

## Your Employee Training Plan

### How Can I Best Serve My #1 Asset, My Employees?

*“You know, as most entrepreneurs do, that a company is only as good as its people. The hard part is actually building the team that will embody your company culture and propel you forward.”*

—Kathryn Minshew, The Muse<sup>1</sup>

## The Ingredients of Professional Development

It takes people with skills to help you grow your business. As you hire employees, they will bring some of these skills with them, while some you may need to help them develop. And you will certainly need to improve and update those skills over time. A professional development plan for your employees is a pathway towards:



Increased efficiency and decreased mistakes, thereby making your company more productive



Increased employee engagement and morale, as they see you investing in them

## Training Plan Considerations

### WHAT

Your first task is to determine what needs to be learned (what skills you are missing, need more of, or need to be improved).

- **Professional Growth and Development**—Often includes training to improve on soft skills, such as communication, time management, or conflict resolution, which are some of the most difficult to learn and practice.
- **Technical Skill Development**—Can include training for a new role or updating skills necessary for a particular job, such as certification in a particular industry or trade.

Your training plans can provide a combination of these or one by itself, ranging in skill levels from beginner to advanced.

### WHO

Is the training needed for an individual employee or a select group, or does everyone need this particular training?

### WHEN

Is this training need tied to a deadline? Is there a specific completion need to be considered? How much time will the training take? What is the full duration of the training if there will be more than one training session?

### WHERE

1. **In-house/Internal:** This may be done as on-the-job (OJT) training while performing the actual needed tasks or off-the-job training given at your business but conducted in a separate area or at a different time than the actual performance of the job task.
2. **Outsourced/External:** This is generally done through a training organization, e.g., a university, community college, job development program, or private training company.
3. **Outsourced/Online:** Your employees may be located wherever you decide while the materials are presented online.

	Pros	Cons
<b>In-house/Internal</b>	<ul style="list-style-type: none"> <li>• Incentivize current employees who want to be promoted</li> <li>• Useful for skills that need on-the-job training</li> <li>• Less expensive than outsourced/external training</li> </ul>	<ul style="list-style-type: none"> <li>• Extra planning to ensure that the trainee is learning the skill adequately</li> <li>• Can take a skilled employee away from their daily role and tasks</li> </ul>
<b>Outsourced/External</b>	<ul style="list-style-type: none"> <li>• Team-building experiences</li> <li>• Degree and certification programs</li> </ul>	<ul style="list-style-type: none"> <li>• Typically more expensive than online or in-house training</li> </ul>
<b>Outsourced/Online</b>	<ul style="list-style-type: none"> <li>• Effective onboarding</li> <li>• Yearly training</li> <li>• Compliance courses</li> <li>• More cost-effective on a per-person basis than external</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't work for lab or field work training</li> </ul>

## BY WHOM

Is there someone in your company that can provide the training? (And do they know both how to perform the skill and how to train someone to perform that skill?) Or is there a need for an external provider?

## COST

What is your training budget? Short-term and long-term?

## SAMPLE: TRAINING OVERVIEW

Every business can benefit from an organizational view of their training plans that includes specific plans for each employee. Below are examples of both levels of plans. Use these as your guide, and then develop your own training plan to fit your business's needs.

Employee/ Group	Purpose	Skills to Be Developed	Participants	Training Type	Date/ Timeline	Cost	Goals/ Success Measures
Megan Taylor	Technical Skill Development	Perform tool maintenance procedures	Individual	Internal and on-the-job	Q1	Tool supervisor: \$500 stipend Online test: \$150	Pass online and field test
Kevin Alexander	Professional Development	Conflict resolution	Group	Out-sourced; Online	Q2	\$125/ person	Decreased time on employee complaints
Sarah Lopez	Professional Development	Conflict resolution	Group	Out-sourced; Online	Q2	\$125/ person	Decreased time on employee complaints
Silas Zimmerman	Professional Development	Conflict resolution	Group	Out-sourced; Online	Q2	\$125/ person	Decreased time on employee complaints
Myself (CEO) and the Chief Operations Officer (COO)	Professional Development	Export control regulatory compliance	Group	Conference/ Seminar	Q2	\$1225/ person Airfare: \$610/ person Accommodations: \$400/ person	Adherence to regulations and ensure our team is up-to-date on requirements

Using the example above, dive in and design your business's performance management training plan. Want to add more detail? See Megan's sample training detail and template below.

