



LEARNING & DEVELOPMENT PLAN

2025

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Jen Whalen – Learning & Development Manager

Hallmarks of Continuous Learning Culture

Connect Learning
to Company Goals

Highlight Learning
Opportunities as
Employee Benefits

Cultivate a
Learning Mindset
Company-Wide

Grow & Nurture
Leaders

Create Awareness
of Learning
Resources

Prioritize Time for
Learning

Incentivize &
Recognize
Learning
Accomplishments

Make Space for
Peer-to-Peer
Teaching/Sharing

Offer Shared
Learning
Experiences

Involve & Support
Managers

Develop
Mentorship &
Shadowing
Opportunities

Design 1:1
Coaching
Opportunities

LEARNING & DEVELOPMENT MISSION, PURPOSE & GOALS

Our **Mission** is to nurture a **Continuous Learning Culture** at MSS by providing employees with world-class learning opportunities that allow them to acquire knowledge, develop skills and cultivate behaviors that will ensure success in their current roles and future endeavors.

As a business enabler, the Purpose of Learning & Development is to:

- Drive real-time learning and development for real-time results
- Ensure transfer and application of knowledge to create sustainable business impact
- Bridge the gap from individual learning to organizational learning
- Deliver business-focused learning solutions, not training programs
- Link compensation and rewards to changes driven through L&D

We accomplish our mission by focusing on the following Goals:

- Provide quality, business-focused learning solutions designed to increase individual and organizational productivity and skill.
- Provide individuals and the organization with the tools to respond effectively to customer needs and current and future service demands.
- Provide ongoing leadership and support for the organization's learning and development efforts.

ROLES & RESPONSIBILITIES

Each stakeholder contributes to the overall success of the 2025 MSS Learning & Development Plan in specific ways. These roles and responsibilities are listed below:

Stakeholder	Role	Responsibilities
Jen Whalen	L&D Manager	<ul style="list-style-type: none">• Determine learning & development strategy• Oversee, design, develop and implement L&D programs• Communicate project statuses to various stakeholders• Measure & analyze outcomes of L&D initiatives.
Mike Daly	L&D Specialist	<ul style="list-style-type: none">• Design, develop and implement L&D programs• Liaise with internal and external stakeholders• Lead L&D project teams
Christina Cagle	Director, HR	<ul style="list-style-type: none">• Review & approve L&D strategy, programs, materials and communication• Communicate L&D needs and plans to Senior Leadership

LEARNING & DEVELOPMENT PLAN

1. DOCUMENT OVERVIEW

1.1 Purpose and Scope

The purpose of the 2025 Learning & Development Plan is to identify the appropriate training strategies and activities required to achieve the desired learning outcomes for employees of Masco Support Services.

This plan provides a framework for determining how training events and materials will be designed, developed, and delivered. This should be a “living” document that is updated frequently to reflect new or changing training information.

The 2025 Learning & Development Plan provides a clear understanding of what must happen to meet the training requirements that have been defined, thus providing employees with training in the knowledge, skills, and attitudes (KSAs) required to ensure their success in their current and future roles at Masco Support Services.

The 2025 Learning & Development Plan exists at the “macro” level and is intended to be used to organize the larger, more complex approach to training. Specific training projects within the plan exist at the “micro” level and will require separate, deadline-driven project plans.

1.2 Internal Stakeholders

This document is intended for use by:

- *Learning & Development Specialist*
- *Learning & Development Manager*
- *Director, Human Resources*
- *HR Generalist*
- *HR Admin Assistant*
- *Communication Team*
- *Functional Area Partners*
- *SLT Representatives*

1.3 Learning & Development Plan Objectives

The objectives for the 2025 Learning & Development Plan are:

- *Devise a strategic learning and development program that supports company goals.*
- *Use data from employee needs assessments to inform training content and delivery.*
- *Create engaging, meaningful training opportunities that meet employee needs.*
- *Ensure Masco Support Services employees have the learning and development resources necessary to meet their individual and departmental goals.*
- *Develop data-driven ways to measure training effectiveness.*

1.4 Assumptions

The following assumptions apply to the Learning & Development Plan:

