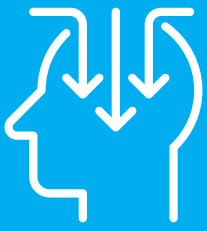# SCTE®

Society of Cable Telecommunications Engineers
a subsidiary of CableLabs®

Partnering with SCTE for
TRAINING DRIVES
NEXT-LEVEL ROI

Envisioning the future of connectivity, today.

> ## "An investment in knowledge always pays the best interest.
>
> Benjamin Franklin

PARTNERING WITH SCTE FOR TRAINING DRIVES NEXT-LEVEL ROI

Introduction

It's an age old dilemma. You want to train your employees so they excel and become assets that propel your company to success. But you're concerned that once you spend time and money on employee development, the return on investment (ROI) just won't be there – or the employee may leave for another job opportunity and take that investment with him. However, in a recent national survey of more than 400 employees that included Baby Boomers, Generation Xers, and Millennials, 70% indicated that training opportunities were a key factor in the decision to stay with their current employer.[1] But the benefits don't stop at employee retention.

According to a study done by the Association for Talent Development, companies that offer a formalized training program reported a 24% higher profit margin than companies that do not dedicate budget to training.[1] In short, professional development works.

For cable providers and their installation and service partners, this means the question is not whether training can offer enough ROI to justify its expenses. The question is how to architect a professional development environment that offers the best business returns.

At the SCTE, we've studied the financial impacts that employee education can have for MSOs. We've identified the top financial impacts of inadequate training. We've examined both the hard and soft costs, and we've identified some key characteristics that are common to our industry's best performing training and development programs. And most importantly, we've established a direct link between the right training environment and key business metrics such as an increase in service call volume and quality and a reduction in repeat service calls.

In this paper, we'll explore all these factors as we demonstrate the tangible financial impacts that the right training program can have for today's MSO.

Along the way, we'll explore the SCTE's approach to a cycle of continuous learning and improvement, and how that approach can help you reduce customer churn, lower operational costs, keep employees happy, and improve your bottom line. We'll also explain how SCTE guides its members on the journey to successful training that is flexible, customized, and engaging so it's not only embraced by employees, but becomes part of your business' culture.

KEY BUSINESS CONCEPTS

KNOWLEDGE

CONFIDENCE

MORALE

CUSTOMER SATISFACTION

SUCCESS

SCTE
a subsidiary of CableLabs®

QUANTIFYING THE VALUE OF A WELL-TRAINED AND HAPPY WORKFORCE

MSOs understand when an installation is not done properly or a service visit does not resolve the issue, they risk experiencing higher than desired call-backs. As we know, the more call-backs there are, the more truck rolls are required. It's a costly scenario; and one that MSOs have strived to improve for years.

Impact of Training on New Installs and Quality of Service

SCTE trained technicians improved the quality of their overall install activity, driving growth of fiber related installs of over 64% since January 2019.

Another hit to the bottom line happens when technicians lack the skills or confidence to install new and emerging tech solutions, which often requires an assist from additional technicians or supervisors. This means an installation that should only require one technician, now consumes the resources of two or three. Additionally, when technicians lack expertise, they are not in a position to help educate the customer or answer tough questions. Cable subscribers these days are more and more tech savvy, so when it comes to a technician's knowledge, their expectations are high. If the technician isn't able to meet expectations, expect customer satisfaction to drop.

In short, when technicians are not adequately trained, the costs can be measured in an increase in call-backs, an increase in truck rolls, and a decrease in customer satisfaction. But it doesn't end there. Insufficient training has a far reaching ripple effect.

Impact of Training on Truck Rolls

One MSO reduced truck rolls by 4,680 per year after completing an SCTE custom training program.

The Ripple Effects of an Insufficient Training Program

Aside from the costs we can measure with numbers and dollars, a lack of proper training has a significant impact on indirect costs, which can be difficult to quantify. But their impact is felt just the same.

:: **Technical gaps and redundancies trigger unanticipated costs.** For example, installation or service delays occur when an inexperienced technician needs to wait for fiber-trained personnel to arrive at the customer site. On the flip side, too much overlap can leave employees idle and unproductive.

:: **Low morale** results when technicians have to handle call-back situations because a service or installation wasn't performed properly the first time. These situations often involve a dissatisfied customer, which can create stress for the technician and damage morale.

