

# HR-040 Manage Learning and Development

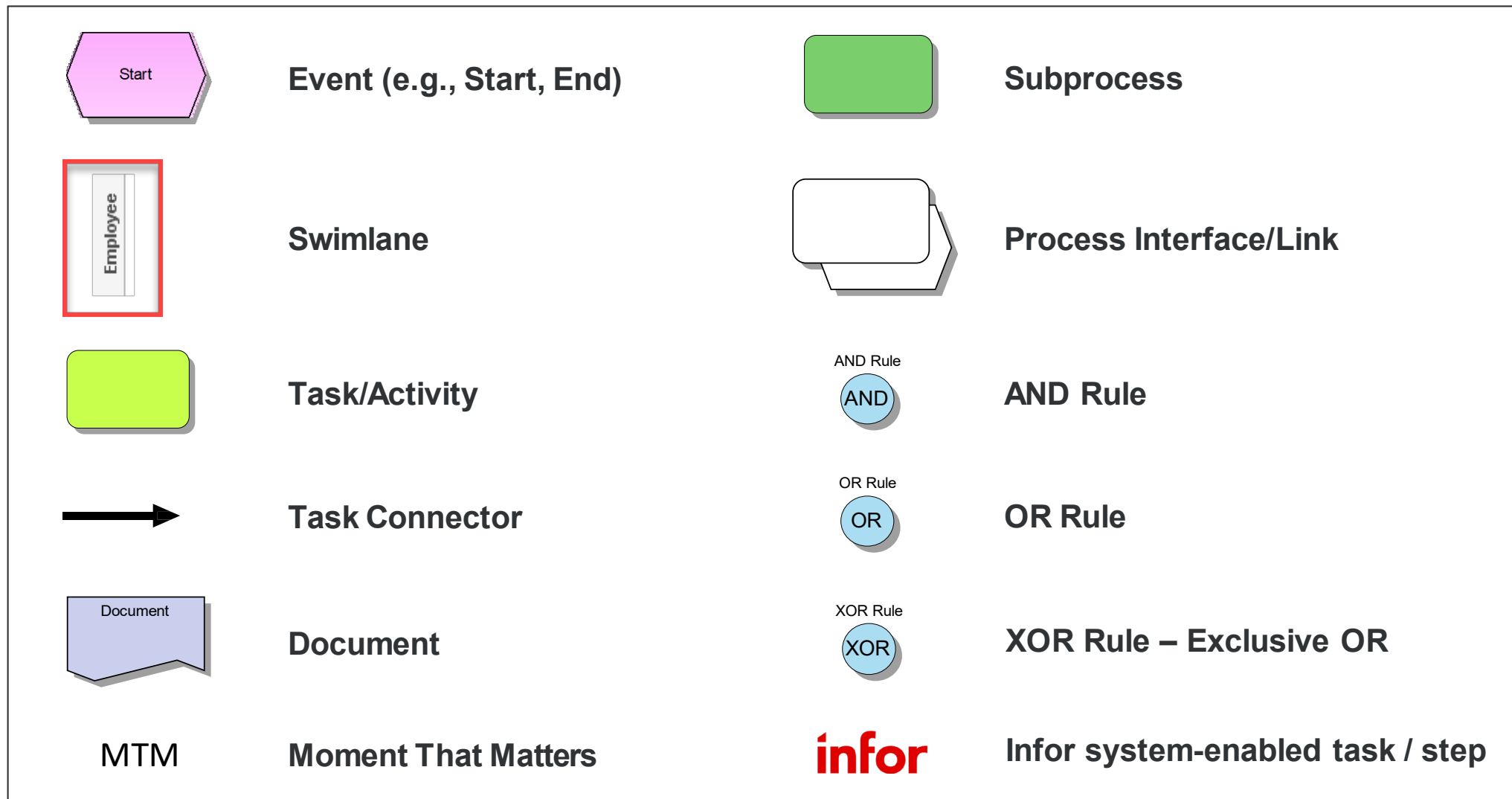
HR-040	<u>Manage Learning and Development</u>	<p>Approach to plan, assess, develop, deploy, finance, and track learning programs.</p> <ul style="list-style-type: none"><li>• Employ activities that assess employees' current skills and competencies in the organization, which determine the gaps between current levels and those associated to successfully perform job responsibilities.</li><li>• Evaluate the effectiveness and identify competencies of the organization's critical positions to determine training and development requirements.</li><li>• Consult with managers to create development plans to achieve or maintain desired skills and corresponding competency levels.</li><li>• Design and deliver training, education and/or development programs to improve skill levels that meet current or future business plans (identified training can be implemented by an external training vendor or internally).</li></ul>
HR-040-010	<u>Conduct Assessment of Learning Needs</u>	<p>Review and assess the training needs of the organization; work with functions across the organization to define training and development needs; define what programs, certifications, courses, curricula, etc. are needed.</p>
HR-040-020	<u>Assess Existing Learning Programs / Courses</u>	<p>Development of a learning curriculum aligned to business strategy and objectives. The key output of this process is the learning curriculum that aligns with the needs of business stakeholders.</p>
HR-040-030	<u>Design / Develop / Update L&amp;D Activities</u>	<p>Design of new learning content or re-design of existing content based on identified learning needs of the organization. The scope of content development would cover all types of training (micro/nano and macro learning modalities such as e-learning, instructor led, Virtual ILT, etc.).</p>
HR-040-040	<u>Buy Course</u>	<p>Based on learning needs (planned vs. ad-hoc), determine if the content should be purchased, new content built or modified internally or by an external vendor or integrate to an open content catalog. This is for purchases not requiring DOP.</p>

