Offers Necessary Training to Do My Job Well

Understanding the Issue

This theme measures the level of satisfaction employees have with the training available to them.

Though the wording is specific to their current job, the results can also reflect the general level of satisfaction with the training and development programs at an organization.

Results can be compared with Over the past year, I've had the opportunity to learn and grow to gain insight into the perceived quality and effectiveness of staff development programs.

Factors that Influence

+ Tenure and experience levels
+ Type of Job or Role
+ Availability of career development opportunities

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Focus on Onboarding

For many employees, their most direct and impactful experience with employee training will be during their onboarding. Invest in an organized process with well-defined takeaways to make a positive impression on employees from day one.

2 Make it Small & Make Time for it

Staff often feel pressed for time and do not prioritize training. Requisite skills can quickly change in today's marketplace, diminishing the return of large training initiatives. Initiate a routine that dedicates small blocks of time to deliver specific skills training to create a culture of continuous learning.

3 Formulate a Strategic Development Plan

Develop training programs that can optimally increase the organization's capacities as well as for areas needed for growth and efficiency. Employees often have a good idea of what their skill deficits are. Encouraging their input in a development plan will help align employee goals with the organization's and lead to enhanced participation.

4 Get Managers Involved

Managers have a good understanding of what skills their teams need to develop and may even be best positioned to provide that training. It is important to monitor employee performance and provide feedback on a routine basis. Linking part of a manager's evaluation to team training and development encourages active involvement in these practices.

Why is this Important?

Employees are more likely to feel valued when they are provided with training and career development opportunities. This results in increased staff commitment and reduction in employee turnover.

Strong results in this area mean that investments in training and development are being recognized by staff and are having a positive impact on their performance.

Meanwhile, poor results suggest that more investment is needed or that staff believe current training and development programs are not having an adequate impact.

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Opportunity to Learn and Grow

Understanding the Issue

This area examines how employees feel about their growth and development over the previous year. The wording is intentionally broad to encompass both formal training and development as well as 'on the job' growth.

Results can be viewed and compared alongside Company offers me the necessary training to do my job well to compare perceptions of formal vs informal development opportunities in a team or organization.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Ensure Access to Appropriate Resources

With access to the appropriate resources, proactive employees can work out countless issues and generate ideas on their own. In addition, they can provide training and mentoring to co-workers. Be sure that employees have access to information, tools and other resources that can be used for learning and skills development.

2 Conduct Self-assessments & Apply What's Learned

Self-assessments help employees recognize where they should focus their learning. In addition, they can identify employee strengths and help create a match of skills to roles in the organization. Employees can be matched to organizational needs to teach and develop in-demand skills.

3 Promote More Employee Interactions

Develop training programs that can optimally increase the organization's capacities as well as for areas needed for growth and efficiency. Employees often have a good idea of what their skill deficits are. Encouraging their input in a development plan will help align employee goals with the organization's and lead to enhanced participation.

4 Encourage Mentorship

Quality mentoring greatly enhances employees' chances for success. It is important not only because of the knowledge and skills employees can learn from mentors but also because mentoring provides professional and personal support. Mentoring can be formalized relationships or as simple as experienced employees fostering the development of new hires.

Why is this Important?

Employees who feel they have grown and learned new skills in their current position are much more likely to be motivated and engaged. It is also linked to lower employee turnover.

Widespread employee growth and learning result in a more capable workforce for organizations. This also helps create new efficiencies, innovations and strategies.

Factors that Influence

+ Nature of job or role
+ Career stage of employee

Someone Encourages My Personal Development

Understanding the Issue

This theme focuses on employees' perceptions on how much workplace encouragement they get related to personal development.

Personal development in the workplace is about investing in employees to help them strive to new heights. Employers who support personalized growth plans demonstrate that they care about their employees' potential. Creating a culture of continuous learning helps build a resilient workforce that can adapt to changing business models.

Personal growth involves upskilling individuals for future needs and includes opportunities for leadership development, job coaching, learning technical skills, soft skills and topics that align with individual goals.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Foster Employee Confidence

An important part of a leader's role is to help build employees' confidence in themselves and to support their development endeavors. Quality coaching helps speed up the personal development process. When employees feel prepared and confident, they tend to be more effective and efficient.

2 Nurture a Culture of Growth

Leaders must focus on creating personal development opportunities for all employees. This can include any type of training or skill that inspires an employee. Companies that foster an atmosphere where employees aim higher are rewarded for doing so with improved staff performance and greater loyalty.

3 Employee Involvement

Involve employees in the creation of their development plans. Empowering individuals to follow their interests will help ensure both fit and commitment. Defining a clear plan to hone skills can significantly fuel employees' long-term careers. These individual development goals help them learn new skills that strengthen their abilities to be more effective in their endeavors.