:: **Employee Churn** can also happen when employees don't have access to the training necessary to do their jobs. In the same survey referenced earlier, this factor causes 40% of people to leave their jobs within the first year.[1] At that point, the MSO has not only lost the valuable knowledge the technician acquired, but it now has to invest in recruiting, hiring, and onboarding a replacement.

Approximately 62% of New Hires Intend to Stay When Training is Provided.[2]

It's important to remember that these technicians in the field are the ones who see your customers every day. They are the face of the company. And when they do well, you do well.

Technical Training: It's Not a One-and-Done Process

Our industry is moving faster than ever before and will continue to do so at a rapid pace. In fact, forward-looking organizations are already introducing their technicians to advanced technologies such as Full Duplex DOCSIS® 3.1. This makes continuous development more critical than ever for cable and telecommunications employees.

It's been said that people forget 90% of what they learned within a year.[3] So, even if technicians once participated in employer-led training, they can still be the cause of incomplete installs, call-backs, and repeat truck rolls if their training is not continuously reinforced. That's why training needs to be recognized as a journey or a cycle of continuous learning and improvement that aligns with the dynamic roles and responsibilities of the job.

INNOVATIVE SCTE COURSE TOPICS

CLOUD COMPUTING

BROADBAND FTTx/FIBER DEEP

BROADBAND WIRELESS

DOCSIS® 3.1

CRITICAL FACILITIES

HOW TO GET ON THE PATH TO CONTINUOUS LEARNING AND IMPROVEMENT – AND STAY ON IT

Once you commit to continuous learning, it's important to make it part of your culture. It all starts with a step-by-step approach you can tailor to fit your organization. As a skilled training expert with an end-to-end portfolio of solutions, the SCTE can chart a course for your success.

1. Inventory Your Needs

You know your customers better than anyone else. Based on that insight, we recommend you start with a needs assessment. It's beneficial to partner with a skilled training expert to help with this step so you have an objective third-party point of view. We will help you answer questions such as: **Where are the biggest knowledge gaps? What's the number one cause of customer churn?** You may even want to survey training candidates about their thoughts on the company's goals, successes, and areas that need improvement, so you have a well-rounded point of view.

By inventorying training needs thoroughly, we help you identify new job descriptions, core competencies, and the needs of individual technicians. Once you have that insight, you'll be better equipped to close skills gaps and identify redundancies – and align technician skills with the needs of their newly refined roles.

2. Map Your Journey

Leveraging the insight gleaned from the inventory, we help you build an ongoing program that includes specific courses that map to the newly refined job titles, competencies, and areas needing improvement.

We then share with you where employees are on their journeys because we'll know which courses they've completed and where they left off. We'll also report on competencies the technicians have achieved, areas of opportunity, and recommendations for improvement through their performance on tasks such as pre-tests, classwork, and post-tests.

Wherever we identify a knowledge gap, we provide a list of learning activities recommended to close those gaps. These activities range from taking online courses to listening to webinars to reading articles. We recognize employees are busy taking care of customers, which is why we offer a wide variety of training formats so people can more easily fit them into their schedules. For instance, one of our most popular formats is "MicroLessons," which are short, just-in-time learning segments available on multiple devices so employees apply the knowledge to their jobs immediately.

3. Customize Your Program

If a training program doesn't have some level of customization built in, it's not effective. As part of our offering, we form a working team comprised of reps from your organization and our course designers. That way, we develop highly customized programs and courses based on new and existing content to suit each company's specific needs, goals and budget.

The customization even goes beyond the content and extends to learning strategy. For example, visual reports show us if someone is struggling with certain subject matter or is taking longer than the average time to complete a test. This enables us to add programs for these employees so we can keep them in their training cycle.

SCTE
a subsidiary of CableLabs®

altice technical services

ARMSTRONG®

CableLabs®

CABLE**ONE**®

Charter® COMMUNICATIONS

COMCAST

COTAS

COX

MIDCO

Prince Telecom ADVANCED PRODUCTS SPECIALTY

ROGERS

Shaw)

SHENTEL® Always connected to you

TELECOM

4. Keep Your Content Current

Just as technicians need to keep up with a fast-paced industry, so do we. That's why we continuously add new subject matter, releasing new learning assets every month. Helping us support that commitment is our Learning and Development Committee, made up of cable industry leaders. Committee members leverage their expertise to help guide the coursework around the latest topics and technologies. These luminaries are also able to help us identify emerging technology trends so we get a jump on designing courses needed in the not-too-distant future.