- *The Learning & Development Plan will be based on the training requirements and decisions gathered through internal stakeholder meetings and surveys.*
- *The Learning & Development Plan is a dynamic document and may be altered by internal stakeholders to reflect changes in employee needs or company goals, policies, structure, or products.*

1.5 Dependencies

Successful execution of the Learning & Development Plan is dependent upon:

- *Access to internal stakeholders and business resources for input and review of learning outcomes, planning documents, training materials, finalized presentations, etc.*
- *Access to internal stakeholders and business resources for creative support, branding and graphic design*
- *Access to business resources for training facilities, trainer travel, shipping and printed materials as necessary*
- *Access to hardware and software necessary for course creation, video editing, document design and training delivery*
- *Development of data-driven methods for evaluating training effectiveness (surveys, interviews, view counts, click-through rates, increased usage, reduced complaints, anecdotal feedback, etc.)*

1.6 Risks

The following risks apply to the Learning & Development Plan:

- *Needs of employees change during development and delivery of projects*
- *Changes to company goals/strategies occur during development and delivery of projects*
- *Desired speed and/or scope of training output proves unrealistic*
- *Lack of hardware/software availability*
- *Lack of financial resources for training projects*
- *Lack of support from internal stakeholders*

2. NEEDS ASSESSMENT

The Needs Assessment process is a critical part of every Learning & Development Plan as it identifies gaps in the knowledge, skills, and attitudes of employees as well as deficiencies in training offerings. The L&D Department hopes to conduct a Training Needs Assessment every 3 years to keep pace with changes.

In July/August 2022, prior to the creation of the 2023 Learning & Development Plan, the L&D department conducted a Needs Assessment consisting of interviews with Senior Leadership and Department Managers and a brief needs assessment survey deployed to all Masco Support Services employees. The goal of the interviews and this initial survey was to identify employee training needs, motivations, pain points, preferences, and priorities. **The results of the 2022 Needs Assessment are below.**

2.1 Interviews with SLT and Department Managers

Interviews with SLT and Managers at Masco Support Services revealed that all training efforts, regardless of audience, should be in service to the MSS employees and aligned with company goals. These priorities were ***initially*** identified as:

- 1. New Manager Training*
- 2. Enterprise Leadership Behaviors*
- 3. Masco Operating System*
- 4. Standardized Skills Assessment*
- 5. Peer-to-Peer Teaching/Sharing*
- 6. Shared Learning Events*
- 7. 3rd party training research & coordination*

2.2 Employee Survey

To engage the entire MSS population in assessing training needs, the Employee Training Needs Assessment survey was tailored to determine the following:

- What motivates employees to learn?*
- How do they prefer to learn?*
- What pain points have they experienced related to learning and development?*
- How would they prioritize the training needs of their department?*
- What additional information should the L&D department consider when creating learning opportunities?*

The Employee Training Survey was deployed to 139 Masco Support Services employees from August 9-16, 2022. Here are the details of the survey:

- 173 employees invited*
- 139 employees responded*
- 80 % response rate*
- Anecdotal feedback collected*

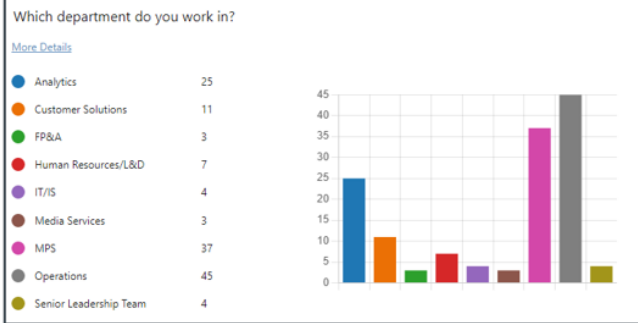
2.3 Employee Survey Data

The survey results informed our approach to learning and development projects in 2023 through 2025 and are as follows:

