**TRAINING MANAGER INTERVIEW SCHEDULE**

**The Training and Development function**

1. How is the Training and Development Department structured and how does this fit into the overall company structure?
2. What is the current Training and Development strategy?
3. How does this fit with the HR and business strategies?
4. What are the key training and development issues in the company at present? How are these being addressed?
5. What skill gaps, if any, exist, and how are these filled?
6. Are you part of any networks, either inside or outside the organisation? If so what role do these play?

**Training Policies**

1. What is the current budget for education, training and development?
2. What proportion of wage bill or turnoverdoes this represent?
3. Is there a set number of training days per individual employee? What is the average?
4. Please summarise the main training offered/delivered to knowledge workers and managers (soft skill/managerial & technical)
5. In what ways are Training and Development delivered?
6. Does the company have a policy on secondments, either within or outside the organisation?
7. In addressing skill needs or gaps, to what extent do you hire new knowledge workers or develop existing staff?
8. How important are training & development in terms of opportunities for promotion?
9. In your view, to what extent are similar training policies & practices used in similar firms within your industry?

**The Management of Training & Development**

1. If an employee has an idea about something that they would like to learn about or receive training for, what does the process involve?
2. How are training policies communicated to employees?
3. What involvement do line managers have in training & development?
4. How would you evaluate their role in supporting training & development?
5. To what extent are training programmes implemented and training opportunities taken up?

**Promoting Innovation & Knowledge-sharing**

1. Are there any training or development programmes targeted at promoting innovation and knowledge-sharing?
2. How effective would you say these policies are?
3. Do you feel there are any particular training needs or skills gaps regarding the promotion of innovation and knowledge-sharing?

**Views on the Institutional Environment**

1. What do you see as the role of the following in providing support for the up skilling and development of the workforce:

(1) The Government?

(2) Other external agencies?

1. What contact, if any, do you have with outside agencies and institutions regarding skills supply and development? Significance/impact.
2. Do you think this is a good sector to work in (employment prospects/opportunities for skills development etc)? Do you think the government, universities etc are making it an attractive place to work?

**Career Development**

1. How effectively do you think the organisation manages the careers of ‘knowledge workers’?

**Your own career**

1. Can you tell me a little about your qualifications and when and where these were obtained?
2. Considering your education, to what extent does your current position utilise the knowledge that you have acquired?
3. In the last year, what training and development have you engaged in?
4. How satisfied are you with your career at present?
5. What factors would encourage you to:
   1. Stay with this organisation?
   2. Leave the organisation?