In the spirit of keeping the coursework fresh and current, we gather feedback from our learners and review their activity each year. We then review that information with our Learning and Development Committee and make changes as needed such as sunsetting courses that are no longer applicable. It's also during these annual reviews that the team works on recommendations for new coursework based on our data, such as consumption level (or popularity) of the courses.

We are also fortunate to be able to leverage our partnership with CableLabs to help us see what the next three to five years has in store for the cable industry. It's one of our ways to help keep your employees ahead of the curve on technology innovation.

5. Make Your Learning Environment Engaging

Everyone learns differently. Some people are visual learners, others do better by listening to an instructor, and some benefit most from hands-on experience. We also understand even with training which adapts to individual learning styles, it's still challenging to get people out of the field and into the classroom. That's why we offer multiple training options to make it easier for people to find the ones that fit both their learning styles and busy schedules.

Bootcamp

All of the information at once in a classroom setting.

VirtuLearn

An interactive, multisensory training experience that lets people participate at their own pace at home or in the office.

Refreshes

Small nuggets of information when people have a short period of time or need a quick refresh prior to a customer visit.

No matter which option people select, the coursework, learning materials, and supplements are all available on the SCTE online learning management platform. Trainees can access it at their convenience and even go back to review course notes.

Much like the training formats and styles, the information available on the learning management platform is available in a variety of different ways designed to engage all types of learners. For example our Quick Refresher options include:

✔ Back to Basics

Short and to the point, it's the facts and fundamentals of a topic with pictures to illustrate the concept.

eBooks

Easily digestible material with graphics that are available on a mobile app.

VirtuGame™

Interactive games designed to improve absorption and retention of competencies.

Lightning Mods

A concise overview of course content in as little as 10 minutes.

We designed these options to reach more employees on their own terms for deeper and longer lasting engagement. That's the best way to outfit them with the tools they need to retain knowledge longer, and get it when they need it most. It's all part of establishing the cycle of continuous learning and improvement that drives success for employees and the company.

Real-life Training Cycle Success

A communications and media provider integrated SCTE certification into its training program to achieve a consistent standard of excellence. It's now the first cable system operator to achieve 100% certification of its technical workforce with 90 days of service or more. Benefits have included:

:: Increase in key customer quality metrics

:: Appetite for learning across the company

:: Reduced employee churn

> It's valuable data because it paints a complete picture of the individual's learning journey.

DATA DRIVEN PROGRAMS

Understanding where learners are in the cycle is critical to their success – and yours. We've been gathering data so we can share which employees are taking training courses, how they are performing and how they score against their peers. We drill down into details such as:

:: Courses that employees are enrolled in

:: How far an employee is within a course at a given point in time

:: Whether an employee completed the course or stalled in progress

:: If employees skipped modules along the way

:: How long it took to complete a test

:: The number of attempts it took to pass a test

:: How employees performed on the final test and how it compared to the initial test

:: Which questions were missed, which competencies were mastered and which competencies require additional coursework.

Drilling Down

We can roll up results on a topic and see how well a company's technicians perform on advanced Wi-Fi courses, for example.

Our members have been leveraging this type of data to identify gaps in skillset, as well as to uncover opportunities to upsell services.

In the near-term, we'll be able to break the data down by job title and geography.

It's valuable data because it paints a complete picture of the individual's learning journey. When we discover that there is an issue with a certain subject or learner, we start building out the refresher courses to reinforce detail on a topic in smaller bites. We're also able to look at it from an organizational perspective, such as if a company doesn't have many field opportunities for a certain type of install. We can also uncover the top competencies and questions missed across all students.

This data also helps us identify trends so we are continuously improving our course material, such as rewording a question so it's clearer, revising content so it directly answers common questions, and adding new tools to improve comprehension. Much like our training programs, our content is continuously being reviewed and improved.

SCTE MEMBERS DEMONSTRATE ROI

Let's take a look at an SCTE cable member's recent training and the many tangible results it delivered. By utilizing a custom Enterprise License Training program, the MSO realized a return of 3.1 times initial investment based on 17% engagement. Additional quantifiable benefits follow.