Survey Demographics

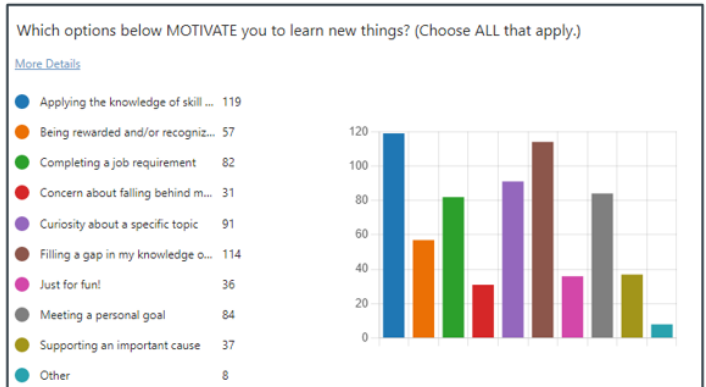


173 employees surveyed
139 responded
80% response rate 😊😊😊



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Motivations



“Other” responses included:

- Able to assist my team in completing a project
- Helping my team be successful
- Being a role model and team player
- Knowing I am helping my team

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Preferences



How do you prefer to learn? (Ranking)

1. Hands on Practice – building something, trial & error, etc.
2. Brief, video tutorials – ex: YouTube
3. Pre-recorded webinars – ex: LinkedIn Learning
4. Peer-to-peer teaching/sharing/shadowing
5. In-person, group events
6. Live, online workshops – ex: Core Strengths
7. Podcasts – ex: Spotify
8. Solo reading – books, articles, etc.

“Other” responses included:

- Through best practices
- Team building projects
- Mentorship opportunities
- Powerpoint presentations
- Visual aids, infographics
- Mobile learning

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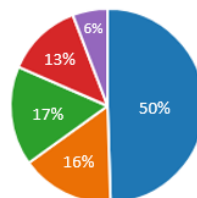
Pain Points



What do you find DIFFICULT about professional learning? (Choose ALL that apply.)

[More Details](#)

● Finding the time	102
● Choosing an interesting topic	32
● Applying the knowledge or skill ...	34
● Getting motivated to begin	26
● Other	12



“Other” responses included:

- Distractions at workstations, hard to hear
- Lack of SOPs in my department
- LL Suggestions not relevant to my role
- Courses dictated by manager, not “self-directed
- Not getting a good foundation in onboarding
- Training not tied to career advancement
- Not enough in-person, hands-on opportunities

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2.4 Data Analysis

Upon analyzing the survey data, the following conclusions were drawn about the majority of Masco Support Services employees:

- *The majority are individual contributors.*
- *The largest teams are Analytics, Operations and MPS.*
- *They are motivated to learn when they can directly apply their newly acquired KSAs and when the learning clearly fills a gap in said KSAs.*
- *They prefer to learn via hands-on practice and brief video tutorials.*
- *Half the employee population struggles to find time for professional learning.*

2.5 L&D Projects Completed in 2022

The L&D Team completed the following projects related to suggestions/requests provided in the anecdotal feedback of the survey in 2022. Those items include:

2022

- ✓ *Improve New Hire Orientation*
- ✓ *Reimagine self-directed training for MPS*
- ✓ *Create a self-directed training form to streamline reporting*
- ✓ *Promote Power BI Training to stakeholders in CS, Ops and IT/IS*
- ✓ *Complete Training Menus for IT/IS, CS, Media, HR and FP&A*
- ✓ *Diversify content in Training menus – micro-learning videos, eBook, and podcasts*
- ✓ *Work with Ops and Media Services on showroom install/reset video plan*
- ✓ *Understand the benefits and functionality of Viva Learning*

2.6 L&D Projects Completed in 2023

After the Needs Assessment data was analyzed and reviewed by the L&D Team, a presentation was given to the Senior Leadership Team to solidify the Learning & Development Priorities for 2023. The L&D Team offered suggestions for project prioritization based on connections to SLT feedback, LRP initiatives and needs assessment trends. The following priorities were determined:

- ✓ *Launch Manager Training*
- ✓ *Launch a Core Capabilities assessment process organization-wide*
- ✓ *Develop a training plan for Masco Product Support employees*
- ✓ *Develop Masco Operating System training for Analytics and IT/IS*
- ✓ *Develop a training plan for Analytics and IT/IS employees*
- ✓ *Structure a Peer-to-Peer Learning program (Events w/SMEs, 1:1 coaching, etc.)*
- ✓ *Offer shared learning experiences (BU presentations, PK, trainings, soft skill series, etc.)*
- ✓ *Create Leadership Development opportunities (individual contributors)*
- ✓ *Develop MSS-specific learning opportunities related to DE&I*
- ✓ *Coordinate Magnolia Training for the Field Team*
- ✓ *Coordinate 3rd Party training programs, as needed*

