**SWOT Analysis on Learning & Training Department**

**Document Purpose:** During SWOT analysis on Dec 11, 2015 all managers felt that there is a need for effective learning and training department. This document highlights the discussion that happened between managers on current learning and training department and set clear KPI’s that will help current learning and training department in creating a future road map.

**Managers who attended meeting** - Ajaz , Ravi , Suresh K , Kashyap , Anil S , Poorna

**General opinion about current Learning & Training department**

All managers shared their views about present learning & training departments. Highlights of that discussion are -

* Learning department is currently playing the role of **event management** activity where training topics and trainers have to be provided by managers. Even after more than 3 years of its existence they **failed to connect to employees, sell their ideas and attract trainers / participants**.
* Even in the **event management** activity that is going on there are lot of gaps which needs to be addressed immediately (These are discussed below)
* Managers suspect whether learning department has any long term objectives. They never partnered / discussed with managers to understand their needs and long term objectives

**Expectations / KPIs for learning department as discussed by managers**

**Improvements for event management activity that is going on -**

* Information about trainings is not reaching every one. It has to reach everyone. Preferably a wiki page combined with calendar booking will help.
* Quality of the trainings has to be improved before employees lose interest in learning department
* All completed trainings need to be visible to all employees so that they can download presentations from that place.
* Trainings requests that are not fulfilled need to tracked and made visible to all employees so that employees can understand pending needs which are not addressed and help you in fulfilling them
* Training feedback has to be analysed and shared
* Come out with a clear strategy to attract trainers and build effective training groups.
* Clear and transparent reports on quality of trainings , trainings conducted , tracking participants , feedback received need to be maintained and shared with relevant parties on demand

**Other expectations**

* Learning department must be in a position to **fulfil project training needs** as requested by managers. For Example , Managers will have adhoc training needs like training on Node.Js , training on Adobe CQ5 ... so on
* Strategy to **utilize resources in pool** and empower them. This is the right way to invest in ourselves when they are on pool. When a resource in pool is mapped to learning team they must have complete way to track and evaluate his learning progress.
* Fulfil **technology change needs** for an employee like converting Java developer to Web 3.0 or cold fusion developer to web 3.0 or manual tester to automation tester . This is common activity that we do without clear steps
* As part of **on boarding process there are some trainings** that need to be fulfilled. These trainings can change from project to project which need to be tracked and fulfilled.
* **Clear strategy to train fresher's** and get them prepared for project demands and needs
* Focus on mandatory trainings that add value to teams and organization
* Focus on **role change trainings**. For Example if a person becomes manager he needs to get trained on how to do appraisals, PHS reports .. so on.
* Certification is one the common KPI set for all employees. Setting goal is not enough. Coming out with a strategy and inspiring employees to fulfil that goal is very important. Establish a clear **learning strategy for employees who are interested in certification**.