Learning and Development Strategy Guidance and Template

Strategy Headings		Guidance	Examples	Your Strategy
1. Vision and Goals	1.1 Vision Statement	Create a vision for L&D that aligns with the organisation's vision. This will entail: 1. Understanding the organisation's vision; the long-term aspirations of the organisation. 2. Identifying the core values that guide the organisation's operations and decision-making. These values will often influence the culture and strategic goals, and therefore the L&D vision. Below are words that might be found in the organisation's vision that will inform L&D: 　　a. Innovative 　　b. Cutting edge 　　c. Industry leaders 　　d. Diverse 　　e. Inclusive 　　f. World class 　　g. Influential 　　h. Dynamic 　　i. Sustainable 　　j. Empowering 　　k. Adaptable	1. "To foster a culture of continuous innovation and adaptability by empowering employees with cutting-edge skills and knowledge that drive our company's success and industry leadership". 2. "To cultivate a diverse and resilient workforce by providing holistic development opportunities that encompass technical skills, leadership capabilities, and personal growth, ensuring employees are prepared to excel both within and beyond their current roles." 3. "To create an inclusive learning environment where collaboration and diverse perspectives drive collective intelligence, foster innovation, and empower every employee to contribute to our shared success."	
	1.2 Strategic Goals (Goals are broad and long-term)	Translate the organisation's goals, such as expanding into new markets, adopting new technologies, or improving customer service, into	1. Organisation's goal: Expand into new markets. L&D Goal: equip employees to effectively communicate and	

		high level statements that describe what the organisation aims to achieve through its learning and development efforts. This will entail: 1. Breaking down the organisation's strategic goals into L&D goals. 2. Identifying the competencies and skills needed to achieve the organisation's vision and goals.	interact with international clients. 2. Organisation's goal: Adopt new technologies. L&D Goal: equip employees with the knowledge, skills, and mindset required to effectively implement, adapt, and innovate using new technologies, ensuring the seamless integration of digital tools into day-to-day operations and fostering a culture of continuous learning.	

2. Needs Assessment	2.1 Objectives (Objectives are specific, short-term and measurable)	1. Understand the strategic objectives of the organisation, the key drivers or focus areas.
		2. Consult with leadership and managers to understand their insights into how L&D can support strategic goals.
		3. From the above and your L&D goals, identify the L&D initiatives that will support their achievement, ensuring the objectives are SMART, (specific, measurable, achievable, relevant and time bound).
			1. Equip employees to effectively communicate and interact with international clients:
			  a. Develop and deliver a structured training programme on cross-cultural communication:
			2. Equip employees for innovation:
			  a. Develop and deliver a structured training programme that focuses on the practical use of new technologies, covering key functions, problem-solving techniques, and innovative applications.	

	2.2 Organisational Skills	Having created the L&D objectives, identify the skills needed to meet their requirements. This will entail: 1. Research the skills necessary for specific roles	1. Identify the skills required to effectively communicate and interact with international clients.	

		2. Get input from leaders and managers about specific skills required to meet the objectives. 3. Break down technical skills and soft skills requirements for different roles.	2. Identify the skills required to quickly adapt to new digital tools and stay agile in a rapidly evolving technological landscape.	
	2.3 Key Roles and Competencies	1. Map the skills identified against the appropriate job roles. 2. Add career progression development	Download and complete our Roles and Competency Mapping guidance and template.	
	2.4 Employee Training Needs Analysis	Using your Roles and Competency Mapping template, assess current skills and competencies against its requirements. This could entail: 1. Asking employees to complete a Training Needs Analysis based on the outcomes of their Roles and Competency Mapping and any identified career progression requirements. 2. Obtaining manager assessments 3. Requiring employees to undertake skills testing Encourage employees to include in their TNA, training they would like to undertake to meet their own career aspirations, as well as those of the organisation.	1. Download and ask staff to complete our Training Needs Analysis template 2. Assess employees' current cross-cultural communication skills against skill requirements, through a TNA and assessments. 3. Request managers to complete an assessment of their team's current cross-cultural communication skills.	
	2.5 Organisational Skills Gap Analysis	This may not be applicable to all organisations, or may be completed for a department rather than companywide. Use the Roles and Competencies Mapping template to map the companywide core competency and compliance	1. Download and complete our Roles and Competency Mapping template	

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		requirements that align with the organisation's goals. You could then either add these competencies to the TNA and assess staff skills and knowledge against these, or mandate the training for all staff.		