Training ROI Proof – Reducing Truck Rolls

PAYBACK CALCULATION ON SCTE ENTERPRISE LICENSE TRAINING

TECHNICIANS TRAINED = 60

SCTE TRAINING COST = $320 PER TECHNICIAN

DECREASE IN CALL-BACKS = 5-10%

REDUCTION IN TRUCK ROLLS = 1.5 PER TECHNICIAN PER WEEK

SAVINGS = $112 PER TECH PER WEEK

TRAINING PAYBACK = 2-3 WEEKS

SCTE
a subsidiary of CableLabs®

...improve the technicians' confidence...

ROI CALCULATION ON SCTE ENTERPRISE LICENSE TRAINING

TOTAL TRAINING INVESTMENT = $112,000

OPTIONAL PARTICIPATION = 17% ENGAGEMENT

REDUCED CALL BACKS = 5-10% Reduction (Used 5% in calculation)

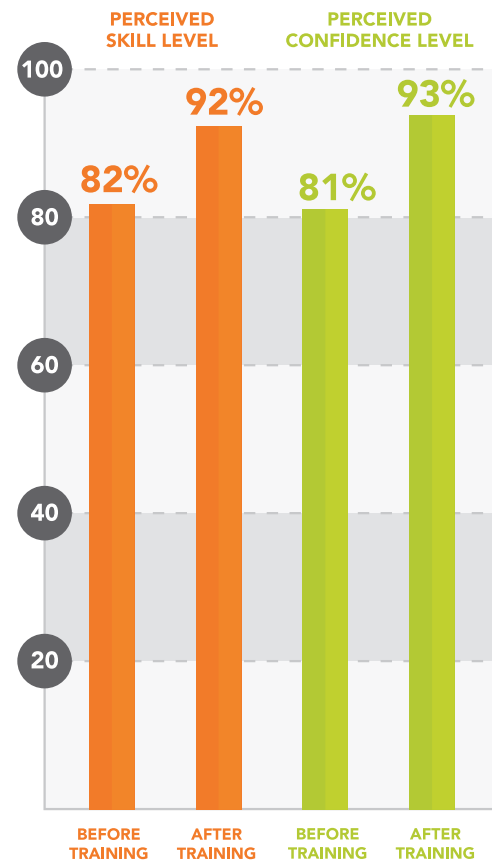**TRUCK ROLLS SAVED = 4,680 PER YEAR**

SAVINGS = $351,000

ROI = 313%

Training ROI Proof – Increasing New Installs and Improving Quality of Service

Another one of our cable members recognized businesses are demanding more fiber rich networks, and in turn realized its technicians needed to develop a strong knowledge base and skillset working with fiber. Based on the data from the fiber training program, trained technicians improved the quality of their overall install activity, driving growth of fiber related installs of over 64% since January of this year. That training program had a direct and positive impact on the MSO's revenue growth.

Not only did the training yield financial benefits, it served to improve the technicians' confidence in working with this technology which continues to be deployed widely.

PERCEIVED SKILL LEVEL **PERCEIVED CONFIDENCE LEVEL**

	BEFORE TRAINING	AFTER TRAINING	BEFORE TRAINING	AFTER TRAINING
	82%	92%	81%	93%

Resources:
[1] https://www.shiftelearning.com/blog/statistics-value-of-employee-training-and-development
[2] https://www-03.ibm.com/services/learning/pdfs/IBMTraining-TheValueofTraining.pdf
[3] https://www.panopto.com/blog/why-employee-training-fails/

SCTE
a subsidiary of CableLabs®

CONCLUSION

A Training Cycle Yields Strong ROI

A cycle of continuous learning and improvement that fits neatly into people's lives and work schedules solves basic challenges and creates new revenue opportunities. When technicians are highly trained in their fields, they can solve problems correctly the first time, reducing repeat truck rolls and minimizing hard costs.

A continuous training program also enables both customers and technicians to have a more positive experience. With higher overall quality delivered to customers, MSOs improve their brand and Net Promoter Scores – scores that are used as predictions for revenue growth because they are seen as indicators of loyal, repeat customers – a direct impact on training ROI.

We've also seen how highly customized training can lead to an increased install volume and improved quality of service because technicians feel more confident when speaking to customers and performing installs. Every installation, service, maintenance, and support engagement is an interaction with the customer and an opportunity to exceed expectations.

The costs of inadequate training can reach far and wide. That's why we view education as a journey that should follow employees throughout their careers. With an innovative approach to training programs, we can help cable providers accelerate the deployment of technology, keep customers happy, and drive significant ROI results.

SCTE®

Society of Cable Telecommunications Engineers
a subsidiary of CableLabs®