

STEP-BY-STEP TRAINING PROCESS IMPROVEMENT PLAN

PHASE I. TRAINING & DEVELOPMENT NEEDS ASSESSMENT

Identify current technical and non-technical training programs. Take an inventory of the number of training programs offered in your organization, broken down by professional level, location, industry group, etc. Determine the amount of training hours each professional receives throughout the year, both internally and externally.

Solicit information on training and development gaps. Using survey tools, focus groups, brainstorming sessions and interviews, determine skill and competency gaps that could be addressed with different or more focused training programs.

Determine your firm's strategic goals. Do you hope to be the local market leader for servicing banking clients within the next three years? Do you feel that your professionals do not have the advanced technical knowledge necessary to compete in the changing market? Do you want your managers from different industry groups to reach a cross-selling revenue target within the next year? Whatever your firm's strategic goals are, your training function can help accomplish them. Training resources devoted to banking specialization, enhanced technical training programs, or management sales training will ensure that the goals you set out to achieve are realized.

Analyze training program gaps and create an action plan. Based on inventory, survey and strategy information, conduct an analysis of your company's current training function strengths, weaknesses, opportunities and threats. Create an action plan to highlight what your firm does well and focus on those areas in which you can improve.

PHASE II. CREATE THE TRAINING & DEVELOPMENT FUNCTION

Reengineer training and development programs. Begin to execute your action plan. Construct new training programs and curricula, or alter existing programs, to ensure that your professionals are gaining the skills and competencies they need to serve your clients well.

Investigate on-line training providers, community training resources and external trainers. Create a training function that incorporates various training delivery sources. Facilitate training partnerships with local colleges, clients and the community.

Coach staff presenters on effective training techniques. Recruit a cadre of your company's professionals to serve as instructors for internal training programs. Offer these internal trainers both one-on-one and group "train-the-trainer" learning opportunities.

PHASE III. MONITOR AND MEASURE TRAINING FUNCTION IMPLEMENTATION

Develop measurement tools for training programs. Determine the desired outcome for each training program. Create measurement tools, (such as control-group studies, impact assessments,

benefit-cost analyses, management surveys), to determine the effectiveness, efficiency and impact of each training program.

Look for ways to capture on-the-job training. Create a system to track staff on-the-job learning by surveying supervisors, analyzing performance evaluations or distributing self-assessments.

Develop policies and procedures to streamline the training function. Begin to institute training policies, procedures and processes that will enable your organization's training function to become self-sustaining.