
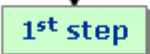
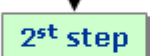
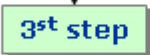
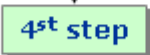
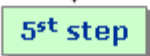


Flowchart for the development and implementation of a personnel development strategy

Phase	Workflow	Activity	Participants	Documents
1.		Questions on corporate strategy	Management, directors of respective work areas	
2.		Workshop "Corporate and personnel development strategy"	Management, directors of respective work areas	Guidelines for corporate strategy
3.		Implementation of the analysis of training needs	Directors of respective work areas, employees	Job specifications, questionnaires
4.		Planning of personnel development measures	Management (personnel development), directors of respective work areas	Results of the analysis of training needs
5.		Agreement on advanced training measures with the employees	Management (personnel development), directors of respective work areas, employees	Appraisal interview form
6.		Formulation and release of the plan for advanced training	Management (personnel development), directors of respective work areas	Plan for advanced training