

# Training and Education

## THE ROLE OF SUPERVISORS AND EMPLOYEES IN TRAINING

### **Include Learners in Training and Development Planning**

The learner will get the most out of the plan if he or she feels strong ownership in the plan. Ownership comes from taking part in developing the plan. Also, professional development rarely includes only gaining knowledge and skills about a job role. Professional development often includes self-development, as well, as admitting one's limits and capabilities. Learners are often the best experts at realizing their own needs for self development. Therefore, learners should be involved in as much as possible in developing the plan.

### **If Available, Have Human Resources Representative Play Major Role**

A trained human resources professional can be a major benefit in employee development. The representative usually has a good understanding of the dynamics of training and development. The representative often has strong working knowledge of the relevant policies and procedures related to training and development. In addition, the representative can be an impartial confidant for the learner.

### **Provide Ongoing Feedback and Support**

Even if things seem to be going fine, be sure to stop in and visit the learner on a regular basis. Some learners may not feel comfortable asking for help. Supervisors should provide any feedback, that is, timely and useful information for the learner. Provide ongoing affirmation and support.

### **When Assessing Results of Employee's Learning, Maximize Feedback About Performance**

Consider getting feedback from the learner's peers and subordinates about the learner's needs and progress to meet those needs. A 360-degree performance review is a powerful practice when carried out with clarity and discretion. When first carried out, it may be wise to get the help of an outside professional.

### **Budget Necessary Funds for Resources Learner Will Need**

Funds may be required, for course tuition and materials, self-study materials, videos, training fees, labor to attend courses, etc.

### **Supervisor and Learner Should Set Aside Regular Times for Meetings**

Scheduling meetings beforehand makes it much more likely that regular, ongoing feedback will occur between the supervisor and learner.



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