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| VALIDATION | Work Process Overview |

### Role of the Validation Work Process in the E&T Pillar

Validation serves **two important roles** within the **E&T Pillar**.

1. **First** and foremost, it provides Team Members with a precise, impartial method by which they may prove/demonstrate the abilities, skills, and knowledge required to perform their job.
2. **Second**, it provides a feedback loop that supports the Training Effectiveness work process.

### Why is Validation Important

*Training is only half of the story.* To ensure the training enhances performance, we must **confirm that training has equipped Team Members with the skills and knowledge for success** in their role. This **builds confidence** and **boosts engagement** among our Team Members

### Validation Overview

The Validation work process is supported by a **series of essential elements**.

1. Assessing Team Members – our approach to test domains will aid the assessment.
2. What are the stakes?
   * How will they guide the **development of Knowledge and Performance Assessments** @ Marzetti?
3. Knowledge Tests
4. Performance Assessments
5. Problem Solving
6. Coaching Assessments
7. Leveraging Poka to support Validation

### Part 1 – Test Types

**Validation focuses on** developing assessments that **confirm a Team Member possesses** the **knowledge and skills required for success** in their role. Overall validation is a fundamental tool for assessing, improving, and certifying competency.

**Why is validation important?**

Helps to ensure **fairness, objectivity, and accountability** while providing valuable feedback to those involved in the assessment process.

This is accomplished through **4 distinct validation methods:**

* + Knowledge Tests
  + Performance Assessments
  + Advanced Problem-Solving Assessments
  + Coaching Assessments

### Part 2 – What is at Stake

The outcome of a test can have a range of implications and consequences.

* **Low-stakes** tests are at the most basic level:
  + Have limited consequences and are typically used to **help learners understand strengths** and   
    **areas for improvement**.
* **Medium-stakes** tests the associated outcomes:
  + Are more consequential and tend to be a factor in decisions regarding eligibility, promotion, or benefits.
* **High-stakes** tests are like medium stake tests in that:
  + They are used for decisions regarding eligibility, promotion, or benefits, but they **tend to be the sole   
    determining factor**.
  + The higher the stakes **the greater the requirement to ensure test validity** and **repeatability**.

Considering the stakes involved in **Marzetti’s validation work process** will aid in **ensuring that testing practices are meaningful, fair, and aligned** with outcomes that ensure Team Member success.

At T. Marzetti **our approach to testing and the associated outcomes** translate to a need for **medium stakes tests**. This will provide a level of rigor that ensures integrity and builds trust and confidence in the validation process. This will directly translate to how tests are designed, administered, and interpreted.

### Part 3 – Knowledge Tests

Although the **E&T Pillar is centered on a performance (skill) based system of training**, it is essential that **Team Members possess the underpinning knowledge and can apply it** to their work. This is especially true in the Safety and FSQ standards areas.

* Knowledge tests are designed to **evaluate the learner’s familiarity** with/understanding of concepts, facts, ideas, processes, systems, and information.
* They generally tell you whether **a Team Member knows something** or **can use the knowledge when applied** to   
  a given scenario.

Knowledge tests are developed by qualified Trainers who work in partnership with subject matter experts (SMEs).

* The **test design for knowledge assessments**, as previously mentioned, will be **created using**:
  + Multiple-choice questions
  + True/false questions
  + Medium-stakes criteria

### Part 4 – Performance Assessments (Standard Work)

Performance assessments are designed to evaluate one’s ability to carry out a defined activity to the required standard, in specified conditions.

* **Performance assessments are most frequently used:**
  + To ensure a Team Member can **follow a prescribed set of steps** to **achieve a specific outcome**, as **defined by** a standard operating procedure (**SOP**).
* At T. Marzetti **each task** (defined as the **WHAT**) on a Job Analysis **translates to an SOP**
  + The SOP/Task details the steps to perform the task (**HOW**).
* A skill is then developed in Poka to support the process of assessing performance.
* **Following “on-the-job” training**:
  + Certified Trainers conduct performance assessments to validate competence.

**Part 5 – Advanced Problem-Solving Assessments (Non-Standard Work)**

Often Team Members are faced with **challenges** that require them to **combine several knowledge and skill requirements** to **solve a problem** or **address a non-routine situation**.

* In these cases, **higher cognitive skills**, such as **problem-solving skills**, are required and there may be different acceptable routes to address the issue.
  + **Validating** this type of higher cognitive skill will **focus only on basic problem-solving**.

**Part 6 – Coaching Assessments**

Coaching Assessments focus on building and validating capability through:

* 1:1 interviews
* Q&A
* Observations
  + That evaluates the learner's ability to combine multiple knowledge and skills to perform a more complex activity or role.

**Part 7 - Leveraging Poka to Support Validation**

The Skills Module in Poka will aid in the implementation of several key processes that support Validation. As outlined each job task will link to a specific skill on each Team Member’s Qualification Card.

* **Poka will:**
  + **Host** the **Skill and Qualification Cards**
  + Be utilized to **create and administer knowledge tests**
  + **Serve as** the **system of record for knowledge and skills** that have been assessed in **the form of a skill matrix**

## Key Enablers

Validation **builds on several supporting work processes** within the E&T pillar. These include:

* The Job Analysis process, which has been implemented to determine the skills and knowledge required for competent performance in each role
* Well-developed **SOPs** and **high-impact training**
* **Certified Trainers** then form the final cornerstone of the foundation that supports Validation

### Success Criteria

* 100% of Certified Trainer roles filled
* TTT program in-place, that includes trainer certification process on the validation steps for performance assessments
* Training resources certified in the development of valid knowledge tests

### Maturity Assessment

Below is an overview of the criteria for each maturity level. As part of the **E&T Pillar Management process**, the pillar team will establish an implementation plan that maps out the **allotted time for achievement** of **each level**.

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