

# Strategically Planning Training and Measuring Results

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## INTRODUCTION

Section 201 of the Federal Workforce Flexibility Act of 2004 amends 5 U.S.C. 4103 and adds a new section 4121. These changes require Federal agencies to regularly evaluate and modify training programs and plans in order to promote a more strategic approach to the integration of training programs into overall mission accomplishment. The act adds the requirement that each agency, on a regular basis, evaluate each of its training plans or programs on how that plan or program accomplishes or effectively promotes the agency's specific performance plans and strategic goals. Agencies are required to modify those training plans or programs, as needed, to ensure they continually meet and support specific agency-established performance plans and strategic goals.





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## THE APPROACH

In most cases, training can play a pivotal role in ensuring the agency's strategic and performance goals are met. The following process can be used to plan training strategically. Listed in the table on the following page are the questions to ask when completing each step in this process.



## Strategically Planning Training and Measuring Results (continued)

Step	Questions
 <p>1 Analyze Established Goals</p>	<ul style="list-style-type: none"> <li>• To reach each goal, what competencies must the current and/or future workforce members possess?</li> <li>• What benchmarks can be used to create innovative approaches to reaching this goal?</li> <li>• Are there competency gaps that must be addressed to meet this goal?</li> <li>• Could training help reduce other human resource problems such as high staff turnover?</li> </ul>
 <p>2 Develop Training Strategies</p>	<ul style="list-style-type: none"> <li>• Could training address the competency gaps?</li> <li>• Are there non-training strategies needed to support the training intervention?</li> <li>• What types of training should be provided (e.g., classroom, distance learning, electronic performance support, on-the-job training)?</li> <li>• Do the anticipated benefits from training outweigh the projected costs?</li> </ul>
 <p>3 Integrate Training Into Strategic Plans</p>	<ul style="list-style-type: none"> <li>• What is the goal of the proposed training?</li> <li>• Can you relate this training goal to an existing goal in your agency's strategic plan?</li> <li>• How will you measure training goal accomplishments?</li> <li>• What tasks and resources are required to implement the training?</li> </ul>
 <p>4 Evaluate Training Goal Accomplishments</p>	<ul style="list-style-type: none"> <li>• Did you achieve the training goal?</li> <li>• How much did it cost to achieve this goal?</li> <li>• Did accomplishing this training goal help support the agency's achievement of the related strategic goal?</li> <li>• Did the benefits outweigh the costs?</li> <li>• What modifications should we make to the strategic plan based on the evaluation findings?</li> </ul>

## Strategically Planning Training and Measuring Results (continued)

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The publication entitled *A Guide to Strategically Planning Training and Measuring Results* provides detailed information on this process. This Web site is the link to this Guide:

<http://www.opm.gov/hrd/lead/pubs/spguide.pdf>