

## Item 5.2: Employee Learning and Motivation (25 pts.)

Process

**How do you contribute to employee learning and motivate employees?**

Describe **HOW** your organization's **EMPLOYEE** education and training, and development support the achievement of your overall objectives and contribute to **HIGH PERFORMANCE**.

Describe **HOW** your organization's education and training, and career development build **EMPLOYEE KNOWLEDGE, skills, and capabilities**.

Within your response, include answers to the following questions:

**Area 5.2a. Employee Education, Training, and Development**

- a(1) **HOW** do **EMPLOYEE** education and training contribute to the achievement of your **ACTION PLANS**?  
**HOW** do your **EMPLOYEE** education and training, and development address your **KEY** needs associated with organizational **PERFORMANCE MEASUREMENT, PERFORMANCE** improvement, and technological change?  
**HOW** does your education and training **APPROACH** balance short- and longer-term organizational objectives with **EMPLOYEE**s needs for development, ongoing **LEARNING**, and career progression?
- a(2) **HOW** do **EMPLOYEE** education and training, and development address your **KEY** organizational needs associated with new **EMPLOYEE**s orientation, **DIVERSITY, ETHICAL** business practices, and management and **LEADERSHIP** development?  
**HOW** do **EMPLOYEE** education and training, and development address your **KEY** organizational needs associated with **EMPLOYEE**, workplace, and environmental safety?
- a(3) **HOW** do you seek and use input from **EMPLOYEE**s and their supervisors and managers on education, training, and development needs?  
**HOW** do you incorporate your organizational **LEARNING** and **KNOWLEDGE ASSETS** into your education and training?
- a(4) **HOW** do you deliver education and training?  
**HOW** do you seek and use input from **EMPLOYEE**s and their supervisors and managers in determining your delivery **APPROACHES**?  
**HOW** do you use both formal and informal delivery **APPROACHES**, including mentoring and other **APPROACHES**, as appropriate?
- a(5) **HOW** do you reinforce the use of new **KNOWLEDGE** and skills on the job and retain this **KNOWLEDGE** for long-term organizational use?  
**HOW** do you **SYSTEMATICALLY** transfer **KNOWLEDGE** from departing or retiring **EMPLOYEE**s?
- a(6) **HOW** do you evaluate the **EFFECTIVENESS** of education and training, taking into account individual and organizational **PERFORMANCE**?

**5.2b. Motivation and Career Development**

**HOW** do you motivate **EMPLOYEE**s to develop and utilize their full potential?

**HOW** does your organization use formal and informal mechanisms to help **EMPLOYEE**s attain job- and career-related development and **LEARNING** objectives?

**HOW** do managers and supervisors help **EMPLOYEE**s attain job- and career-related development and **LEARNING** objectives?

**Notes:**

**N1.** Many organizations may have unique considerations relative to **EMPLOYEE** education, training, development, motivation, and career progression. If this is the case for your organization, your response to **Item 5.2** should include how you address these considerations. *Nonprofit organizations may have unique considerations relative to the education, training, development, and motivation of volunteers. Nonprofit organizations may need to be sensitive to stakeholder perceptions about how nonprofit dollars are spent, resulting in limitations on expenses for volunteer training-related activities.*

**N2.** Education and training delivery (**5.2a[4]**) might occur inside or outside your organization and involve on-the-job, classroom, computer-based, distance **LEARNING**, or other types of delivery (formal or informal).

For additional description of this Item, see [5.2 Employee Learning and Motivation Description](#).

## 2006 BALDRIGE ACTIONABLE CRITERIA

Key: [CAPS](#) link to [GLOSSARY](#) terms; [Red](#) words link [CORE VALUES](#); [Yellow](#) identifies new 2006 words; [Best Practices](#); [Application Information Capture Templates](#)