

## STRATEGY QUESTIONS FOR EMPLOYEE DEVELOPMENT

### **Business Strategy**

1. What is the organization's business strategy pertaining to developing employees?
2. How does training of employees fit into the organization's business strategy?
3. Has the organization established specific metrics for employee training, i.e., improved customer service, performance improvement?
4. Do the organizational leaders share the same vision regarding employee development?
5. What priorities have been established for employee development?

### **Financial Impact of Employee Development**

1. What is the budget for employee development? Who manages the budget expenses?
2. What are the expectations of employees regarding their increased knowledge, professional development? Will the compensation system be changed to reflect increased skills, abilities? Why would employees be motivated to learn new skills?

### **Employee Development Program**

1. When will the needs assessment be completed and by whom? Job observation, questionnaires, interviews, focus groups? How will employee learning styles, gaps between what they already know and what they need to know?
2. Who will design the course curriculums?
3. What priorities have been established and what is the timetable of the training phases? Are their prerequisites that employees must meet before training? How will the trainers handle employees who don't have the same basic skill set?
4. Will training sessions be mandatory or voluntary?
5. Will employees attend training on the job or after work?
6. Will the company and employees share equally in the investment, ½ time on the job, ½ time off the job?
7. If temporary employees are present how will they be trained? (Watch-out for co-employment issues, their employer must schedule their training, they are not your employees).

### **Logistics of Employee Development**

1. Will training be conducted on-site or off-site?
2. If training is held off-site how will the organization handle transportation issues?
3. Will employees from other organizations (suppliers/vendors) be allowed to attend the training sessions with your employees?
4. What is management's position on employees being pulled from training to perform "hot jobs"? If an employee leaves a session when do they pick up the training they lost?
5. Who will perform the task analysis to make sure training program design matches the required training? Should a competency model and process be identified to assure level of skill improvement is predictable?
6. Who will determine if the training is completed by an in-house workplace educator or outside supplier/consultant?
7. What accountabilities will be established for the workplace educator or outside supplier/consultant?

### **Recordkeeping**

1. Where will confidential employee training records be kept? Records include test scores, discussions on development, remedial exams, etc.
2. Will technical manuals be developed for future reference?
3. How will the organization keep the technical manual references up-to-date?