Employee Training and Development Program Assessment Tool

About this Tool:

This tool was developed to help you work with senior leadership on evaluating your own staff training and development program, and how to improve it.

The first step is to determine what you are trying to accomplish; what is the main goal of your program (ex. Organizational culture development, technical job training, networking, etc.) Write your primary program goal below:

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The next step is to identify what elements make up your program, determine how effective they are and discuss ways to improve the overall program. The below list of elements in an ideal program isn't comprehensive, however can be used as a guideline to evaluate your program.

As you review the below list, accomplish these tasks:
1. Importance - rating them in importance, flagging "must have" vs. "nice to have" and then
2. Evaluation – ask whether or not your program currently includes these elements and if so, how effective are they. Use the questions on page 2 to help guide your discussion with leadership.

An ideal training and development program includes the following elements:

	Must Have	Nice to have	Currently Included
Management support (at all levels)			
Functional Job Description			
Job Function Specific Training			
General regulatory/compliance training			
New Hire Training from Day 1			
Benefits Overview (HR related items)			
Formal Employee Skill Assessment			
On the job training			
New Regulations/Requirements Training (Just in Time)			
30-60-90 day plan			
Cultural Integration (formal and informal organizational culture)			
Individual Employee Development Plan			
Onboarding plan through year one			
Mentorship opportunity			
Professional Development/Elective Educational Opportunities			
Management/New Leader Development			
Well-Defined Career Paths			
Use of Technology/Technology Acumen			
Blended Learning (live and online learning opportunities)			
Process to Validate Training Effectiveness			
Tracking and reporting on training and other requirements			

Use these questions to facilitate the leadership discussion evaluating your own program:

1. Is the leadership team (from the CEO/Executive director down to all managers), committed to employee training and development?
2. Does your new hire orientation and annual training cover the necessary compliance/regulatory/HR topics?
3. Is employee training managed at the program/supervisor level or is it coordinated among functional areas?
4. Do you assess each employee's skill level upon hire and use that information for the 30-60-90 day plan?
5. Does your skill assessment identify strengths and areas for improvement?
6. Is the employee skills assessment conducted at regular intervals to assess training needs or areas needing improvement?
7. Do you meet learners where they are (ex. Generational differences, skills gap between education and job skills)
8. Is the employee development process clearly explained to all employees?
9. Does every employee have an individual development plan (one that was jointly developed with the employee and supervisor)?
10. Are employee development plans reviewed at regular intervals to assess progress, provide feedback and adjust?
11. Do employee have shadowing opportunities with others in similar roles?
12. Do you conduct after action reviews to learn from incidents?
13. Do you develop a plan for each position tied to KSA's, requirements of regulatory bodies and organizational goals? Does it encompass ALL of the first 90 days?
14. Is your onboarding program only about the first week of training? Does it extend beyond the first 90 days?
15. Do your new hires start training immediately or do they have to wait for the next scheduled orientation to come around?
16. Do you keep up with new requirements and regulations? Can you track and report on just-in-time training if a changing regulation necessitates it?
17. Do you support or provide additional educational opportunities? What about those not directly related to the job description but that improve professional growth and development?
18. Do you reimburse for Continuing Education for licensed staff?
19. Do you have a tuition reimbursement program or flexibly scheduling for those in school?
20. Are employees rewarded for seeking out educational opportunities to further their career?
21. Does your program have a robust tracking/reporting component that allows you to easily see compliance across all departments and programs in your organization?
22. Are you preparing existing staff for promotion?
23. Are you teaching management skills to help employees transition to leadership roles?
24. Have career paths been identified and articulated clearly to employees?
25. Does every employee know what they need to do to move up to the next step of their career?
26. Are you helping your workforce become more tech savvy?
27. Have you identified future KSA's your employees and your organization will need to be successful in the future?
28. What are the long-term goals of your organization and how does that impact employee training and development?
29. Do all employees know the organization's short and long term goals?

Sources (information gleaned from below sources to create assessment tool):
HR Council http://hrcouncil.ca/hr-toolkit/learning-implementing.cfm & 7 Rules of Staff Training https://reliaslearning.com/blended-learning