3. Learning and Development	3.1 Core Competency and Compliance Development	Ask all staff to complete a Continuing Professional Development (CPD) Plan with their identified core competency and compliance development requirements. Design and create (or buy off-the-shelf) training programs with measurable outcomes to address essential skills required across the organisation, as identified in 2.5. This training may be undertaken by new starters and existing employees. Online training is the most effective method for delivery of this type of training and ensures consistency across the organisation. A lot of compliance and core competency training can be purchased off-the-shelf and will be the most cost-effective approach.	1. [Download our CPD Plan Guidance and Template and issue to all staff](#)
			 2. Identify possible off-the shelf online training opportunities to meet the organisation's skill gap analysis:
			   a. [Customer service online training](#)
			   b. Innovation online training
			   c. [Agile online training](#)	

	3.2 Role-Specific Training	Instruct employees, with the support and agreement of their manager, to complete a CPD plan with the identified development requirements from their TNA. Create and deliver tailored training for specific roles or departments with measurable outcomes.	1. [Download our CPD Plan Guidance and Template and issue to all staff](#) 2. Role specific onboarding programs for new starters 3. Specialised technical training for IT or engineering teams 4. [Sales and marketing training](#)	

	3.3 Career Development	Offer personalised training programs and/or qualifications to meet career development and employee aspirations, with measurable outcomes.	1. Career path mapping with identified training/qualifications 2. Require staff to complete their CPD Plan	
	3.4 Continuous Learning and Support	Promote ongoing learning and continuous support through mentoring and coaching programs.	1. Setup a mentoring and coaching program 2. Access to online learning platform and resources 3. Lunch-and-learn sessions 4. Industry conferences and seminars	

	3.5 Learning Methods and Delivery	Combine various learning methods to suit different learning styles. Identify the delivery models that will meet department head's requirements, e.g how much time off the job will be provided for training, what competency assessments are required.
		Ensure learning is accessible to all, anywhere and at any time, including for those remote and mobile workers.
			1. Mobile responsive online learning platform
			  a) Off-the-shelf online courses
			  b) Bespoke online courses
			  c) Gamification
			  d) Micro learning videos
			2. Face to face training sessions
			  a) Workshops and seminars
			  b) Hands-on practice and simulations
			  c) Attending conferences	

	3.6 Resource Planning	Identify and allocate internal and external resources, including trainers, facilitators, and learning tools. Are any other stake-holders' participation required?	Human resources: 1. Instructional designers to create training programmes 2. Training facilitators 3. Mentors/coaches 4. LMS administrators Tools: 1. Learning management system, LMS 2. Content authoring tool to create online courses	

			3. Collaboration online tools 4. Webinar software Training Content: 1. Off-the-shelf online courses 2. In-house developed online and face to face training programmes 3. Webinar content Time Allocation: 1. Time for learning 2. Time for programme development	
4. Implementation and Communication	4.1 Develop an Implementation Plan	Drawing on the above information create an implementation plan that sets out the details for rolling out L&D programs, including timelines, resources needed, responsible parties and review timeline.	See our Learning and Development Strategy Implementation Plan Guidance and Template.	
	4.2 Communicate the Strategy	Clearly communicate the L&D strategy to all employees, highlighting the benefits and available opportunities. Use multiple channels such as emails, intranet, and meetings.	1. Present your strategy at a whole organisation event or at smaller events such as team meetings. 2. Ensure a copy of the strategy is available online to all staff, e.g. staff intranet.	
5. Manage Training and Celebrate Achievement	5.1 Monitor the progress of training	1. Track participation in training 2. Require employees to complete a Continuing Professional Development Record. 3. Monitor completion rates 4. Measure learning outcomes 5. Issue certificates for successful completion of training 6. Share successes across teams/organisation.	1. Utilising an LMS, regularly report on a training programs non-starters, in learning, failed or completed statuses. 2. Use assessments, quizzes, observation or practical activities to evaluate what employees have learned.	

			3. If using an LMS gamification, award points or electronic badges 4. [Download our CPD Record Guidance and Template and issue to all staff](#). 5. Share successful learning outcomes across company social channels and/or formal awards.	
6. Evaluation and Improvement	6.1 Monitor and Measure Effectiveness	Regularly assess the effectiveness of L&D programs using metrics such as: 1. Quizzes 2. Completion rates and participation levels 3. Employee feedback and satisfaction surveys 4. Practical demonstration of improvement in performance and skill acquisition 5. Manager feedback, e.g. reduced errors. 6. Return on Investment Tool	1. Use our Training Evaluation and Return on Investment Tool.	
	6.2 Adjust and Refine	Based on evaluation results, make necessary adjustments to programs and strategies to better meet organisational goals and employee needs.		
	6.3 Share Successes	Celebrate and share success stories and achievements related to L&D to reinforce the value of continuous learning and motivate others.	1. Write case studies to highlight improved performance or achieved milestones following training. 2. Share successes in internal newsletters, bulletins or on internal social media platform or intranet.	

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			3. Hold awards events. 4. Offer certificates, digital badges or prizes.	
7. Budget and Resources	**7.1 Allocate Budget**	Determine the budget required for L&D initiatives, including costs for training materials, external facilitators, technology, and employee time.	Costs in line with your resource requirements at 3.6.	

This strategy provides a structured approach to developing a comprehensive learning and development program that aligns with organisational goals and supports employee growth. Adjustments can be made based on specific organisational needs, industry requirements, and feedback from stakeholders.

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