# HR-040 Learning and Development

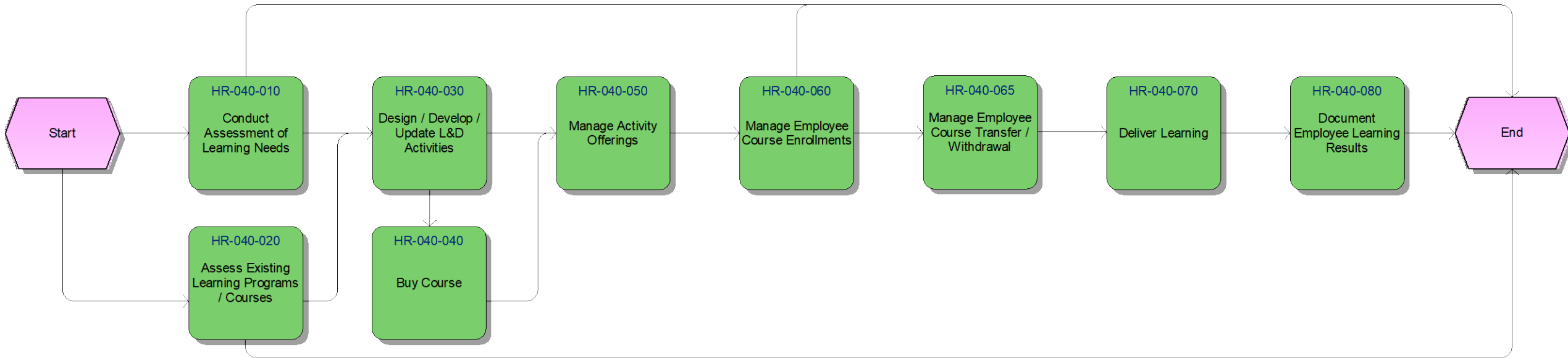
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HR-040-050	<u>Manage Activity Offerings</u>	Manage the catalog in the Learning Management System to include all types of learning content (internally developed & externally sourced) across all delivery modalities. Process to also include how you market new program and communicate around existing programs.
HR-040-060	<u>Manage Employee Course Enrollments</u>	Process to manage the overall enrollment process to include user self-enrollment, enrollment by manager to support specific learning needs or interventions, admin enrollment or nomination-based enrollment for invitation only courses (for example; leadership development).
HR-040-065	<u>Manage Employee Course Transfer / Withdrawal</u>	
HR-040-070	<u>Deliver Learning</u>	Process to deliver a given instructor led/classroom training and activities to close out a course by the assigned instructor(s).
HR-040-080	<u>Document Employee Learning Results</u>	For instructor-led delivery, process to ensure that the learners are given completion credit and relevant grades and any follow-up activity to close out the course and send for billing/chargebacks.