2.6 L&D Projects Completed in 2024

- ✓ *Launch a Continuous Learning Roadmap with 8 diversified learning options for salaried employees*
- ✓ *Launch Level 1 Manager Training with leaders who did not participate in 2023*
- ✓ *Launch Level 2 Manager Training modules – Innovation, Acting Inclusively, Change Management and Leading Successful Projects*
- ✓ *Develop a Core Capabilities guide for each functional area with Manager support*
- ✓ *Create LinkedIn Learning Paths based on the MSS-wide Core Capabilities*
- ✓ *Coordinate and moderate a Peer-to-Peer Learning Series – quarterly events based on employee interest*
- ✓ *Develop and deploy Delta Brand Advocacy Training for field team*
- ✓ *Coordinate and moderate MOS Training sessions for all employees – MOS Lite and Brainstorming*
- ✓ *Participate in DFC Install Training project team*
- ✓ *Participate in Kaizen event specific to training initiatives at MPS*
- ✓ *Develop training materials at MPS based on Standard Work – Intake, Recert, Storage, Kraus & Displays*
- ✓ *Create a training program for Job Shadow Leads at MPS*
- ✓ *Develop and deploy OJT training standards and assessments at MPS*
- ✓ *Coordinate Frontline Leadership Training for MPS Managers, Supervisors & Leads*
- ✓ *Develop a Training Matrix to coordinate and track cross-training efforts at MPS*
- ✓ *Develop MSS-specific learning opportunities related to DE&I*
- ✓ *Enhance and update Onboarding Plans, Site and Orientation decks*
- ✓ *Coordinate 3rd Party training programs, as needed*

3. PRIORITIES AND PLANNING

3.1 Learning & Development Priorities for 2025

Based on HR Objectives & Metrics, the L&D Department will be focused on the following projects in 2025:

- **Continuous Learning Roadmap Update** – new learning options, tied to Core Capabilities
- **Launch Core Capabilities Guides** – new online learning platforms, Each 1, Teach One database, etc.
- **Peer-to-Peer Learning Series** – Communication, Collaboration, Attention to Detail
- **Performance Management Communication Plan** – training materials and MSS News posts regarding goal setting, mid-year reviews, Hi-Po development plans, year-end performance & talent review
- **Performance Management Workshop Series** – quarterly workshops for People Leaders and Individual Contributors regarding Goal Setting, Career Planning, Feedback Loops & Year-End Reviews
- **Leader Resource Library** – enhance current content with folders specific to ELP behaviors
- **Leader Network Diagnostic for Mentorship Program** – develop and implement communication plan, discussion questions and Results Review Workshop
- **MPS Standard Work Training** – End of Line for Intake/Recert, Sealed Product, Fulfillment, Displays
- **MPS Level 2 Frontline Leadership Training** – managers and supervisors, lead by Trinity Training
- **MPS Hourly Employee Development Plan** – develop and implement an employee learning schedule, quarterly online learning paths, quarterly workshops, annual team building event, etc.
- **MPS Safety Initiatives** – develop and implement monthly safety training series, job hazard analysis, emergency action plans, power industrial vehicle program, ergonomic assessment, etc.
- **Onboarding Initiatives** – enhance and update onboarding plans, site and orientation decks

3.2 Delivery Methods

To help with the retention of learning, a blend of training delivery methods will best meet the needs of our employees. This section lists the methods selected based on employee preference, department subsets and options available:

- *3rd party training programs (manager training, leadership development, technical skills)*
- *Peer-to-Peer learning opportunities*
- *Brief video tutorials (YouTube)*
- *On-demand webinars (LinkedIn Learning)*
- *Live-online training with Q&A*
- *In-person workshops (specifically for MPS)*

