

Training Management Maturity Model Chart

| MATURITY LEVEL | LEVEL 1 VISIBILITY | LEVEL 2 STANDARDS | LEVEL 3 PLANNING | LEVEL 4 PERFORMANCE |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FOCUS | Defined administrative and reporting processes | Established training principles and methods | Integration with organization's planning processes | Continuous and measurable performance improvement |
| PRIMARY OBJECTIVE | Provide accurate management reports on training activity | Deliver real and measurable skill improvements | Plan and prioritise training in line with organization's strategic goals | Improve training processes and organization, team and individual outcomes |
| KEY PRACTICES | <p>Training records are maintained and audited for accuracy</p> <p>Training activity and expenditure are reported regularly to management</p> <p>Training registration procedures are communicated and followed</p> <p>Training participant reactions are surveyed and reported</p> | <p>Established training methodologies are used</p> <p>Internal and external trainers are qualified</p> <p>Training suppliers are evaluated for quality</p> <p>Management support for training is visible</p> <p>All new employees are inducted to organization</p> <p>Participant feedback is used to improve training</p> <p>Participant learning is assessed and reported</p> | <p>Training programs are managed using established project management methods</p> <p>Annual training plans are compiled, agreed and resourced</p> <p>Plans incorporate needs at all levels of organization</p> <p>Career development planning is undertaken</p> <p>Progress against plans is tracked and reported</p> <p>Workforce competencies are defined and measured</p> <p>Participant behavior change is measured and reported</p> | <p>Training interventions are integrated with improvement programs</p> <p>Workplace performance support is available</p> <p>Individuals and teams receive coaching and mentoring</p> <p>Potential leaders are identified and developed</p> <p>Partnerships are developed with educational and professional institutions</p> <p>Effectiveness of training system is evaluated and reported</p> <p>Organizational benefits are measured and reported</p> |
| KEY PERFORMANCE INDICATORS (SUGGESTED) | <ul style="list-style-type: none"> percent training records accurate percent compliance with training procedures number of management reports delivered on time number of employees trained training days per employee percent training budget spent | <ul style="list-style-type: none"> percent programs complying with training methodology percent internal trainers qualified percent training suppliers meet minimum requirements percent new employees inducted within three months participant satisfaction score percent participants passed assessments | <ul style="list-style-type: none"> project evaluation score percent plans completed on time percent progress reports delivered on time annual plan progress percent employees with career development plan percent learned skills applied in workplace | <ul style="list-style-type: none"> percent improvement in organizational capability ROI of major training programs percent improvement in coachees' performance coach and mentor availability number of potential leaders complete program number of services from partnered institutions |
| DEPENDENCIES | Management information system | <p>Management commitment to training</p> <p>Effective contract management</p> <p>Repository for library resources</p> | <p>Effective project management</p> <p>Systematic and effective strategic and operational planning</p> <p>Systematic and accurate workforce planning</p> <p>Effective recruitment and selection</p> <p>Systematic and objective individual and team performance management</p> <p>Career development model</p> <p>Competency management tool</p> | <p>Problem solving tools</p> <p>Process orientation to work practices</p> <p>Systematic and effective succession planning</p> <p>Baseline organization performance measures</p> <p>Participatory decision making</p> <p>Work organized around teams</p> <p>Rewards and recognition coupled to performance</p> |
| ROADMAP | Your organization's action plan to achieve this level | Your organization's action plan to achieve this level | Your organization's action plan to achieve this level | Your organization's action plan to achieve this level |