

Skills for Success!

Strategy & Implementation Guide

Ensuring each employee is equipped with skills to perform current work is a shared responsibility (between the individual and their supervisor). Strengthening skills that are critical for our future success calls for leadership. This booklet is designed to assist and support your contribution for ensuring we have the skills to perform current work and are strengthening the skills critical for our future success.

Content in **Section One** provides the “context” for employee development activity at CMW.

Section Two content relates to our “09 Employee Skill Development Focus and objectives.

In **Section Three** you will find a list of specific, recommended leadership behaviors that will facilitate the achievement of skill development goals . In other words, how we need to act if we want employees to strengthen skills in support of our Corporate Mission and Strategy.

In **Section Four** you will find: (1) a “Guide for Building a Learning & Development Plan”; (2) a “Skill Menu” which lists many of the more common CMW Job Skills; (3) a list of “Avenues for Skill Development”; (4) “Tips for Writing Measurable Learning & Development Objectives”.

Section Five includes three simple forms you can utilize for tracking and managing skill development results.

Section One

The “context” for employee development.

Section Two

'09 Human Resource Development Focus

Section Three

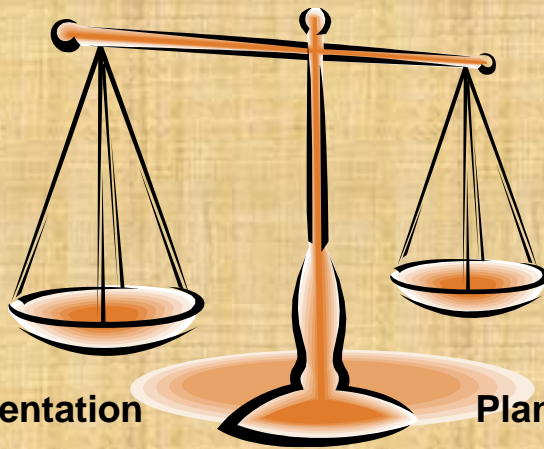
How we need to act if we want employees to grow

Personal HRD Strategy



- **Learn**
- **Positive Influence**
- **Communication**
- **Service to Others**
- **Offer What You Can**
- **Personal Example**

