

Section Two: Strategic Learning Practices

Evaluate how effective are your workplace learning practices and programs?

Section Purpose: To identify and measure which learning best practices are being used to support your organizations strategic learning objectives. Map the current and desired use of each best practice to define where future learning resources could be invested to increase learning organization effectiveness.

Target Audience: Training decision makers and leaders, persons responsible for coordinating daily workplace learning programs.

Learning Organization Workplace Best Practices	Best Practice Use	Organizational Value/Impact Of Best Practice (scale of 1 to 5)
Job rotation or cross training: programs in which employees are trained to do multiple jobs or employees rotate among different jobs to create a more flexible and adaptable workforce that can respond quickly to changing customer requirements and employee turnover.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Knowledge or skill based pay: an alternative pay system where compensation is linked to the mastery of certain skills or work-related information, rather than employee position or length of tenure. This function is often linked to job rotation and cross training programs as a way to encourage employees to learn new jobs.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Mandatory annual training time: an organizational policy stating a minimum requirement for the amount of learning and communications sharing that certain employees must receive in a given year.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Apprenticeship training: a formal process by which individuals learn their jobs through a combination of classroom instruction and on-the-job training from a skilled expert in that job.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Training resource center: a designated area where training personnel, materials, and information are located and easily assessable to all employees for the purpose of promoting on-demand learning. Sometimes include a computer learning lab.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Train-the-Trainer courses: training courses which teach non-traditional training staff members such as managers, subject matter experts, team leaders, and other training skills such as instructional design and group facilitation to enable them to deliver formal training to other establishment employees.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Corporate University: a portal within a company through which all education takes place. Corporate universities link an organization's strategies to the learning goals. It functions as the umbrella for a company's total education requirements – for employees and the entire business chain, including customers and suppliers.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Formalized Job Improvement Program: Use of formalized job improvement methods and Instruction (such as kaizen or Job Task Analysis) to increase production in work areas through the simple re-design or re-organization of current job tasks or procedures. Does not usually involve use of new technology to gain improvements.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective

Learning Stakeholders/Users Assessment

(continued)

Learning Organization Workplace Best Practices (page 2)	Practice Use	Value of Practice to Organization (Gap Analysis)
Problem solving teams or quality circles: groups of employees that meet regularly to come up with solutions to problems concerning people and productivity.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Self-directed work teams: groups of employees with control & responsibility for the quality and quantity of their outputs. Self-directed work teams may have responsibility for work schedules, performance appraisals, personnel management, budgeting, or setting performance targets and production quotas.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Teams Support Center: a program where operational teams can get access to training, materials, and information. Provides help when team member relationships or dynamics are affecting team performance or organizational barriers are impacting team success.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Mentoring/coaching programs: a formal process in which more experienced workers are matched with less experienced employees to provide assistance and instruction on an as needed basis.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Tuition reimbursement & Employer-supported conference attendance: partial or total payment for courses that employees took at educational institutions. Paid time-off or payment of employee travel, hotel, fees, and other expenses for employees attending an off-site conference or training class.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Formal Continuous Improvement Program: an integrated approach to organizational improvement and increasing production and service quality whose core ideas include doing things right the first time, striving for continuous improvement, and a deviation to understanding and meeting customer needs. (Programs such as Learn Manufacturing or Total Quality Management (TQM) would be examples of these programs)	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Skill certification: a formal process used to ascertain and distinguish the mastery for a set of skills according to predefined standards, May be linked either to a particular occupation or trade, or a particular job or process.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Documentation of individual competencies: a formal record of the knowledge, skills and abilities of organizations' employees in key, pre-defined areas.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective
Training information system: a computer-based system for assessing, tracking, and improving employee performance. Systems may include employee training history reports, training course scheduling and registration, individual development plans, and training expenditure tracking.	<input type="checkbox"/> Using <input type="checkbox"/> Not Using <input type="checkbox"/> Like to Use	<input type="checkbox"/> Excellent <input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Needs Upgrading <input type="checkbox"/> Not Effective