

## 3.5 Learning (Development) Plans

### Link Learning Plans to other Strategic planning

In your business, it is likely that there are many strategic and business plans covering many aspects of your organisation. It is important that any learning plan are not seen as an isolated additional plan. The learning plan must link to the strategic plan but this is usually not hard to do given that most provider strategic plans emphasize the need to provide client focused training.

**A good learning plan** is a well articulated document with the following components:

- A set of **learning goals** that the employee (or organisation) hopes to achieve within a specific period of time.
- It is often useful to divide larger goals into more manageable sub-goals that can realized within weeks or months.
- Each learning goal (or sub goal) should have a series of **actions** that the person will take to move towards the goal.
- Each action should be associated with one or more **resources** and with **evidence**.

**Resources** are anything that can be used to realize the actions to be taken towards the learning goal. One of the best resources is a mentor or coach, external courses or even in-house learning modules. Once a resource has been applied to a goal it is often helpful to rate the effectiveness of the resource, especially in cases where the learning plan will be shared.

**Evidence** is used to demonstrate that an action has been taken, that progress towards the goal has been made, and finally that the goal has been achieved. Evidence can be in the form of a Statement of Attainment, Certificate of Completion or workplace behavioral changes of the individual utilizing the new skills learnt.

Learning plans are most effective when reviewed and maintained regularly. One way to do this is to use the learning plan to track a daily activity, preferably associated with some learning goal. The key is to integrate learning, and maintenance of the learning plan, with daily activities.

Main factors that influence training arrangements in organisations	
Factor	Description of factor
<i>Drivers</i>	
Workplace change	Includes a variety of change initiatives including changes in tasks and organizational structure
Quality	A commitment to quality initiatives but could be a part of workplace change
Business plans	Training included as part of the business plan
Industrial Relations Factors	Whether employees are covered by industrial awards and whether training is included in industrial awards
<i>Moderators</i>	
Business size	Number of employees at that particular worksite and in the business
Industry effects	Sector of business
Occupational structure	Proportion of employees who are managers or professionals
Workforce structure	Proportions of full time, part time and casual staff.

An example of a learning plan could be:-

Scenario: You want your receptionist to be skilled to take on the role of Office Manager in the future. Obviously this is going to take time, but is achievable when the following steps are undertaken:

- Courses to upgrade skills like computer program usage
- Mentoring by current Office Manager of specific tasks within the workplace
- Giving the employee other roles and responsibilities related to the future position
- Possibly taking further business development
- Having the employee “fill-in” for the Office Manager whilst on leave

Having multi-skilled employees is a valuable commodity and a very smart strategy to have in place in any business (if applicable to your operation).

Follow the links below for sample Learning Plans and to gain more information on how they are used in various different industries.

<http://flexiblelearning.net.au/leaders>

[www.igpe.edu.au](http://www.igpe.edu.au)

[www.argospress.com](http://www.argospress.com)

Tamworth Regional Development Corporation

File: FS3.5\_Learning Plans\_v1

Version: 1:00

#### **Disclaimer**

This publication has been prepared by Tamworth Regional Development Corporation to provide general guidance and direction on aspects of human resources. The information contained herein is provided voluntarily as a service to our clients and is made available in good faith and is derived from sources believed to be reliable and accurate at the time of publishing. However, the information is provided solely on the basis that readers will be responsible for making their own assessment and that they should verify all relevant representations, statements and information. Neither the Corporation nor its officers take any responsibility for statements or representations, nor shall the Corporation or any of its officers be liable in respect of any such statement or representation, whether by reason of negligence, lack of care, or for any other reason whatsoever.