Discipline & Balance



Implementation

Planning

Coaching

Influence

“Required” participation

“Voluntary” participation

Increase Investment

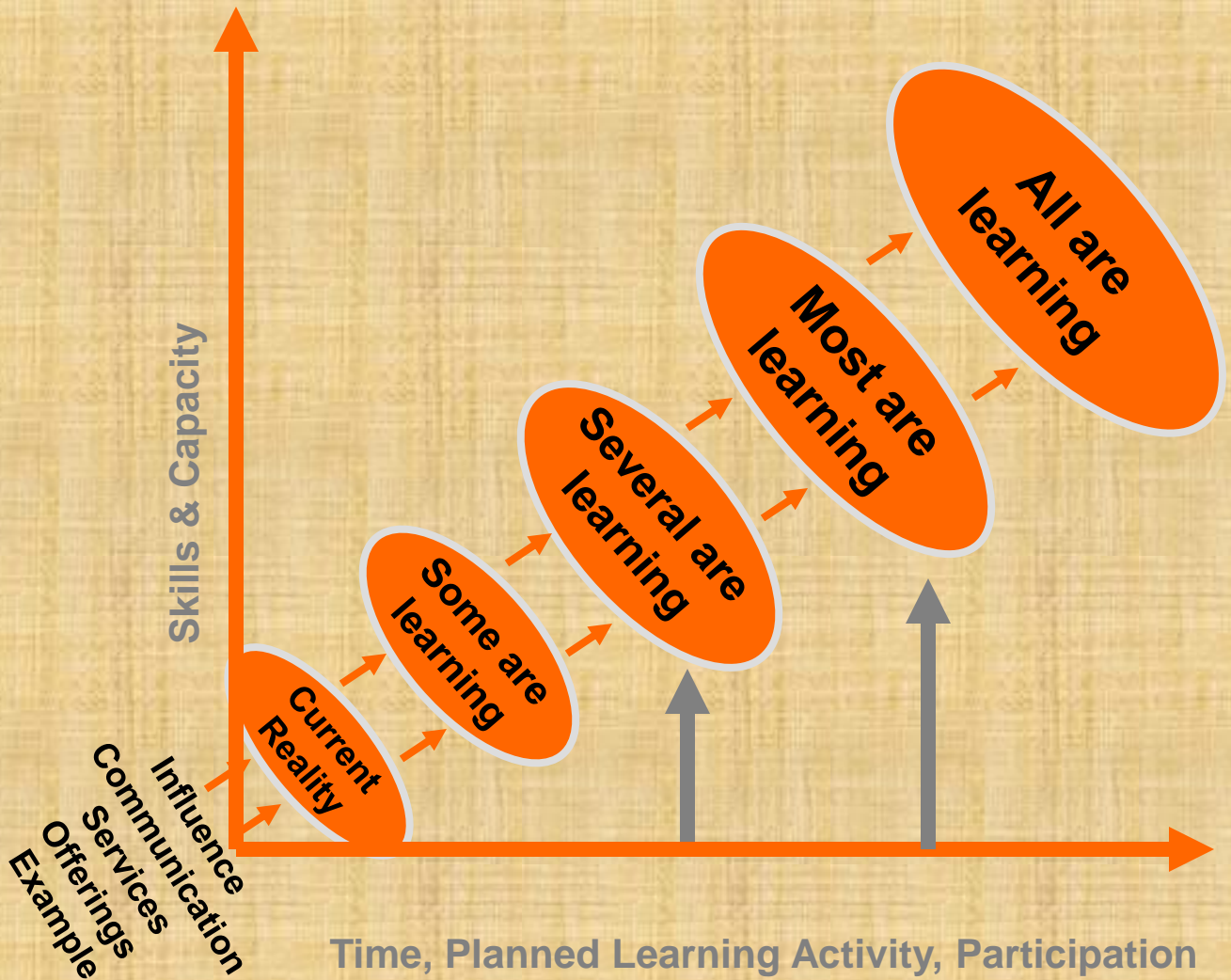
Cost Effectiveness

Creative tension

Reality

Skills for Success!

Measuring “Progress”



Skills for Success!

Leveraging



Our HRD effort and activity will help our company:

- **Attract** the talent we need;
- **Retain** the talent we need;
- **Encourage** employee wellness;
- **Encourage** safe work habits;

Building Development Plans



- **Identify training needs**

- Utilize Training Matrix, Job Profile, and/or Job Description

- **Identify development needs**

- Utilize recent Performance Evaluation
- Utilize Corporate Strategy to identify skills for future success
- Identify development goals of individual

- **Build and Implement a Plan**

- Prioritize training & development needs
- Identify best avenue for the training and development
- Write measurable objectives
- Implement
- Provide coaching & feedback

- **Measure and Improve**

Skill Menu



Business

People

Technology

Company Policy

Leadership

SAP

Company History

Written Communication

Excel

Corporate Objectives

Verbal Communication

Word

Business Process

Listening

CMW Net

Time Management

Teamwork

Power Point

Quality Policy & Procedures

Negotiating

Outlook Calendar

Safety

Conflict Resolution

Learn Center

Financial Management

Telephone Skills

Problem Solving

Customer Service

Goal Setting & Planning

Training & Development

Coaching

Performance Management

Succession Planning

Scheduling/Coordinating

Budgeting

Skill Assessment Methods



- **First-hand Observation**
 - Watch the individual apply the skill/s on the job;
 - Set up an opportunity for the individual to apply the skill/s in a demonstration or role-play;
 - Observe the individual making a presentation;
- **Third-party Observation and Reporting**
- **Written Assignment**
 - Assign the individual to write a report highlighting how the skill/s have been applied to a real-life, work example;
- **“Grandfathering”**
- **Question-Response Assessment**
- **Video Tape and Self-Review**
- **Peer Review**
- **Explanation & Discussion**

Measurable Learning Objectives



The use of measurable objectives will help ensure the skill development is efficient and effective for the student and the instructor.

First, identify the level or degree the skill needs to be developed. If the individual only needs an “awareness” the objective/s statement would need to include one or more of the action verbs listed under the **Awareness** area below. If the individual needs to be able to occasionally apply the skill you would select one or more of the action verbs under the **General Understanding** area. If the individual is expected to regularly apply the skill and/or problem-solve you would select one or more of the action verbs listed under the **Regular Application – Problem Solving** area.

The measurable learning objective is a statement that includes an action verb/s, time criteria, and “standards” expected of the individual.

Awareness

Action Verbs

- Define
- List
- Record
- Identify
- Describe
- Discuss
- Explain

General Understanding

Action Verbs

- Interpret
- Apply
- Demonstrate
- Illustrate
- Operate
- Compare
- Relate

Regular Application Problem Solving

Action Verbs

- Design
- Compose
- Create
- Revise
- Evaluate
- Measure

Avenues for Skill Development



Historically, we have primarily relied upon Courses and Seminars to develop skills. While these are appropriate and can be effective, they can be inconvenient and costly. Depending on the objective you are trying to achieve, there are many development avenues to choose from. As you begin to identify the steps to take in developing skills it can be helpful to refer to the menu below. Each of these have “costs” and “benefits” to consider.

- **Assignments** (Projects, etc.);
- **Classes**, Seminars, & workshops;
- **Readings**;
- **Discussion** & Dialogue;
- **Writings**, Reporting
- **Observation** of outstanding performance;
- **Interviews** with outstanding performers;
- **Self-Study**, On-line material;
- **Practice**;
- **Feedback**;
- **Delegation**;

Learning Style Preferences

Individuals have certain “preferences” for approaching skill development. Below are descriptions for the 3 most common Learning Style Preferences. This information can be useful in planning and delivery of skill development.

KINESTHETIC PEOPLE LIKE:

Hands-on activities

Question & objection time

To be busy

To feel your enthusiasm

To touch things

AUDITORY PEOPLE LIKE:

Statistics and facts

Detailed descriptions

Clear, loud voice

Calm and organized talk

To hear your enthusiasm

VISUAL PEOPLE LIKE:

Overheads, slides, pictures, graphs

Demonstrations

Broad overviews stated

To see your enthusiasm

Stories and examples that create a picture

Department Development Plan (Draft)

This tool can help you plan, track, and manage the development progress of employees you supervise.

Department: _____

Supervisor: _____

Date: _____

Employee	Skill	Development Activity	Status

Individual Development Plan (Draft)

Name: _____

Date: _____

This tool can help the individual plan, track, and manage his/her own development progress.

Skill	Development Activity	Required Resource	Status