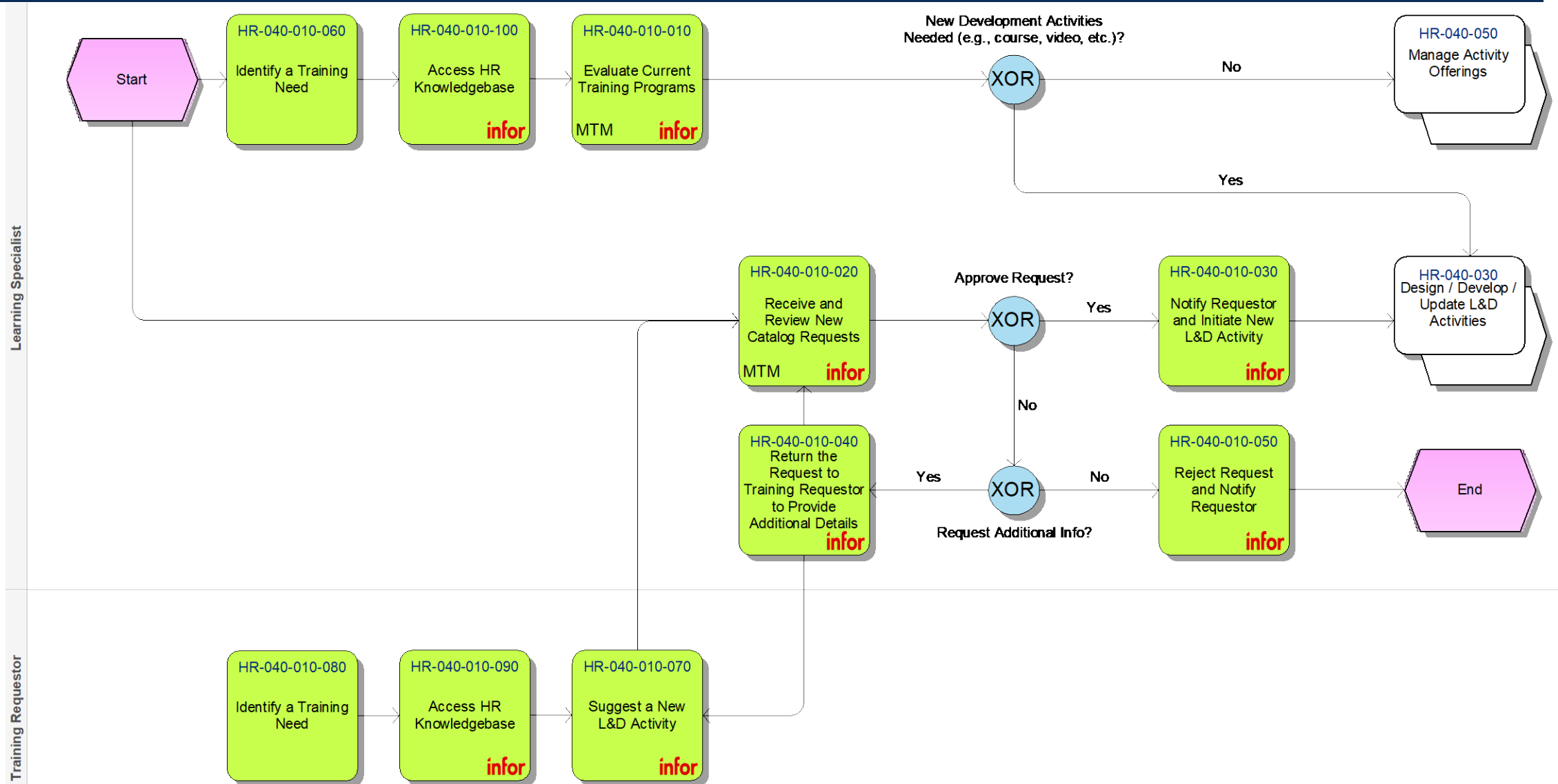
# Business Process Map Legend



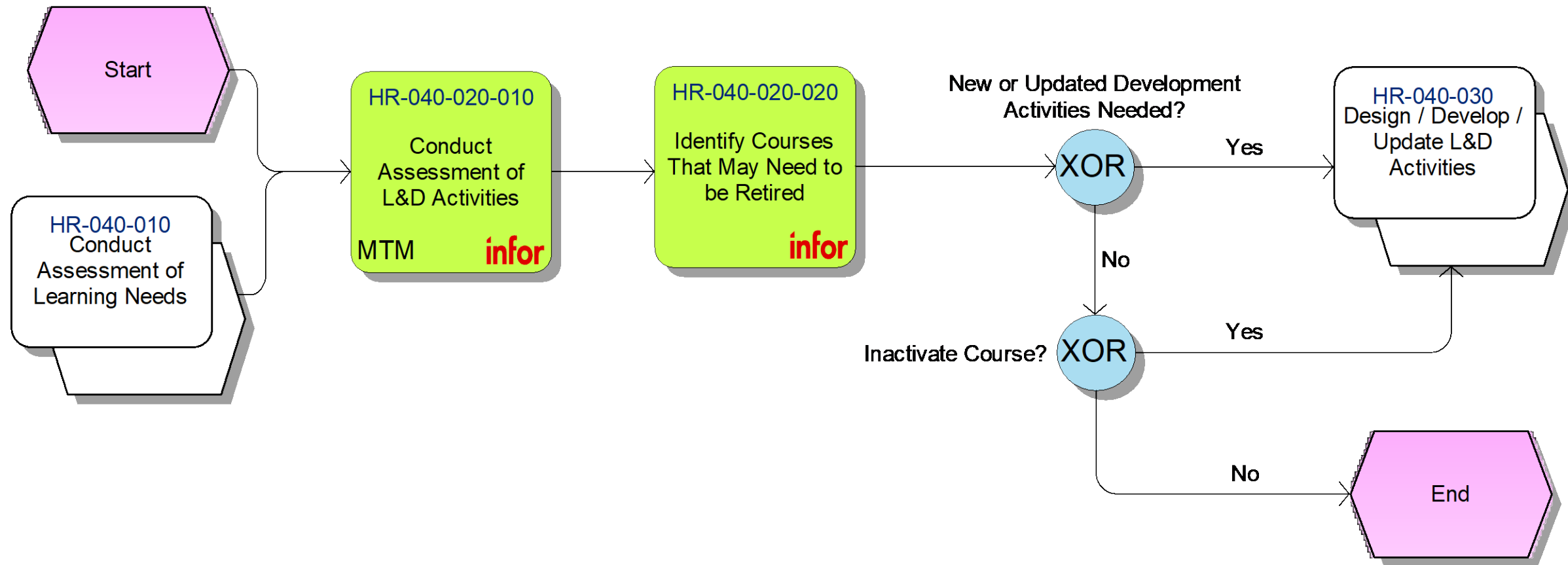