## TEMPLATE: TRAINING OVERVIEW

Employee/ Group	Purpose	Skills to Be Developed	Partici- pants	Training Type	Date/ Timeline	Cost	Goals/ Success Measures

## SAMPLE: TRAINING DETAILS

<b>Employee/Group</b>	Megan Taylor
<b>Purpose</b> What is the purpose of the training?	<input type="checkbox"/> Professional Growth and Development <input checked="" type="checkbox"/> Technical Skill Development
<b>Skills to Be Developed</b> What are the areas that you've identified as skills needed for the role?	Critical thinking, strong attention to details, collaboration, and database management to accurately perform tool maintenance procedures.
<b>Participants</b>	<input checked="" type="checkbox"/> Individual <input type="checkbox"/> Group
<b>Training Type</b> Where will you be doing the training? Will it be internal, external, online or a combination?	In-house and OJT <input checked="" type="checkbox"/> Internal: The training will be comprised of shadowing a certified trainer. <input checked="" type="checkbox"/> Online: Take the accreditation test from a nationally recognized organization.
<b>Date/Timeline</b> How long will the training last? How often will it occur?	Q1 (3 months, including 1 week for testing) 1. OTJ training (3 months) 2. Online test (1 week)
<b>Cost</b> How much will it cost?	We will be giving a \$500 trainer stipend to our technician who has already earned this certification. There is an additional cost for the fee for the online exam.

<p><b>Goals/Success Measures</b></p> <ul style="list-style-type: none"><li>• What should the trainee be able to do after completion of the training?</li><li>• How are you going to track their progress?</li><li>• How are you going to measure their success?</li></ul>	<p>Trainee will be able to perform maintenance procedures without supervision.</p> <p>At the end of each day the trainer will fill out a checklist that the trainee will have to sign and that will show their progress. This checklist will include notes and feedback about their overall attention to detail, analytical thinking in the field with real-world problems that occurred that day, and their ability to write error-free code quickly.</p> <p><b>Measurement of success:</b></p> <ul style="list-style-type: none"><li>• Maintain a 95% error-free code-creation rate.</li><li>• Complete the daily checklist.</li><li>• Pass the field test.</li><li>• Pass the online test—If the trainee doesn't pass the online and field tests, they will have an opportunity to reapply for certification in one year.</li></ul>
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## TEMPLATE: TRAINING DETAILS

<p><b>Employee/Group</b></p>	
<p><b>Purpose</b> What is the purpose of the training?</p>	<p><input type="checkbox"/> Professional Growth and Development  <input type="checkbox"/> Technical Skill Development (<i>new and/or updated skills to continue doing current job effectively</i>)</p>
<p><b>Skills to Be Developed</b> What are the areas that you've identified as skills needed for the role?</p>	
<p><b>Participants</b></p>	<p><input type="checkbox"/> Individual  <input type="checkbox"/> Group</p>
<p><b>Training Type</b> Where will you be doing the training? Will it be internal, external, online or a combination?</p>	<p><input type="checkbox"/> Internal  <input type="checkbox"/> External  <input type="checkbox"/> Online</p>
<p><b>Date/Timeline</b> How long will the training last? How often will it occur?</p>	
<p><b>Cost</b> How much will it cost?</p>	
<p><b>Goals/Success Measures</b></p> <ul style="list-style-type: none"> <li>• What should the trainee be able to do after completion of the training?</li> <li>• How are you going to track their progress?</li> <li>• How are you going to measure their success?</li> </ul>	



## A Growing Trend: Apprenticeships

**Apprenticeships** have traditionally been associated with the construction trades and manufacturing. However, there is a growing trend for apprenticeships to be used in other fields such as healthcare, information technology, transportation/logistics and energy industries. Studies suggest that for every dollar spent on apprenticeship, employers may get an average of \$1.47 back in increased productivity, reduced waste and greater innovation.<sup>2</sup> As a small business owner you may be able to connect to apprenticeship programs in your area. According to the U.S. Department of Labor, 91 percent of apprentices retain employment after the program ends.<sup>3</sup> To find out more, contact your state's Apprenticeship Agency listed [here](#).

For a deeper dive, check out these resources:

- [Building Registered Apprenticeship Programs A Quick-Start Toolkit](#)
- [The Federal Resources Playbook for Registered Apprenticeships](#)

## Conclusion

Your employees are your most valuable asset in your company. Investing in their development can take many forms, as you have a variety of training options. Having regular 1:1 meetings with your employees will help you monitor their progress and evaluate how the program is working. Investing in your own development and sharing that with your employees is also a great way to be a role model.

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<sup>1</sup> Lolly Daskal, *25 Especially Inspiring and Empowering Quotes from Today's Top Leaders*, Inc. (July 20, 2015), <https://www.inc.com/lolly-daskal/25-especially-inspiring-and-empowering-quotes-from-today-s-top-leaders.html> (accessed March 4, 2019).

<sup>2</sup> U.S. Department of Labor, *Task Force Apprenticeship Expansion Report* (May 10, 2018), <https://www.dol.gov/apprenticeship/docs/task-force-apprenticeship-expansion-report.pdf> (accessed March 3, 2019).

<sup>3</sup> *Ibid.*