

## Learning at the Workplace: Investment and Results.

The aim of this project is to develop a Full Learning Program, mixing on-site + e-learning education, and to demonstrate its economic impact to the company. To do so, we have composed this questionnaire in order to gather information about its costs, forecasted benefits and learning objectives that should be covered in this Learning Program. Our priority is to identify learning ways to maximize the benefits for the company and minimize its learning costs.

Before starting this questionnaire, I would like to thank you for your time and your inestimable help.

Current Position:	
Education Level (prof, phd, masters, degree, etc.)	
Number of years of experience:	
Gender	
Age	

Listed below are some items about Learning at the workplace. Please, rate them in order of relevance. Scale: 1-6 (stating 1 as the lowest score and 6 the highest one).

Learning Objectives & Characteristics	1	2	3	4	5	6
Improve communication						
Costs under control						
Benefits should be known before starting the programme						
Knowing and understanding Learning' benefits						
Complete a training needs analysis						
Learning must have clear objectives						
Time saving						
Efficiency						
Employee' Satisfaction & Motivation						
Response time to customers						
Increase productivity						
At the end of the training, participants should complete an action plan that we help them to put the education' outcomes into practice and continue learning.						
Learning' enablers						
Pre learning and post learning assessments to evaluate employees' education needs and improvement.						
Learning based on company's goals						
Learning sponsored by the leader of the organization						
Importance of Learning at the workplace						

<b>Skills to be developed or improved in a Learning Programme</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>% Performance</b>
Emotional Intelligence						
Customer relationship management (understanding customer needs and improving customer satisfaction)						
Market and Industry knowledge						
Financials' knowledge						
Selling more competitive: indentifying and closing opportunities						
Leadership						
Using time effectively						
Focus on results						
Implement consultants solutions						
Team working and collaboration						
Technical knowledge						
Managing meetings effectively						
Creativity and Innovation						
Increase cross-functionality within the company						
Flexibility						

### **On-site Education versus E-learning**

Bellow you can find a chart that aims to compare on-site learning versus e-learning. Please evaluate each item with a scale: 1-6 (stating 1 as the lowest score and 6 the highest one). Please, add in the comments' column which type of course should be delivered by on-site learning or e-learning.

	<b>On-site Learning</b>	<b>E-Learning</b>	<b>Comments</b>
Costs			
Time saving			
Effectiveness			
Performance's increase			
Meeting learning's objectives			
Employees' satisfaction			
Use of technology			
Easy to access			
Flexibility			
Impact on business' strategic objectives			
Perceived benefits			

	On-site Learning	E-Learning	Comments
Knowledge improvement			
Teamwork			

### Open Questions

- 1) List three factors that should be considered in any Learning Program to improve company's results.

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- 2) From your point of view, what are the main barriers in learning at the workplace? Please, identify ways to solve them.

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- 3) Identify specific business accomplishments or improvements that you believe are linked to the participation on a learning program.

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- 4) Please, translate into a percentage the potential increase on benefits that the company could have due to the accomplishments/improvements stated above.

\_\_\_\_\_ %

- 5) Please add a confidence level to the percentage stated in the previous question, with 0%: indicating "no confidence" and 100% "certainty".

\_\_\_\_\_ %

- 6) Identify the main areas covered by a Learning Program should include in order to increase business performance.

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- 7) Please, translate into a percentage the increase on productivity that could arise due to the implementation of the areas stated above.

\_\_\_\_\_ %

- 8) Please add a confidence level to the percentage stated in the previous question, with 0%: indicating "no confidence" and 100% "certainty".

\_\_\_\_\_ %

- 9) Based on your experience, please identify costs of a learning program that could be decreased or eliminated.

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10) Please, translate into a percentage the decrease on cost due to the cost' reduction identified in the previous question

\_\_\_\_\_ %

11) Please add a confidence level to the percentage stated in the previous question, with 0%: indicating "no confidence" and 100% "certainty".

\_\_\_\_\_ %

12) Suggestions and other comments.

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