# L&D Detective Measurement Mysteries: Email between Dexter and Naomi

**From**: Naomi Lee

**To**: Dexter Robinson

**Subject**: Re: Training Proposal for Career Discussions

Thanks for sending this over. I’ll take a look and follow up with you.

Naomi Lee

Global Lead, Product Development

PharmaPhantastic

**From**: Dexter Robinson

**To**: Naomi Lee

**Subject**: Training Proposal for Career Discussions

Hello Naomi. We have reviewed your training request and have recommendations based on researching the needs you identified. Our proposal in response to your request is below.

**Business Goal**

Achieve **85% Strongly Agree/Agree** for employee engagement survey categories for career planning and growth: **frequency**, **planning**, **comfort**.

**Manager Performance Expectations**

* **Empathy** – Demonstrates care and concern for employee’s certainty or uncertainty about the direction in which they want their career to go.
* **Resourceful** – Directs employees to tools and resources for career growth and professional development.
* **Consistent** – Establishes regular, ongoing cadence of discussion and planning for employee’s career goals.
* **Actionable** – Creates a plan with employees that is documented with clear, achievable steps for career growth.
* **Balance** – Takes an appropriate level of ownership in supporting employee’s career goals while creating employee accountability for follow-through with career plans.

**Impact Measures**

| **Measure** | **Source** | **Owner** |
| --- | --- | --- |
| Frequency | Employee engagement survey; career planning and growth | Carlos Prosper |
| Planning |
| Comfort |
| Attrition\* | Employee exit data | LaDonna Mills |

*\*Indirect impact*

**Solutions**

| **Solution** | **Description** | **Owner** |
| --- | --- | --- |
| Videos | Illustrates career discussion best-practices | Employee Engagement |
| Career portal | Platform for career planning resources | HR |
| Discussion guides | Templates for career discussions | L&D |
| Simulation | eLearning for career discussions | L&D |
| Manager cohorts | Manager support groups for career planning | HR & L&D |

**Pilot Testing**

* We recommend pilot testing solutions in two offices before launching widely.
* We will compare and contrast impact measure results for pilot offices and non-pilot offices to get a signal for solution effectiveness.

**Timeline**

| **Timing** | **Milestone** |
| --- | --- |
| Month 1 | Complete career discussion videos |
| Month 2 | Complete career portal and discussion guides |
| Month 3 | Complete eLearning simulation |
| Month 4 | Launch solutions and manager cohorts |
| Month 5 | Measure and report results |

Please confirm your approval and let me know if you have any questions.

Dexter Robinson

L&D Consultant

PharmaPhantastic