3.3 Design and Development

All L&D projects will be designed and developed by the Learning & Development Specialists and the Learning & Development Manager. Projects will be divided evenly amongst the team members according to interest, expertise and bandwidth. All L&D projects will be managed through team use of Smartsheet including, but not limited to:

- *Project Sheets*
- *Action Plans*
- *Task Trackers*
- *Surveys*

3.4 Evaluation

Evaluation of projects within the 2025 Learning & Development Plan is crucial for:

- *Determining training effectiveness*
- *Measuring learning transfer*
- *Connecting initiatives with results*
- *Developing credibility with employees*
- *Choosing new development and delivery methods*
- *Modifying content and structure*

Sources of feedback will include:

- *Soliciting feedback via Smartsheet surveys*
- *Focus groups with Learning Champions*
- *Reviewing 30/90 Day Onboarding Surveys*
- *Interviews with Managers and SLT*

Feedback solicited will include employee reactions to:

- *Relevance and quality of content*
- *Effectiveness of instruction/instructor*

- *Appropriateness of delivery method*
- *Timing/length of training*
- *Achievement of learning objectives*
- *Clear communication of concepts*
- *Participant understanding of content*
- *Development of KSAs*
- *Impact of training on job effectiveness*
- *Impact of training on career potential*
- *Participant suggestions for improvement*
- *Proposed use of learning on the job*
- *Actual use of learning on the job*

4. TRAINING PROJECT DEVELOPMENT

4.1 Ownership and Timelines

Each L&D project will be owned by a specific member of the L&D Team with all team members offering support to each other as needed. The timelines for each project will be set by the project owner and will evolve as the project progresses and/or additional projects are added. SLT feedback and 3rd Party partnerships will be critical inputs to the creation of the detailed project timeline.

Projects	Owner	Notes	Target Dates
Continuous Learning Roadmap	Jen	Update w/ new learning options, tie to CCs, frequent reminders	Jan – Dec 2025
Core Capabilities Launch	Jen	Introduce Velsoft and Alison, launch Each One, Teach One database, send out guides, hold instruction meetings	Jan - Mar 2025
MPS Standard Work Training	Mike	End of Line, Sealed Product, Fulfillment, Displays	Jan – Dec 2025
MPS as a Plant Training	Mike	Develop materials and facilitate for all departments, work with Gretchen/Joe	Jan-Feb 2025
Peer-to-Peer Learning Program	Jen	Activate SMEs, Host events, scheduling, etc.	Mar - Nov 2025
Performance Management Communication	Jen	Send all MSS News updates related to goal setting and performance	Feb – Dec 2025

Performance Management Workshops	Jen	Facilitate quarterly for people leaders and ICs, topics include Goal Setting, Career Planning, Feedback Loop and Year End Reviews	Feb – Oct 2025
MPS Level 2 Frontline Leadership Training	Mike	Coordinate 4 new modules for Managers and Supervisors	Apr 2025
MPS Hourly Development Plan	Mike	Work with Joy, develop and implement learning schedule, online learning paths, quarterly workshops and team building events	Jan – Dec 2025
MPS Safety Initiatives	Mike	Monthly safety training series, job hazard analysis, emergency action plans, PIV program, etc.	Jan – Dec 2025
Onboarding Initiatives	Mike/Jen	Update site, shorten onboarding plans, enhance orientation decks	Jan – Dec 2025

4.2. Project Plans

Each L&D project will require the creation of a separate project plan by the project owner. Project plans will be created as “Project Sheets” in Smartsheet and updates on key milestones, additional resources and duration will be the responsibility of the project owner.

Project plans will include detailed steps in the following categories:

- *Initiation - analysis*
- *Planning – design and development*
- *Execution – implementation*
- *Monitoring & Control - evaluation*
- *Closure – final report*

Additional information should be included regarding:

- *Research methods*
- *3rd party vendors*
- *Participant criteria*
- *Cadence of offering*

- *Delivery method*
- *Budget*
- *Internal Stakeholders – SLT and Functional Area*
- *Communication plan development*
- *Resource allocation*
- *Curriculum content*
- *Task execution*
- *Risk assessment*
- *Issue tracking*
- *Change management planning*
- *Lessons learned*