



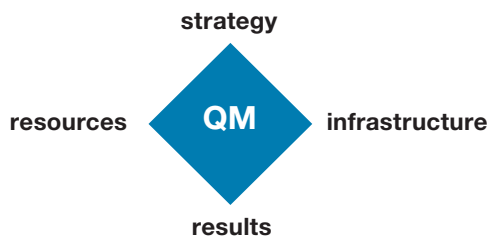
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Training & Development Policy

The four strategic dimensions of learning and development are:

- Strategy
- Resources
- Infrastructure
- Results

This may be visually represented as a diamond, with quality management (QM) linking the four dimensions at the points



The following is a list of 21 benchmark statements, addressing each of these dimensions, which collectively may form the basis of a quality management system. Depending on the organisation's circumstances, some of these statements may need to be slightly adapted.

Strategy

1. The organisation has an explicit learning and development strategy.
2. Goals, values and commitment are expressed in the learning strategy.
3. The learning strategy is informed by learning needs analyses.
4. The learning strategy is informed by all relevant industry, professional and statutory requirements and recommendations.

Resources

5. Appropriate equipment and technology is maintained.
6. All learning and development staff are suitably trained and qualified.
7. Budgets are in place to sustain ongoing learning.
8. Learner support is in place.
9. Learners have access to the best possible learning resources.
10. The organisation maintains a database of all its learning provision, and relevant learning provision by suppliers and partners.

Infrastructure

11. Reporting mechanisms are in place for learning, including regular monitoring and review of learning's effectiveness.
12. The organisation has a co-ordinated approach to learning, with central control of implementation of the learning strategy.
13. The organisation maintains records of all its learning activities.
14. The organisation conducts regular assessments to match business needs with learning provision.
15. The organisation links learning to its performance management system.

Results

16. Where appropriate, off-the-job learning should be linked to practical experience, to transfer learning to the workplace.
17. Learning is consistently delivered at an appropriate level to meet learning needs identified throughout the organisation.
18. Learning provision fulfils the goals of the learning strategy.
19. Learning is regularly reviewed to ensure it meets industry and/or national standards.
20. The organisation can show that learning provision has a positive impact on product quality and customer service.
21. The organisation can show that learning provision saves on expenditure, increases revenue, and/or increases profit.

Managing quality

The people responsible for implementing learning and development in the organisation need to expand each of these statements to reflect the specific circumstances of the organisation's particular learning initiatives devise means to generate evidence against each statement, and record performance to demonstrate quality. This then allows the organisation to focus attention on the areas of greatest variance.