



# Learning & Development Strategic Plan

XXX-XXX Corporation



Development Team:

Poppy Krause

Leslie Mallare

Jan Hosbach

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# Introduction

The strategic planning committee identified that:

- Continuous workforce improvement through structured on boarding, updating and learning new skills, and the development of leadership capacity should be a priority for a growing organization focused on providing customer service.
- To reach this culture of continuous workforce improvement, the committee went on to recommend the appointment of the Learning and Development core team to provide leadership for a more comprehensive and targeted training and development function. It was proposed that this would be achieved specifically through the development of a four year Training and Development Strategic Plan that linked to the organization's workforce planning strategy.
- This Strategic Learning and Development Plan provides a clear vision of an organizational learning environment that will provide the organization with the workforce capability to achieve its purpose of increased market share and the best customer service in the financial industry.

# Purpose

- It is essential that the corporation's Learning and Development Strategic Plan links closely with its overall Strategic Plan. For that reason, the purpose of the Learning and Development Strategic Plan is guided by the need to bring about the organization Vision that is described in the organization's Strategic Plan. Therefore, the Purpose of the Learning and Development Strategic Plan is:

*To shape the future of global commerce by delivering the world's most secure and innovative payment solutions.*

- To develop the organization's workforce capability in order to enable its people to become leaders in the payment processing industry by:
  - ✓ Providing a structured on boarding
  - ✓ Updating and improving skills on a structured and continuous basis
  - ✓ Developing leadership capacity
- This Strategic Learning and Development Plan provides a clear vision of an organizational learning environment that will provide the organization with the workforce capability to achieve its purpose of providing secure payment processing in an innovative and customer focused way.

# Vision and Values

## Vision

In aligning with the organization's vision, the Learning and Development Plan reflects:

A learning plan with demonstrable commitment to continuous workforce capability improvement.

## Values

The Values that drive the Learning and Development Strategic Plan are the same values in the organization's Corporate Strategic Plan.

### 1. **Put customers first**

Create value for our customers in everything we do.

### 2. **Empower our people**

Encourage and support each other to learn and grow in our careers.

### 3. **Act with integrity**

Build relationships based on honesty, trust and respect with our customers, colleagues and communities.

### 4. **Deliver excellence**

Innovate and challenge the status quo to achieve exceptional results.

### 5. **Enjoy the journey**

Take pride in our work and succeed together as part of a diverse, global team.

# Organizational Needs

If a strategic plan is going to be a useful and relevant tool to guide the corporation's activity, it must respond to the various issues that influence the organization's business environment. The following issues are some of the more critical ones that impact on the operations of the organization and need to be addressed through the learning and development strategic planning process.

## Development of leadership capability

A number of factors have resulted in problems attracting and more importantly, retaining, suitable candidates for senior and mid-operational leadership positions. Strong, competent operational leadership is a critical element to the organization's success in delivering on its overall strategic purpose and achieving its vision. In the short to medium term, this means that a priority must be given in the learning and development planning process to the growth and retention of leaders from within the current workforce.

## Improved business perception

The credit card processing business is often perceived from the outside as engaging in shady and possibly unethical business practices. This generally unfavorable perception of the business makes it hard to attract and retain talent as well as building the client base. The learning and development planning process needs to develop strategies for the positive portrayal of the organization's business practices in relationship to its competition. This includes the external reputation of the organization as well as the internal ethical culture.

### Improved employee retention and workforce planning

During the past few years, the organization engaged in layoffs and panic hiring. There is a great need to provide managers with the right number of people, with the right skills, in the right place, and at the right time. A workforce planning solution integrating the forecasting elements of each of the HR functions that relate to talent-recruiting, retention, redeployment, and leadership and employee development needs to be developed and implemented.

### Transition into a learning organization

The learning initiatives have not been aligned to the organization's vision and mission. There has been no documented data to measure the results of learning initiatives. The Learning Department needs to transition from being a training department that responds to training requests into a performance-based department that analyzes the needs, aligns them to the organization, considers both training and performance solutions, and evaluates the results.