4 SMART Personal Development

Personal development plans need to have well-defined goals. Encourage employees to utilize the SMART technique – Specific, Measurable, Attainable, Realistic and Timely, to set goals that are valuable to both them and the organization.

Why is this Important?

Supporting employee development is an important factor in maintaining employee satisfaction. When a company works with employees to determine their current vs desired skill sets, their strengths and weaknesses, and what fuels their passions, employees feel empowered to bring their best to work each day.

Moreover, when employees feel valued, they are more likely to stay in their jobs. This reduces employee turnover and the costs associated with recruiting and hiring replacements.

Factors that Influence

+ Nature of role e.g., solitary
+ Employee seniority level
+ Available time for training

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Opportunity for Career Advancement

Understanding the Issue

Employee engagement increases when companies provide their employees with clear career paths along with opportunities to learn and grow within the organization.

This theme correlates with the equality of job opportunities within the workplace.

See Job opportunities are open and fair to all qualified internal applicants.

The major difference between these two themes is whether staff believe there are opportunities within the organization versus whether job opportunities are conducted fairly.

Factors that Influence

+ Job Industry
+ Financial Health of Org.
+ Size of Org.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Mentorship & Job Shadowing

A mentorship program that can provide staff with the prospect of learning about other areas of the organization providing them a sense of assignments and responsibilities which fall outside of their typical roles. New hires will benefit from a mentor program which has job shadowing components.

2 Give Recognition

Distribute praise in a timely manner and recognize accomplishments as they occur to foster a culture that retains top talent. Reward employees fairly and consistently and refrain from showing favoritism.

3 Identify & Develop Soft Skills

It is important to prepare employees for the next stage in their careers by developing soft skills such as communication, critical thinking, organizational and teambuilding skills. This can sometimes be an uncomfortable process for employees as they must first engage in a self-reflection before they know which soft skills training is required.

4 Cross Department Training

Implement cross department training to give employees the opportunity to learn different responsibilities that span across multiple layers of the organization. This will enable them to expand and develop skillsets that will prepare them for the next stages of their careers.

Why is this Important?

Career development is an important factor that affects the personal growth and development of skills.

Providing job opportunities to internal applicants can enhance employees' potential by encouraging them to advance their careers to the next level.

Making job opportunities available for internal staff generates numerous benefits such as a positive impact on both employee motivation and retention.

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Opportunities Are Fair to Internal Applicants

Understanding the Issue

The key to any company's success is having a workforce with the requisite skills that add value and ensure successful operations.

Internal recruitment is a process where employers look to fill job openings from within. Internal mobility involves the movement of employees to opportunities within the same company which include new positions, supplementary projects, mentorships, job swaps and job shadowing.

Hiring internally demonstrates to employees that their company values them and that opportunities are available for them to develop. When organizations consistently hire externally, employees tend to believe that they are stuck, have no growth opportunities and eventually become disengaged, disgruntled or leave to further their career.

This question measures employees' perceptions on their career prospects and whether they can build a future at the company.

Correlates with:

– My company is committed to equity, diversity & inclusion

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Galvanize Internal Recruitment

Give hard-working employees the chance to grow. Recognize employees for their commitment, skills, and their potential. Foster a workplace environment where employees can openly share their career aspirations and growth opportunities. This improves morale because it is evident that hard work will pay off. It is also essential to provide feedback to internal candidates on their declined applications.

2 Build Trust

Build trust by helping employees feel in control of their future. When employees believe there are growth opportunities, they would work harder to stay and grow with the company. Building this solid foundation creates an environment that supports individuals and teams to reach their full potential. This, in turn, dramatically enhances employee engagement, work ethic and productivity levels.

3 Invest in Internal Talent Pool

Organizations that invest in their employees benefit from increased engagement and productivity. Seeing peers promoted from within the organization can motivate an entire workforce. Provide employees with the opportunity to take training to enhance their current effectiveness as well as future growth by promoting internal career options.

4 Create Pathways for Growth

Create a culture that supports employee pathway development. Once the foundation for the pathways is established, ensure pathways are personalized based on the skill-sets individual employees possess. Challenge employees to grow with personal goals, developing skills, and leveraging their talents. Monitor their progress by evaluating and providing feedback.

Why is this Important?

Internal candidates bring workplace knowledge they have already acquired into the new role. While they may need to be brought up to speed on specific skills and expectations of the new positions, there is no need to be oriented to company processes and procedures as external candidate would.

Advertising, interviewing, and pre-screening all require significant resources. With internal hires, these steps can be circumvented, especially important for companies with a high turnover rate.

Internal candidates also carry a lower risk than an outside hire as they do not need to go through a background or reference screening process that can take weeks.

Factors that Influence

+ diverse pool of employees
+ upper management
+ office vs remote workers
+ size of organization