

2018 ATD KC Excellence in Practice

Integrated Talent Management

H&R Block—Global Talent Development Program

Challenge	Action	Result
<p>Global talent development of 80,000 tax professionals primarily rests on a decentralized and under-developed pool of 6000 field instructors. Our strategy is to unite the leadership, incentives, training, and resources of the organization to develop instructors who in turn develop our tax associates. Our desired outcome is to eliminate waste, improve curriculum delivery methods, enhance instructor talent, and centralize/support the recruiting, selection, training, observation, and coaching of 3000 field instructors.</p>	<p>Created, modeled, and self-funded a \$1M campaign to establish the TDCOE (Training Delivery Center of Excellence). Business case, funding sources, and Senior Leader buy in secured in early 2017 to fundamentally change the way we execute 1,500,000 hours (\$5.5M) of field instructor-led delivery of tax and skills curriculum.</p> <p>Milestone One</p> <ul style="list-style-type: none"> • Centralize the support, leadership, and execution of field training—currently distributed across 264 districts • Convert 50% of ILT curriculum to blended/VILT offering to take advantage of award-winning (2015 ATD EiP, 2016 ATD ICE) Virtual Classroom delivery effectiveness and efficiency • Support Certification growth and associate talent development with better instructors and increased availability of course offerings. <p>Milestone Two</p> <ul style="list-style-type: none"> • Reduce over hiring and underutilizing of instructor talent (decrease from 6000 to a more manageable capacity (goal 50% fewer instructor hires) • Provide targeted recruiting, selection and hiring tools focused on instructor satisfaction, test scores, and behavior-based competencies. • Incent our best instructors with a 5% raise 	<p>Effectiveness</p> <ul style="list-style-type: none"> • Improved student satisfaction scores from 4.6 to 4.7 on a 5-pt Likert scale • Improved student test scores an average of 5% • Improved student pass rate 5% • Increased instructor job satisfaction and engagement <p>Efficiency</p> <ul style="list-style-type: none"> • Removed \$1M of wasted prep and teach labor • Reduced over-hiring by 57% • Increased the “prep once teach many times” rate 30% • Increased avg class size 35% <p>Engagement</p> <ul style="list-style-type: none"> • Developed over 300 distributed “lead instructors” to observe, coach, rate, and improve the talent of instructors. • Improved delivery quality of 1.5M hours of training. • Generated 193,000 postings to social collaboration site supporting informal learning.

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	<p>Milestone Three</p> <ul style="list-style-type: none">• Enhance instructor training with 9 competency-based Smart Lessons providing the Ready to Teach capability.• Deliver course-specific Train-the-Trainer led dedicated SMEs to develop the Ready to Teach Something capability.• Establish The HUB, an online community of instructor development to improve social collaboration/learning and a sense of belonging/support. Milestone Four <ul style="list-style-type: none">• Centralize the leadership and support of Instructor observation, coaching, and talent development• Establish a distributed workforce of trained and calibrated instructional coaches• Implement remote observation technology for outlying areas• Observe, rate, and coach as many instructors as possible in a 4-month window.	