### Development of a corporate academy

Learning has not been tracked in any formalized way. The organization needs to select and implement a Learning Management System that will deliver and track compliant training, allow learning paths and learning groups to be set up, and provide dashboards to measure performance. The organization needs a formalized academy to standardize training, allow employees easy access, and track employee progress through the learning programs. The corporate academy will have a strategic function aimed at the integration of the development of people as individuals and their performances as teams and eventually, as the developer of the whole organization. The activities of a corporate academy should extend to the complete value chain of the organization, such as customers, suppliers, distributors and so on.

# Key Initiatives

Corporate Academy	Strategies
Organizational need/s addressed: <i>Improved business perception, Improved employee retention and workforce planning, Transition into a learning organization</i>	
Goal 1: To select a Learning Management System to meet current and future organizational learning and tracking needs	<ul style="list-style-type: none"> <li>•Employ an outside consultant to determine organizational needs and select an appropriate Learning Management System</li> </ul>
Goal 2: To enable experienced employees to further develop and gain new skills and knowledge appropriate to their operational role within the credit card processing industry	<ul style="list-style-type: none"> <li>•Engage department experts to identify trainings to create a curriculum according to department needs</li> <li>•Design learning management framework to accommodate learning paths and certifications</li> <li>•Convert existing content into eLearning format for easier employee and manager access</li> <li>•To organize all existing trainings into an easy to use catalog for easy employee and manager access</li> </ul>
Goal 3: To develop a system of company-wide recognized certification programs and tracking in a Learning Management System	<ul style="list-style-type: none"> <li>•Set up a certification steering committee to identify organizational learning certification needs</li> <li>•Design and develop certification programs according to organizational needs</li> <li>•Integrate the certification program with the performance management system</li> </ul>
Goal 4. To rebrand and market the training department as an organizational academy	<ul style="list-style-type: none"> <li>•Set up a marketing steering committee with the marketing and Human Resources department</li> <li>•Design and develop an overall branding strategy for the new academy</li> <li>•Design and develop a marketing strategy for individual courses and certification programs</li> </ul>

## Management and Leadership Training

## Strategies

Organizational need/s addressed: *Improved business perception, Development of leadership capability, Transition into a learning organization*

Goal 1: To enable the organization to identify future managers and leaders for targeted developmental training

- Engage organizational development experts to develop a succession planning instrument and program to provide the organization with an objective process for identifying future managers and leaders

Goal 2: To develop a leadership framework which includes a clear definition of leadership and management and the necessary capabilities required to support a robust management structure

- Engage organizational development experts to assist with the design of a Leadership Framework
- Incorporate training for ongoing cultural and performance improvement, particularly in regard to ethics

Goal 3: To provide newly-appointed front line supervisory and base management staff and staff identified through succession planning as appropriate for the supervisory/management role within each department

- Develop and deliver basic management program to new managers

Goal 4: To provide experienced supervisors and management staff and staff identified through succession planning as appropriate for higher supervisory/management role preparation with a developmental program

- Develop and deliver higher level management program to experienced managers

Goal 5: To provide staff appointed to and those identified through succession planning as possible appointees to senior and executive managerial positions with a developmental program

- Develop Senior Management Program
- Develop Executive Leadership Program
- Implement Leadership Program for target executive leaders

## Employee Retention

## Strategies

Organizational need/s addressed: *Improved business perception, Improved employee retention and workforce planning*

Goal 1: To create an employment environment that encourages valued employees to remain with the organization

- Support our diverse background of workforce
- Review and enhance the exit interview process to analyze industry knowledge
- Create community opportunities within the organization
- Improve internal ethics with culture improvement initiatives

Goal 2: To provide identified staff with supportive educational opportunities to enhance their abilities to enable progression

- Continue and promote diploma options in partnering universities
- Develop in-house career paths
- Facilitate intra-departmental movements and project opportunities for participants in a career development program

Goal 3: To provide front line management staff with the skills and knowledge that can be used effectively to support workplace learning and development of their staff

- Provide appropriate coaching, mentoring and performance management training opportunities for management
- Develop and deliver employee retention training for managers

