

Workplace Development Planning

Growing your people





“What if we train people and they leave?”

“What if you don’t and they stay?”



In many ways, growing your people by investing in their training is a no-brainer. Yet many businesses feel they cannot spend money or time to upskill their staff. They view it as a cost to the business, rather than an investment.

How often are you at a restaurant, feeling good after finishing a great meal, and thinking about a coffee to finish things off – but no-one comes to ask if you would like one. If you are the business owner, how many cups of coffee have you missed out on because staff have not been trained to ask, manage their time, or provide good customer service?

How often are you shopping and the staff member's indifference to you means you leave the store without buying anything? If you are the business owner, how many sales have you missed because you have not invested in that staff member by providing training, support, or an engaging work environment?

How often has your work team been under pressure because of mistakes and having to redo, or rework, what you have spent hours trying to get right? How much does this cost your business because your team have not been trained with the skills needed to do it right every time, or have not been encouraged to develop the attitude needed to take care to minimise mistakes?

How often is your team struggling with workload because yet another team member has left? Upskilling staff so that they have all the skills and attributes needed helps to make staff feel valued and more likely to stay. Upskilling team leaders and managers will also help to create strong teams and increase staff retention. As a business owner, which is the greater cost – providing time and money for training or the cost of recruiting combined with loss in productivity?

From the day a new employee starts,
they should have a learning and development plan
that meets the following needs:



How complex this is will depend on the complexity of your business and your plans for the future.

Learning and development will meet a business need, as in the diagram above, and should be aligned with the business strategy or plan.

Skill and capability gaps are identified by a training needs analysis and then a learning and development plan can be designed to list what actions will be taken to fill the skill or capability gap(s).



Training and development

Helping your people learn and share skills makes your business stronger. It doesn't have to be expensive. Learning on the job can be as valuable as courses and qualifications.

www.business.govt.nz/hiring-and-managing/getting-the-best-from-people/training-and-development/

Development needs analysis

Skill and capability needs

To list the needs for both the individual and for your business, analyse:

- Job descriptions to determine skills and attributes needed
- Key performance indicators (KPIs) - the measure of performance
- Anticipated changes in technology and/or industry requirements
- Changes in customer expectations
- What is needed to achieve values and desired culture

Training needs analysis

Training needs are a measure of the gap between what you need and what you have. To work out the gap, gather information from:

- Performance reviews
- Customer feedback
- Results from key performance indicators (KPIs)
- Observation of workplace practices and relationships

Learning and development plan

Learning takes place in many forms. The plan should be discussed with your team member to ensure that it is viewed as a partnership between the business and themselves. Consider a wide range of opportunities for learning. For example:

- Being involved in a project
- Buddying with another staff member
- Supporting academic study, apprenticeship or trade training
- External training provider (public courses or in-service/in-house programmes)
- Coach or mentor (internal or external)
- Attending local workshops by industry/professional providers
- Paying subscriptions to organisations such as Toastmasters
- Paying for professional association memberships that have training components

Measuring return on investment

Training is an investment. The business is investing time and/or money and the team member is investing their time and energy.

It is a good idea to discuss the desired learning outcomes with your team member. Get agreement about what a successful outcome would be. Some of the things you could consider for measuring your success include:

- A change in behaviour
- More confidence in carrying out tasks and/or communicating with others
- Fewer mistakes, wastage or rework
- Increased revenue
- Higher productivity
- Increased team performance

So why should I invest in personal development?

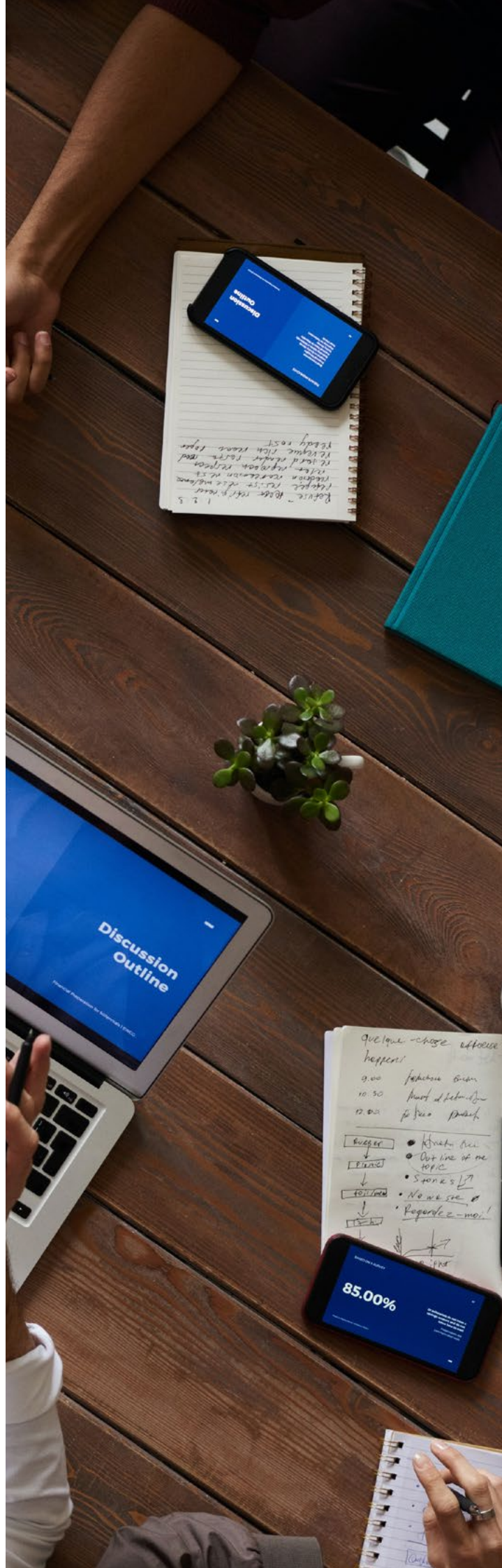
The role of any manager is to provide the resources their team needs to do the job properly. Knowledge is a very valuable resource that adds to job satisfaction, safety, accuracy, and customer satisfaction.

Most people want to grow themselves, to learn skills that help them to be more confident in their job and in life. By helping them to do that, you will gain a more loyal employee who is more likely to stay with you and to add value to your business.

By the time I have staff away sick or on leave, there is no time left to free them up for training?

Think of training as a continuous, life-long process. Time on training programmes is one way of upskilling but learning on the job is just as valuable. Be deliberate in planning one-on-one coaching or mentoring, providing constructive feedback and giving people the opportunity to take the next step. The time to do this is minimal compared with classroom-based training.

You can also encourage a mindset of partnership with training. Providing training programmes after hours (provided it is managed fairly) is one way of finding time for essential training. Some businesses shut the doors an hour early and extend training to an hour after work (for example) and provide pizza to sweeten the deal.







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