


Consulting engineering company

Scope of the company - city electric transport and metropolitan, traffic management, utilities (water supply, heating), energy consumption and energy efficiency systems, environmental protection

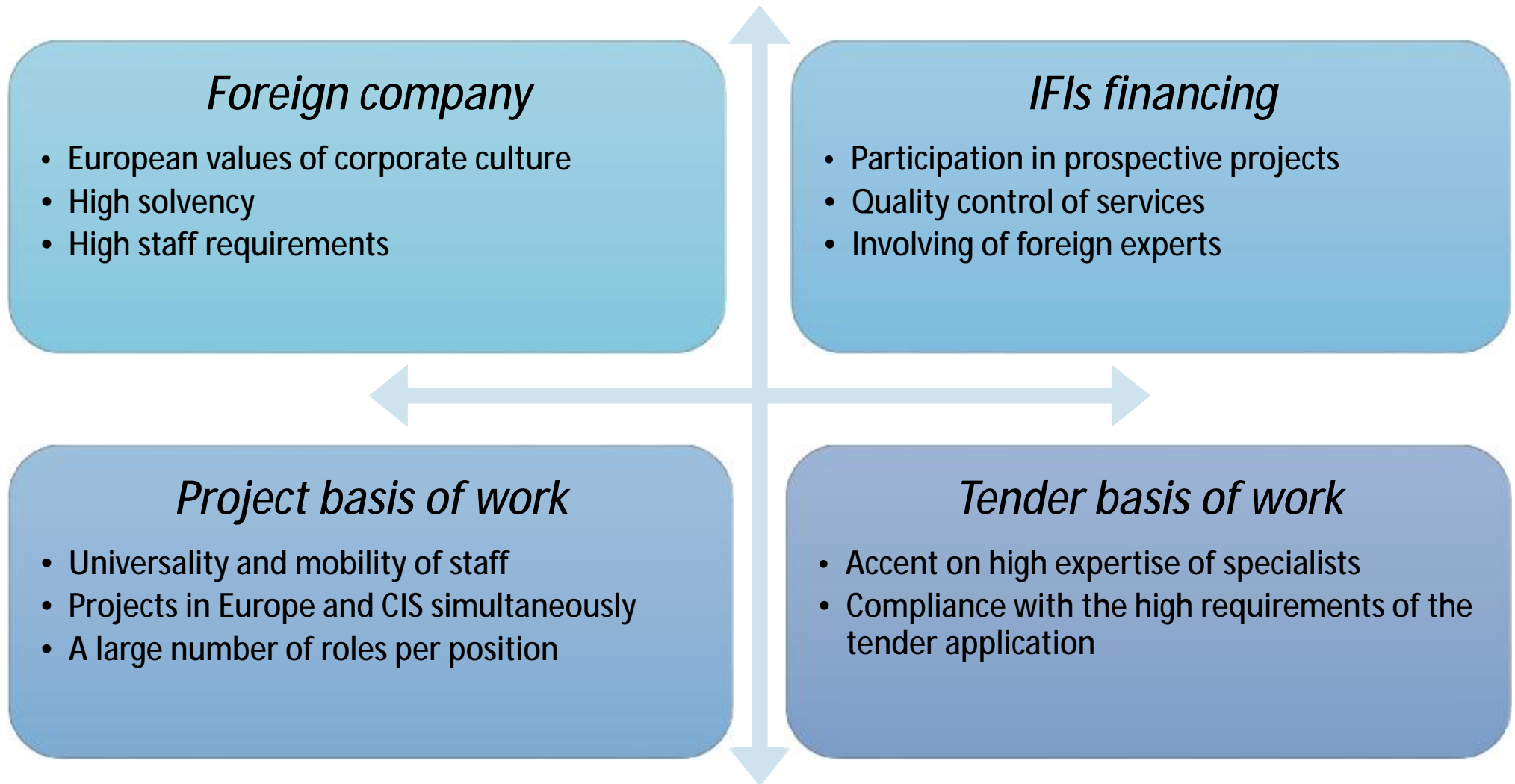


Structure of the company – head-office in Kiev (CEO, development department, procurement department, financial department, consulting department, technical department) and project offices in major cities of Ukraine (project managers, engineering staff, administrative staff)



The company's staff (50-55 people) - top managers segment (CEO, Deputy CEO, foreign experts), line managers segment (department heads, project managers), specialists segment (engineers of project offices, department specialists), administrative staff segment