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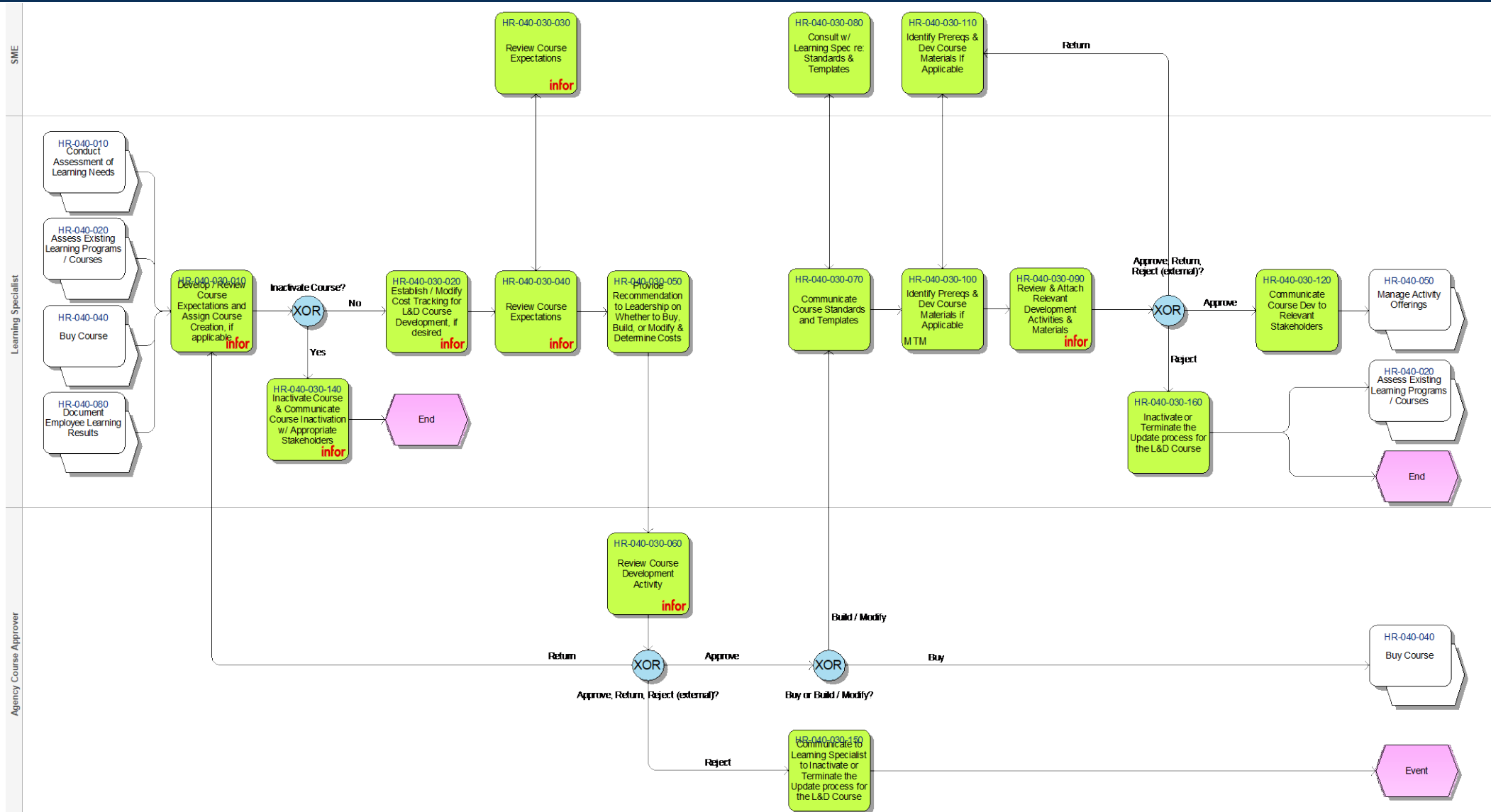
# HR-040-010 Conduct Assessment of Learning Needs



