

L&D Health Check: Are we getting Traction?

6. LINE MANAGER RESPONSIBILITY

- Managers trained to train (coach/ facilitate and *deliver* basic learning to teams)
- Managers support *learner driven development*

7. LEARNERS ENGAGED

- KPIs reflect Learning
- Everyone has a Development Plan
- “Self-Development” promoted/ supported
- Access to on-line resources

3. CURRICULUM

- Core curriculum available
- Localised/ translated
- “Assigned” vs “Elective” courses
- Accessible via LMS

4. L&D TEAM

- Skilled learning professionals in place
- Active Learning Community

5. LEARNING MGT SYSTEM

- LMS operational
- LMS link to Appraisals and Competency Tracking
- On-line Bookings

1. SENIOR MANAGEMENT SUPPORT

- Dedicated L&D resources in place
- 2-3% of payroll for L&D
- KPIs to reflect Learning

2. CLEAR LEARNING STRATEGY

- Learning aligned to business imperatives
- Competency based training
- Development “Pathways” for each job
- Harness technology in learning

<p>1. Senior Management Support</p>	
<p>- Is there active senior management <i>endorsement</i> of Learning (with tangibles as below)</p>	
<p>- Are <i>dedicated</i> L&D Resources in place: L&D Managers per Business Unit; site champions etc.?</p>	
<p>- Is there a realistic L&D budget by function: 2-3% of Payroll?</p>	
<p>- Do Position Descriptions include <i>learning related KPIs</i>?</p>	
<p>- Do Senior Managers <i>open and close</i> key learning events?</p>	
<p>- Do Senior Managers regularly review learning effectiveness?</p>	

<p>2. Clear Learning Strategy</p>	
<p>- Is the company's <i>core curriculum</i> available: localised and translated?</p>	
<p>- Is there a clear L&D strategy, by Business Unit aligned with Business Imperatives?</p>	
<p>- Is Learning "competency based" and focused on priority competency gaps?</p>	
<p>- Do you have local <i>self-sufficiency</i>: L&D professional(s); line manager responsibility; facilitation vendors available?</p>	
<p>- Do you aim for <i>accelerated productivity</i>, particularly in year 1 in role?</p>	
<p>- Are <i>Learning Pathways</i> evident for each key job role?</p>	
<p>- Is <i>technology harnessed</i>: e.g. Learning Management System and e-Learning?</p>	
<p>- Do you <i>bridge from classroom to role</i>: on-the-job reinforcement programs (70: 20: 10)</p>	
<p>- Is the <i>plan communicated</i>: do you sell the value?</p>	
<p>- Does the L&D role extend to <i>Business Effectiveness Consulting</i>?</p>	

<p>3. Curriculum</p>	
<p>- Is the company's core curriculum available and "localised"?</p>	
<p>- Are curriculum pathways communicated and understood for each job role?</p>	
<p>- Is the curriculum accessible on a Learning Management System?</p>	
<p>- Are there sufficient <i>curriculum delivery mechanisms</i> (workshops; modules for selected local delivery; e-learning)</p>	
<p>4. L&D Team</p>	
<p>- Is there a dedicated L&D Manager in each Business Unit?</p>	
<p>- Does each L&D professional have a relevant Position Description/ KPIs?</p>	
<p>- Are L&D competencies understood? Does each L&D manager <i>self assess</i> and have a personal development plan?</p>	
<p>- Do L&Ds coach the Line Management team (who bear the major responsibility for learning implementation)?</p>	
<p>- Are L&D Manager(s) <i>visible in the work environment</i> - helping to bridge from classroom to results?</p>	

<p>5. Learning Management System</p>	
<p>- Is there a LMS in place?</p>	
<p>- Is there rigorous <i>competency tracking</i> (all roles)?</p>	
<p>- Are the full (localised) <i>curricula</i> available on the LMS?</p>	
<p>- Are Line Managers guiding their staff in LMS usage?</p>	
<p>- Is an L&D plan in place and well communicated?</p>	
<p>- Are the twice annual Appraisal discussions used to immediately load activity bookings onto the LMS?</p>	
<p>- Are <i>evaluation mechanisms</i> in place (Kirkpatrick levels 1 - 3 minimum)?</p>	

<p>6. Line Manager Responsibility</p>	
<p>- Do Line Managers understand/ accept their L&D role? <i>Is this recognised in their KPIs?</i></p>	
<p>- Are LMs <i>trained to train</i> - Coaching as a management style; one-on-one coaching ("work withs"); team reinforcement meetings?</p>	
<p>- Do you measure LM compliance: # of work withs; # of team sessions run; quality of delivery?</p>	
<p>7. Staff Engaged in Learning</p>	
<p>Is a "<i>Learning Engagement Plan</i>" in place: clear response to all stakeholder needs?</p>	
<p>- Do you have "<i>User Groups</i>" to promote ownership and ensure relevance?</p>	
<p>- Is the emphasis on <i>Learner Driven Development</i>: self-assessment, self-learning?</p>	
<p>- Do you use <i>accreditation</i> as a recognition of learning achievement?</p>	
<p>- Do <i>KPIs</i> position the commercial importance of Learning?</p>	
<p>- Is there a consistent <i>quality</i> of learning intervention?</p>	