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

Foreign company

- European values of corporate culture
- High solvency
- High staff requirements

IFIs financing

- Participation in prospective projects
- Quality control of services
- Involving of foreign experts

Project basis of work

- Universality and mobility of staff
- Projects in Europe and CIS simultaneously
- A large number of roles per position

Tender basis of work

- Accent on high expertise of specialists
- Compliance with the high requirements of the tender application

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

Values	HR strategy focus	L&D strategy focus
Creative and Innovation	Focus on staff who able to create, make creative and non-standard decisions, use an innovative approach to work	 Initiative & Proactivity Creative & Independent thinking Innovative approach Flexibility
Customer orientation	Focus on stuff with a perfect communication skills, high level of responsibility, ability to meet the needs of the customer	 Client orientation Communicative skills Ability to build long-term relationships Understanding of customer need
High expertise of services	Involving of the best specialists, accent on hard skills in recruiting, improvement of key competences	 Improving hard skills (professional knowledge) Obtaining of new knowledge Responsibility Deep understanding of company's product
Care of employees	Providing support for development and training, compensating for external learning, encouraging self-development	

Check-list of the training process

Stage	Description	
Need training analysis	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	
Planning	 Definition of goals and objectives of training Selection of participants Selection of resources Selection of form and methods of teaching Budgeting 	
Realization	Implementation of training in accordance with previous stages	
<i>Training effectiveness evaluation</i> (Kirkpatrick model, 1959 + ROI, 1980)	 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

	Directly at the workplace (instruction, rotation, delegation, mentoring)	Practical orientation, connection with work responsibilities, the opportunity to apply immediately in practice
Place	Away from the workplace (training, conference, lecture, seminar)	Ability to abstract from the working environment, the formation of professional skills, behavioral patterns, increases motivation and emotional charge
	E-learning	The use of technology, high level of autonomy, accessibility, the basics of knowledge, the opportunity to practice in practice
Source	Internal (providing regular feedback, internal knowledge base, internal training)	Возможность расширения кругозора, привлечение внешних знаний.
Source	External (all forms of training)	The possibility of attracting external knowledge
Голго	Team learning_(training, conference, lecture, seminar, brainstorming)	Active formation of behavioral skills, the possibility of generating creative ideas in the learning process
Form	Individual learning (coaching, mentoring, self- education)	The ability to fully focus on the competencies and knowledge of one particular person

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)