



## Training Plan Development

Properly skilled and knowledgeable employees are essential to long- and short-term organizational success. Thus organizations must address development and training issues. Recent growth in training, particularly for technical workers, has been steady, with a growing percent of employees receiving formal company skill improvement training. Increasingly organizations are realizing that individuals, not just technology, make things happen.

### Benefits and Outcomes

- Assess organizational priorities for technical and non-technical training programs
- Define a training plan for a given job, a department or division, or the entire organization
- Identify learning requirements for the target audience, from new employees to experienced senior managers
- Build a blueprint of programs to align training goals with business goals and objectives
- Eliminate out-of-date programs and fine-tune offerings
- Reduce emergency requests for “just-in-time” training
- Maximize your training dollars

### Process

Successful organizations plan strategically for training as they do in the rest of the business. They develop long-term training plans to meet current and future needs and to escape the reactive environment of delivering training programs to meet emergency requests or the latest training fad. Developing a training plan encompasses several steps, all of which are meant to assess current and future training requirements which are consistent with the business goals of the organization. By creating and using a training plan, the organization has a place to begin, a place to move toward, and measurable points in between.

The **first stage** of developing a training plan is to review the business objectives and to assess the skills needed to meet those goals. For what does the organization want to be known? What will it take for the organization to be distinguished from its competitors? What specific skills, knowledge and abilities will employees need in order to attain organizational goals? The best training plans are tightly linked to both organizational and individual development and should include relationship skills, technical skills, and business skills.

The **second stage** is data gathering on education and training needs and delivery options. Approaches include:

- One-on-one interviews with senior managers
- Focus groups to assess current and future skills needs in each department, division, or team
- Questionnaire design and distribution for each target group because questionnaires allow everyone in the organization to provide their own perceptions of needs, interests, delivery options, etc.

This stage can also include an analysis of performance problems. Issues related to communication or team problems, customer complaints, process problems, and other measures of job/organization dysfunction can be examined. Analysis of why these problems are occurring reveals whether training is appropriate or if there are better, non-training, solutions.

The **third stage** is analysis and delivery of a report on training plan recommendations. The data gathering process generates an enormous amount of information. We synthesize and prioritize this data by function or project area and develop a five-year plan.

### Results

- A strategic training plan designed to support your business goals and enhance productivity
- Increased impact for your training dollars
- A process from which you can continue to refine and update the plan with changing organizational demands
- *Optional:* Recommendations on the many delivery methods available. Companies today use instructor-led and computer-based instruction, multi-media and self-paced modules; mentoring and on-the-job coaching, outsourcing and partnering with external suppliers, off-site conferences and professional meetings, affiliation with local and electronic universities and colleges, tuition reimbursement programs, and creating their own corporate universities and colleges.

Once your training plan is developed, there are several important next steps such as program design, delivery resource identification, and a plan for evaluation.

### Contact Us

Call (215) 493-9641 for details on how we can help you develop a training plan for your organization.