, attendance, retention rates and other quantifiable measures. The data reviewed here suggests that there are equally valid and measurable qualitative indicators of success, which could be applied to a variety of training programs. These indicators could also be tailored to suit the desired end result in terms of community, industry, personal or enterprise outcomes. It is therefore suggested that a combination of measures of success be used to determine the worth of training programs and that evaluation of programs be made on the basis of a mix of measures appropriate to the application of the training. These measures would include factors such as:

- Personal development outcomes (e.g. indications of improved self-esteem, leadership skills, problem solving and decision making skills)
- Community development outcomes (e.g. contribution to health, education, social engagement, civic participation, engagement with networks)
- Stakeholder relationship skills for industry (e.g. indicators of cultural awareness, bridge building, improved interpersonal skills)

Conclusion

This paper has focused on one key question: What inputs and processes are required to produce effective VET outcomes?

The findings point to a number of inputs and processes required to make training outcomes effective. *First*, a need has to be identified by stakeholders, including participants, to establish the reason for training. *Second*, there must be an adequate motivator or incentive to establish the impetus for training. *Third*, there must be enablers, which provide the human, physical and financial resources to ensure the training can be effectively delivered. Respondents indicated that effective delivery means more than ‘good content’. It needs to be characterised by a variety of things including flexibility, enjoyment, engagement and adequate support. It also needs to be accompanied by a number of processes, including development of positive relationships, effective coordination, proper planning and evaluation processes and worthwhile recognition for participants. *Finally*, effective training delivery will lead to positive identity formation. Training that does lead to a meaningful application—

paid or unpaid—is often accompanied by an improved sense of self worth and the ability to contribute to the intended purpose above and beyond what was previously thought to be impossible. The findings presented in this paper therefore suggest that in order to build capacity—individual, organisational or community—all these factors need to be present.

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