

---

## **Determination of further training needs**

---

A systematic analysis of needs which reveals the actual potential of the employees and reflects the current and future requirements of the enterprise is a most effective instrument.

### **Employee-oriented competence development**

This approach calls for joint planning by employees and management of competence development measures.

The procedure consists of six project phases:

#### **1. Information phase**

To establish the requisite basis of trust in the enterprise, employees and management are first fully informed about the aims and procedures within the project. Information on current activities and interim results should be regularly provided e.g. publications, posters in the company, project internet pages, company-intranet and flyers.

#### **2. Analysis of current targets**

To assess the need for development the employees are first asked about their competences (analysis of current targets). Apart from academic and vocational qualifications they can also list their general strengths and abilities, any private studies they have completed and honorary involvement. In addition, they can be asked to define their personal development needs and offer suggestions on how the daily work can be improved. The data from this voluntary interview will be made anonymous for the rest of the procedure. Data of individuals will not be displayed any more.

Also included in the analysis of current targets are instruments like interviews with employees and self-completion of questionnaires.

#### **3. Analysis of future targets**

In this phase of the analysis of needs, interviews will be conducted with the management from all levels from coaches to directors on future aims in their areas of responsibility, pending changes and the requirements for employees. These interviews should last about one hour.

#### **4. Development phase**

Based on the findings of current and future target analyses in an operational area, a comparison will be drawn which reflects the abilities required by the management as well as the existing qualifications, abilities and competences of the employees. This will be supplemented by suggestions for changes from the employees. This comparison serves as basis for targeted qualification planning. Here, in joint workshops with the management, personnel development managers and employees further training measures to address development needs will be discussed and determined.

#### **5. Implementation phase**

The measures laid down in the development phase are as a rule implemented in the enterprise itself. Internal/external personnel managers lend support.

#### **6. Evaluation phase**

Following the implementation, the success of the implemented measures will be evaluated. There the acquired experiences and their use at the workplace / in the enterprise are examined.