



Identifying Training Needs and Evaluating Training Training

Description

Introduction

Training directors and managers, as well as training and development specialists and coordinators. Needs assessment analysts, instructional designers, evaluators of training programs, individuals in a leadership and support role for the training function will also benefit from this program.

Objectives

- Use appropriate methods to identify training needs.
- Analyze and sort the data as a result of a Training Needs Assessment (TNA).
- Define the various evaluation levels and write Instructional Learning Objectives targeting each level.
- Select appropriate data collection methods/ instruments for each of the evaluation levels.
- List ways to improve transfer of skills from the workshop to the workplace.
- Calculate training programs costs and calculate their Return On Investment (ROI).

Content

Day One

The General Framework

- Why Identify Needs?
- The Training Needs Assessment Process
- Present and Future Indicators of Training Needs

Day Two

ITN: Whose Responsibility Is It?

- The Style Inventory

- Identifying Potential Internal Training Resources and Subject Matter Experts (SMEs): Group Activity

Day Three

Methods for Identifying Training Needs

- The Four Steps of Needs Assessment
- Questions to Ask during Each Phase
- Data Collection Template

Day Four

Data Gathering: The Cornerstone for ITN

- Quantitative and Qualitative Methods
- From Interviews to Focus Groups
- Comparison of Primary Data Gathering Methods:
 - Characteristics
 - Advantages and Disadvantages

Day Five

Analyzing and Sorting the Data

- Content Analysis of Qualitative Data
- A Practical Example of Qualitative Data Analysis

Day Six

Linking Training Needs Assessment with Program Design and Program Evaluation

- Significance of Learning Objectives
- Components and Characteristics of Learning Objectives
- Writing Learning Objectives
- Ten Lessons on How to Evaluate Training
- Levels of Evaluation:
 - Levels Defined
 - Preliminary Evaluation Information
 - Chain of Impact between Levels
 - Characteristics of Evaluation Levels
 - An Overview of ROI
 - Evaluation Matrix

Day Seven

Evaluation Instruments and Collecting Post Program Data

- Methods to Collect Post-Program Data

- Selecting the Right Data Collection Method

Day Eight

Evaluation at Levels I and II

- Reaction Sheets
- Characteristics of a Reaction Sheet
- Assessments: Pre Tests and Post Tests

Day Nine

Evaluation at Level III – Skill Transfer: From the Workshop to the Workplace

- What So Often Happens versus What Should Happen after Training
- Barriers to Skill Transfer
- Ways to Improve Transfer of Skills
- Responsibility for Improving Skills Transfer
- Methods to Measure Transfer of Learning to the Job

Day Ten

Converting Data to Monetary Value and Calculating the Return On Investment (Levels IV/V)

- Hard Data
- Soft Data
- Characteristics of Hard/Soft Data
- Isolating the Effects of Training
- Tabulating Program Cost
- A Practical Case Study on Calculating Return On Investment