

Training Needs Analysis

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Overview

This analysis will aid Company X in developing employee training programs to create learning paths for ambassadors, senior ambassadors, and team leads. Company X has no formal training program or curriculum for career advancement from ambassador to senior ambassador to team lead. Company X likes to promote from within and has noticed a need for formalized training and a curriculum that includes leadership, time and project management, and interpersonal skills such as conflict resolution. Creating learning paths will also help leaders coach and mentor to change employee behaviors and close performance gaps. Some recommendations for this analysis include clearly defined learning paths, process documentation and microlearning to include workshops, labs and self-directed courses.

The Analysis

Purpose

This analysis seeks to determine training needs and clarify core competencies for ambassadors, senior ambassadors, and team leads. This document will aid Company X in formulating training programs, creating learning paths, documenting processes, and creating continuing education opportunities for employee development, coaching and mentoring, and career advancement.

Scope

This analysis only covers information for the following jobs: ambassador, senior ambassador, team lead. It does not include data or information for other jobs within Company X.

The State of the Business

Problem	Current State {from}	Ideal State {to}
No Learning Paths	There are no learning paths for employees to advance from ambassador to senior ambassador to team lead.	* Core competencies defined for each role: ambassador, senior ambassador, team lead * Tasks/observed behaviors defined to clarify criteria for success and areas for coaching and mentoring
Process Documentation	There is little or no documentation of some processes that contribute to improved ambassador performance and effective coaching and mentoring by senior ambassadors and team leads.	* Determine where processes can be documented in a repository for employees to easily and quickly access * Facilitate a culture where processes are ever-green and constantly updated by employees to ensure increased organizational effectiveness and employee efficiency.
Application of Training to Daily Workflow	New hire curriculum and continuing education lacks opportunities for employees to apply what they are learning to their daily workflow or learn skills needed for career advancement.	* Create/revise current eLearning courses to include more labs and hands on practice that simulates tasks encountered in daily work flow, such as troubleshooting products and services and working with customers to resolve issues. * Microlearning and workshops to include interpersonal, leadership, time management, and project management skills needed to coach and mentor junior employees and new hires. * Create upskilling and reskilling programs, collaborate with educational institutions, industry associations for certifications, and training providers to provide continuing education opportunities for career advancement.

Gap Causes

Problem	Gap Description
No Learning Paths	* There is little or no time for stakeholders to create learning paths. * Stakeholders lack training or knowledge of how to use core competency frameworks or taxonomy to create learning paths. * Job duties are not clearly defined, making it difficult to determine core competencies and standardized pay and bonuses. * Recent layoffs and change in job duties created confusion, resulting in lack of clarity about success criteria and key performance indicators.

Process Documentation	* There is a need for better communication amongst teams (day shift vs night shift, Team A vs Team B, etc.) to share information, processes, and best practices. * There is limited resources for a shared repository and no initiative for how to create and implement a repository and what processes to document and reasons why: effect on the business and employee performance, etc.
Application of Training to Daily Workflow	* Past and current training was developed for a broader audience using an online modality and does not meet the organization's training needs. New hire training takes too long for new hires to complete and does not include much opportunity for hands on practice and simulations they encounter once on the job. Updates are not frequent and parts of the curriculum are out of date. * Interpersonal, leadership, time management, and project management skills are rarely taught in a formal curriculum or training program and has to be learned on the job. Therefore, senior ambassadors and team leads share best practices amongst each other, but practices vary widely and information is not always disseminated to all senior ambassadors and team leads, creating high and low performing teams and employees.

Conclusion

Company X needs to clearly define core competencies and tasks including observed behaviors so they can implement learning paths and training programs to monitor and improve employee performance, create opportunities for career advancement, and provide clarity for coaching and mentoring. Company X also needs to document processes, which will aid in coaching and mentoring and provide a repository for employees to review job aids, templates, and resources needed for daily workflows and tasks. Company X will also need to revise training to include more hands on practice so employees can immediately apply what they are learning to their job and ensure training is relevant and up to date. Company X should also provide continuing education opportunities for employees to learn leadership, time management, conflict resolution, project management, and interpersonal skills to advance in their careers and improve employee and organizational performance.

Recommendations

1. Define core competencies for each role: ambassador, senior ambassador, team lead. Include tasks with behaviors that can be observed. If possible, break down each core competency into sub competencies and assign a skill level to each: foundational, intermediate, advanced.

Benefits:

- * Outline core competencies and tasks needed for employees to excel in their jobs.
- * Assess performance gaps to create topics for coaching and mentoring.

* Identify pathways to create learning paths for career advancement and professional and personal development.

2. Determine how processes can be documented and create a repository for sharing these processes/resources. A) Assign stakeholders that will curate the resources and organize in a way that all employees/stakeholders will be able to quickly and easily access. B) Facilitate a collaborative culture where employees can add to repository, provide updates, and make recommendations or suggestions.

Benefits:

- * Sharing of best practices increases employee collaboration and improves organization culture
- * Provides resources that can be used for coaching and mentoring as needed by leaders
- * Ensures standardization and consistency across the organization

3. Analyze current trainings and the new hire curriculum to determine which eLearning courses can be converted to a lab. A) Assign employees/stakeholders/SMEs to create labs that include hands on practice that simulate what employees will see on the job B) Solicit feedback from new hires to determine what changes are needed and then implement with next new hire class.

Benefits:

- * Increased employee performance and job satisfaction
- * Return on Investment and increased profit
- * Remain a strategic thought partner sought out for solutions and leadership

4. Create continuing education opportunities for employees to allow for career advancement. A) Conduct focus groups with leaders, team leads, and senior ambassadors to determine the gaps in current training to include leadership, time management, conflict resolution, project management, and interpersonal skills needed to successfully coach, mentor, and develop ambassadors, as well as manage self, such as the stress of the job and conflict amongst peers.

Benefits:

- * Less churn and employee turnover
- * Opportunities for career advancement and professional and personal skill development
- * Improved employee performance and job satisfaction
- * Fosters culture of continuous learning and collaboration