Desired Support from Learning Team

From the Perspective of the Analytics Discipline

The 2 main areas where support from Learning Team will be key are:

1. **Designing learning journeys** for key milestones within the employee lifecycle
2. Working with Talent to clearly **tie Learning with Performance Management**

What comes below is centered around these key areas.

Designing Learning Journeys

Currently our learning processes rely too heavily on self-learning through digital formats (i.e. slides, documents, LMS). Though "classroom" learning would be extremely beneficial to our teams in terms of creating spaces for people interaction & conversations, the current day-to-day work load for our folks don't allow the time for this immersive experience. But even then, our current program(s) have no follow up mechanism where we can measure/track the learning experience and/or its effectiveness.

To this end, it could be more efficient and effective to design learning journeys, or continuous learning opportunities that take place over a period of time which include learning interventions such as work simulations (team projects), "classroom" & digital learning, on the job coaching/mentoring, cross functional workshops, peer shadowing, etc.

Key employee milestones for which these journey's can be created are:
1. New hire onboarding/reskilling
2. Upskilling for existing folks as part of professional development
3. Skills refresher for changing job requirements

These learning journeys should focus on core categories that tie in to the day-to-day work experience:
1. Doing the Work
2. Managing the Work
3. Managing People (yourself & team)
4. Managing Clients
5. Managing the Business

Connecting Learning with Performance Management

It doesn't seem like our current performance management and learning processes are connected in a way where there's a structured approach to following up on feedback or reviews received as part of the annual review process. Any learning that may be recommended as part of development related feedback would be based on the manager's knowledge of what is currently available in the system, which can lead to very inconsistent experiences throughout the team.

Using the core categories shown above, **as part of the annual performance cycle Learning team could help create a system which connects learning topics with specific development needs** (i.e.

development feedback is analyst needs to become a better storyteller, what are the trainings available for this and measure how effective the training was at helping the employee meet the development goal) → **essentially connecting LMS & Performance Management system**

Example of what we can do in the short/mid term

We can start doing the work now by taking small steps towards the larger goal.

Focus Area	Analytics Responsibility	Learning Team Support
Doing the Work	- Identify learning topics that are key for getting work done - Identify subject matter experts - Define levels of knowledge required by role - Recommend/implement necessary training as part of onboarding/performance development	- Provide guidance on how to develop optimal learning experience for target audience - Provide appropriate templates for training development (i.e. one-sheeters for 101 knowledge) - Provide guidance on measuring effectiveness & impact of training
Managing the Work	- Define the type of work to be managed - Identify cross functional dependencies to the work - Recommend/implement necessary training as part of onboarding/performance development	- Provide standard guidance/training on cross functional topics - Help facilitate cross functional workshops - Provide guidance on measuring effectiveness & impact of training
Managing People	Recommend/implement necessary training as part of onboarding/performance development	
Managing Clients	Recommend/implement necessary training as part of onboarding/performance development	
Managing the Business	Recommend/implement necessary training as part of onboarding/performance development	