Company's particular qualities as factors of influence on the L&D strategy



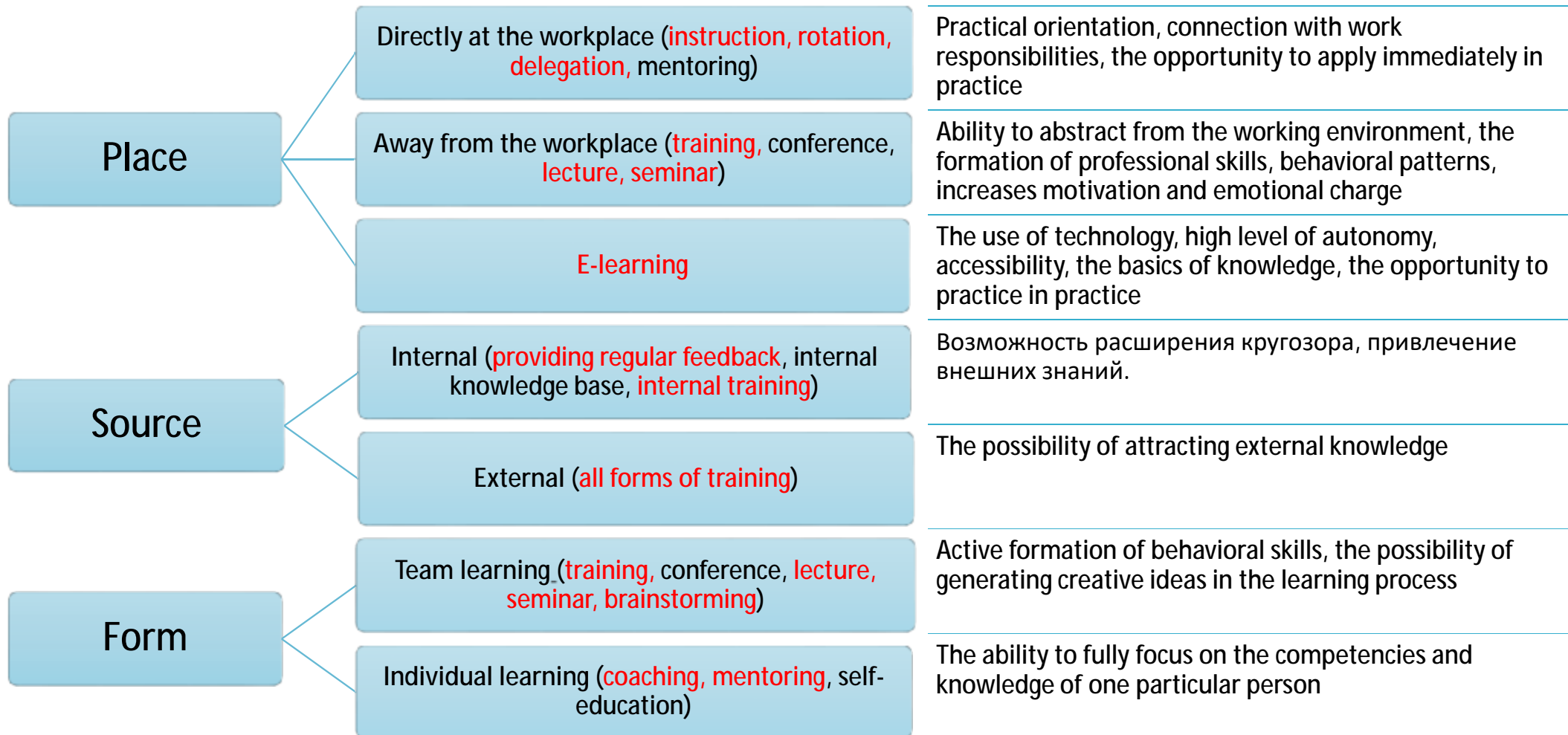
Company's Values as a basis for learning and development strategy

Values	HR strategy focus	L&D strategy focus
<i>Creative and Innovation</i>	Focus on staff who able to create, make creative and non-standard decisions, use an innovative approach to work	<ul style="list-style-type: none"> - Initiative & Proactivity - Creative & Independent thinking - Innovative approach - Flexibility
<i>Customer orientation</i>	Focus on staff with a perfect communication skills, high level of responsibility, ability to meet the needs of the customer	<ul style="list-style-type: none"> - Client orientation - Communicative skills - Ability to build long-term relationships - Understanding of customer need
<i>High expertise of services</i>	Involving of the best specialists, accent on hard skills in recruiting, improvement of key competences	<ul style="list-style-type: none"> - Improving hard skills (professional knowledge) - Obtaining of new knowledge - Responsibility - Deep understanding of company's product
<i>Care of employees</i>	Providing support for development and training, compensating for external learning, encouraging self-development	<ul style="list-style-type: none"> - Willing to learn - Striving for professional growth - Understanding of the learning needs - Integration with company business goals of the

Check-list of the training process

Stage	Description
<i>Need training analysis</i>	Survey, questioning, professional testing, the result of performance reviews, interviews with training participants, interviews with internal customers, results of staff assessment, monitoring of the economic performance of the company
<i>Planning</i>	<ul style="list-style-type: none"> - Definition of goals and objectives of training - Selection of participants - Selection of resources - Selection of form and methods of teaching - Budgeting
<i>Realization</i>	Implementation of training in accordance with previous stages
<i>Training effectiveness evaluation</i> (Kirkpatrick model, 1959 + ROI, 1980)	<ul style="list-style-type: none"> - To assess the reaction of participants after training (survey, questioning) - Measurement of obtained knowledge (professional testing, survey, questioning) - Observation of changes in working behavior - Evaluation of learning outcomes (change of key indicators - profit, costs, staff turnover, level of loyalty, level of involvement, etc) - ROI (return of investments)

Current learning & development



Efficiency of learning & development functions



Providing employees with the knowledge and skills



Support of professional level of staff



Ensuring growth and development



Maintain a positive attitude towards work, high level of loyalty



To promote involvement and higher performance

Recommendations to the situation improving

Lead the mission and the vision to accordance with the values of company

Implement all stages of the learning process, including needs analysis and evaluation of training effectiveness

Use the Assessment Centers as part of the learning system

Use a greater variety of forms and methods of learning and development

Make demands to the trainer's skills

Consider the personal styles of both teaching and learning

Follow the principle 70-20-10 in all types of training

Follow the Kolb's learning Cycle (take into account the diversity of staff capabilities)

Creation of a corporate university (as a base and a center of professional knowledge, the possibility of maintaining expertise in the middle of the company)