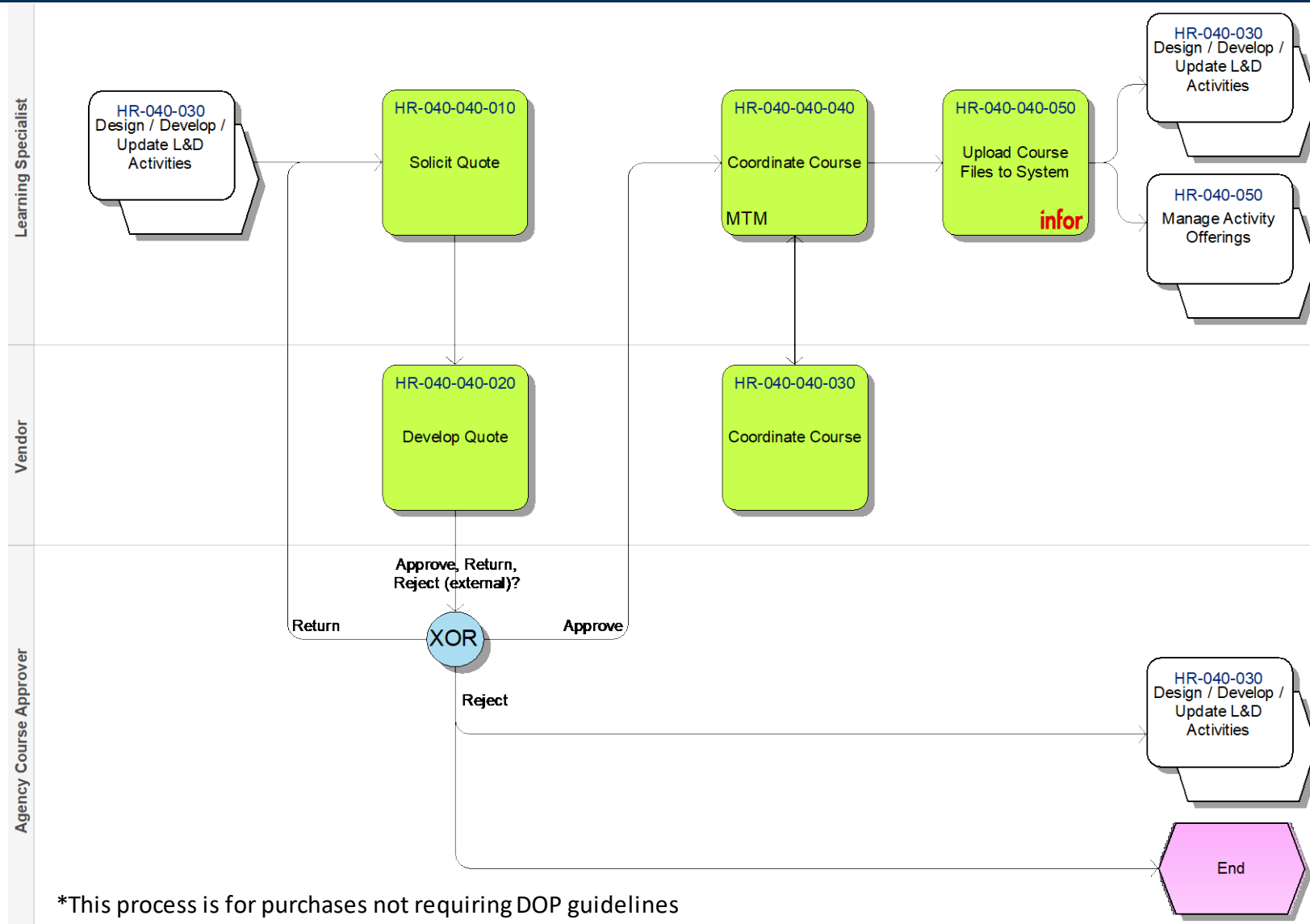
# HR-040-020 Assess Existing Learning Programs / Courses