## Employee On Boarding

## Strategies

Organizational need/s addressed: *Improved business perception, Increased employee retention, Transition into a learning organization*

Goal 1: Ensure all new employees are equipped with the attitudes, knowledge and skills necessary to meet their responsibilities and challenges within the organization

- Develop and implement organization on boarding program for all new staff
- Enhance learning practices by careful sequencing of theory, application and practice approaches, shortening the initial length of the program and integrate the training throughout the first year of employment
- Promote on the job coaching and mentoring

Goal 2: Provide industry standard training in an easy to access format to enable employees to fulfill their roles and responsibilities for the first year of employment

- Review and enhance current on boarding programs conducted within the departments
- Enhance learning practices by careful sequencing of theory, application and practice approaches
- Promote on the job coaching and mentoring
- Convert on boarding program to mobile format where appropriate and suited to mobile technology

# Strategy Timeline: 2010

## Corporate Academy

- Goal 1-Select LMS
- Goal 2-Create Department Learning Paths; Begin to transition content to LMS; Begin to create LMS framework
- Goal 4-Begin marketing and rebranding strategy of Learning Department

## Management and Leadership Training

- Goal 1-Begin workforce planning and leadership identification process
- Goal 2-Define the Senior Leadership Competency requirements
- Goal 3-Design and develop newly appointed manager training
- Goal 4-Design experienced manager training

## Employee Retention

- Goal 1- Begin culture improvement initiative to support employee retention
- Goal 2-Begin marketing learning paths for employee growth
- Goal 3-Design and develop manager training to support mentoring, coaching and performance management improvements

## Employee On boarding

- Goal 1-Design and develop on boarding program based on best practices and employee retention focus
- Goal 2-Design department specific on boarding

# Strategy Timeline: 2011

## Corporate Academy

- Goal 2-Continue creating department learning paths; continue transitioning content to LMS; Complete LMS framework; Create 1 employee learning path per department; Complete course catalog for all employees
- Goal 3-Create certification programs for each department
- Goal 4-Implement marketing and rebranding strategy of Learning Department

## Management and Leadership Training

- Goal 1-Continue workforce planning and leadership identification process
- Goal 4-Develop experienced manager training program
- Goal 5-Design senior leadership training program

## Employee Retention

- Goal 1- Continue culture improvement initiative to support employee retention
- Goal 2-Market learning paths for employee growth

## Employee On boarding

- Goal 1-Evaluate and rework employee department on boarding and revise as needed

# Strategy Timeline: 2012

## Corporate Academy

- Goal 2-Continue creating department learning paths; continue transitioning content to LMS
- Goal 3-Complete newly identified certification programs to meet organizational needs; Integrate certification program into corporate performance management system
- Goal 4-Continue marketing and rebranding strategy of Learning Department

## Management and Leadership Training

- Goal 1-Continue workforce planning and leadership identification process
- Goal 4-Deliver experienced manager training program
- Goal 5-Deliver senior leadership training program

## Employee Retention

- Goal 1- Continue culture improvement initiative to support employee retention
- Goal 2-Market learning paths for employee growth

## Employee On boarding

- Goal 1-Evaluate and rework employee department on boarding and revise as needed

# Strategy Timeline: 2013

## Corporate Academy

- Goal 2-Continue creating department learning paths; Continue transitioning content to LMS
- Goal 3-Complete the certification programs for each department; Identify new areas of certification to meet organizational needs; Integrate certification program into corporate performance management system
- Goal 4-Continue marketing and rebranding strategy of Learning Department

## Management and Leadership Training

- Goal 1-Continue workforce planning and leadership identification process
- Goal 4-Evaluate experienced manager training program and make revisions as needed
- Goal 5-Evaluate senior leadership training program and make revisions as needed

## Employee Retention

- Goal 1- Continue culture improvement initiative to support employee retention
- Goal 2-Market learning paths for employee growth, Evaluate the retention metrics and revise plan as needed

## Employee On boarding

- Goal 1-Evaluate and rework employee department on boarding and revise as needed