# HR-040-030 Design / Develop / Update L&D Activities

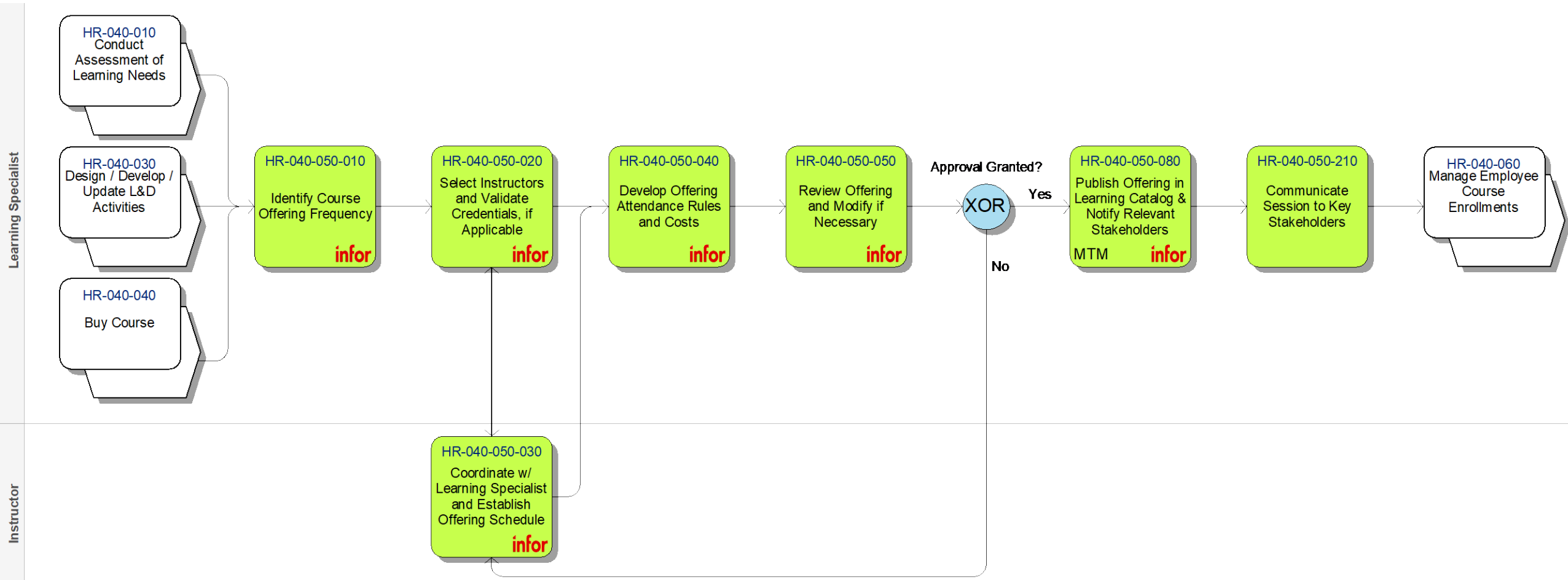


# HR-040-040 Buy Course

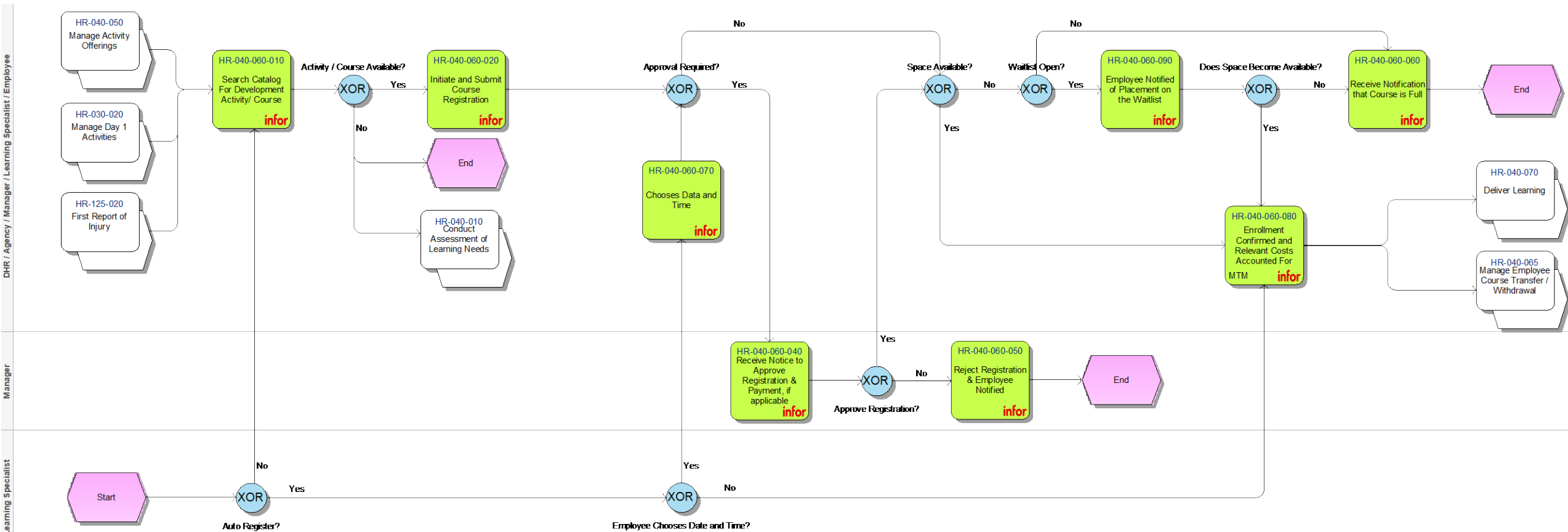




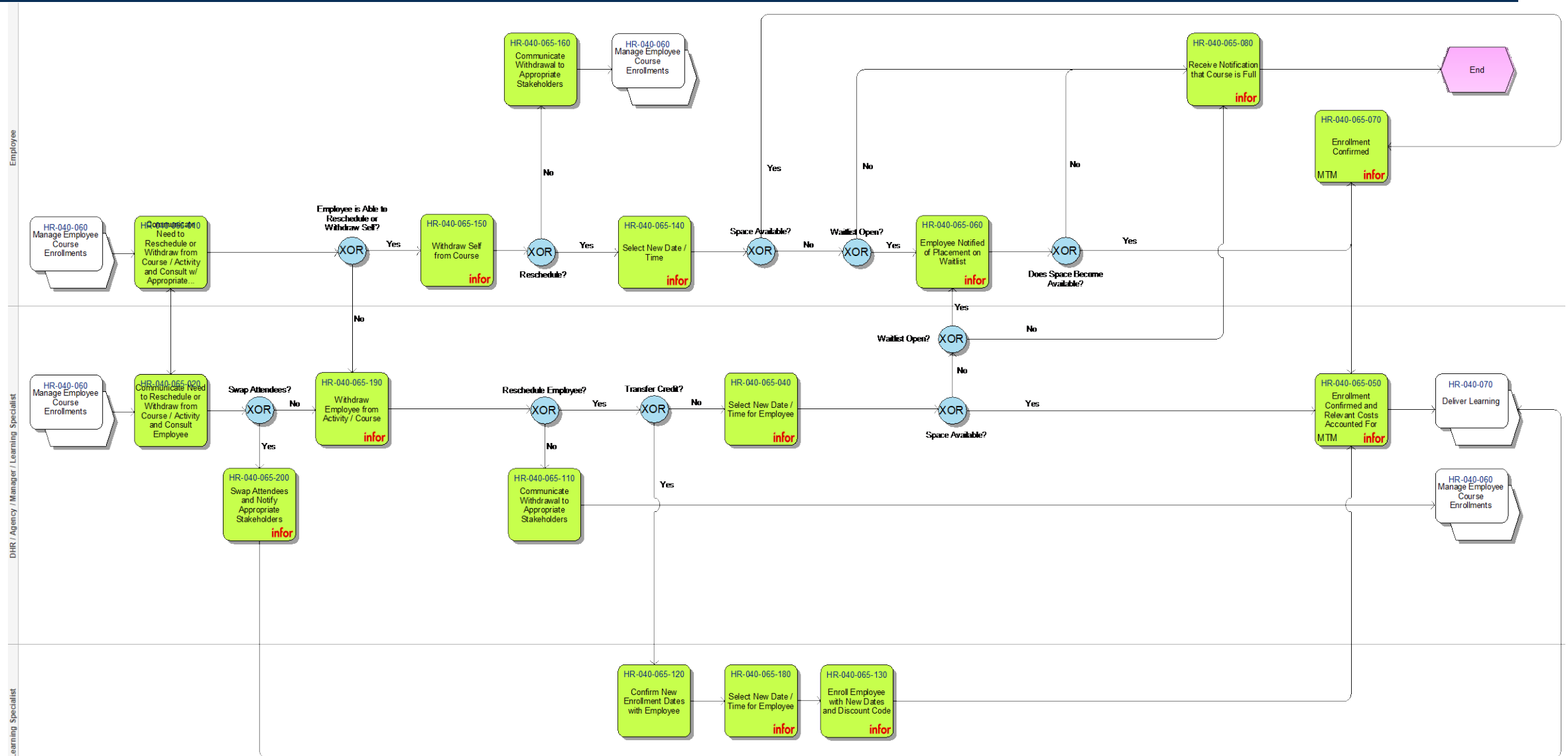
# HR-040-050 Manage Activity Offerings



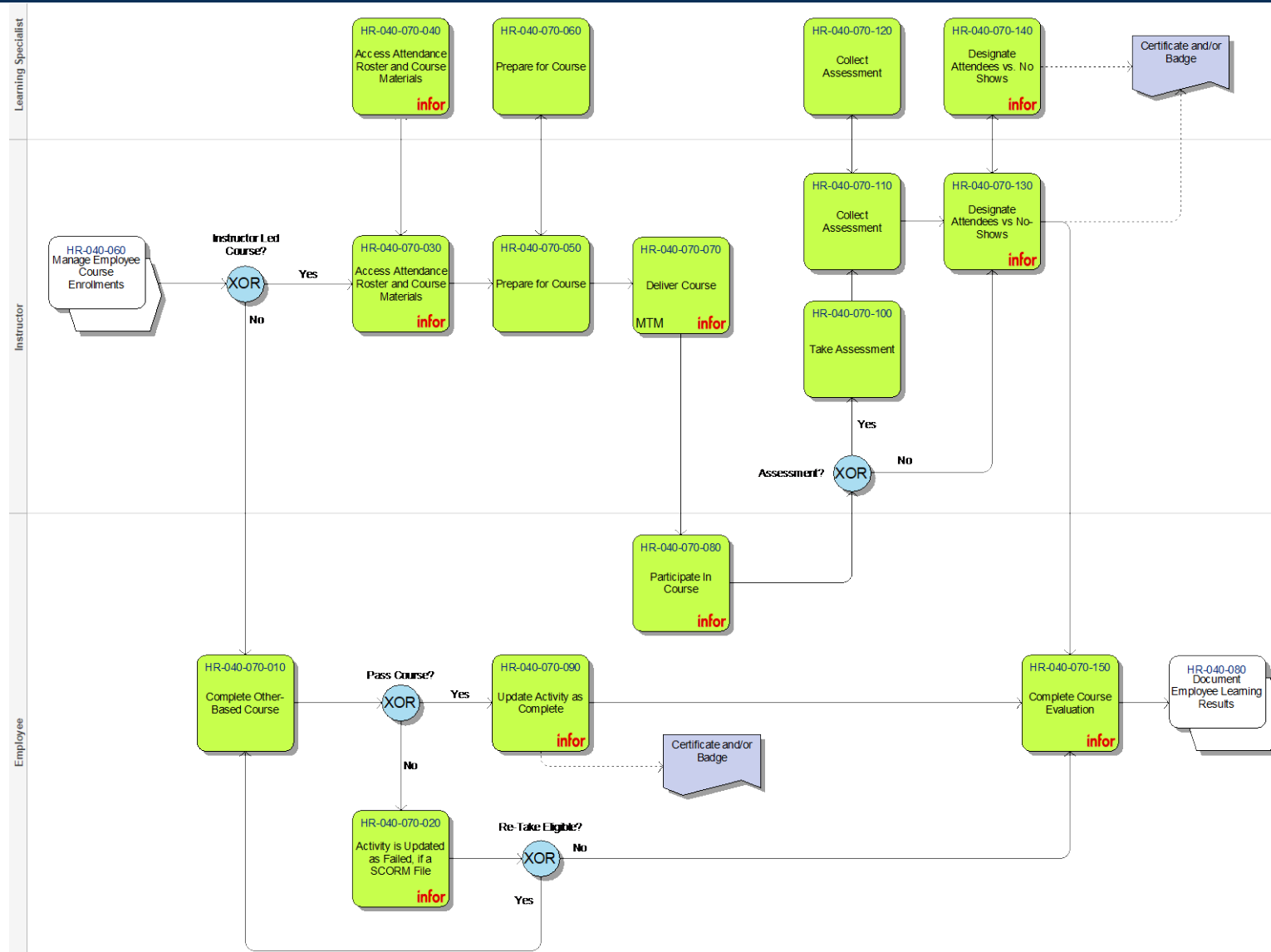
# HR-040-060 Manage Employee Course Enrollments



# HR-040-065 Manage Employee Course Transfer / Withdrawal



# HR-040-070 Deliver Learning



# HR-040-080 Document Employee Learning Results

SME / Instructor / Learning Specialist

