



Identifying Training Needs and Evaluating

Course Duration : 5 days

Date : 25-Nov-2024 to 29-Nov-2024

Location : London

Type of Participant : Training and Development Professionals, HR Managers and Specialists, Learning and Development Consultants, Project Managers, Organizational Development Specialists, Educational Coordinators, Team Leaders and Supervisors Executives and Senior Managers Administrators, officers, specialists, team leaders, managers, business partners as well as line managers responsible for identifying training needs or evaluating training within their organizations.

Summary:

A successful training function depends significantly on accurately identifying training needs and effectively evaluating training outcomes. This course is designed to shift from subjective decision-making in selecting training programs to a more objective approach based on established training methodologies. This shift enhances the value of the training department within an organization. Additionally, the course emphasizes building an understanding of evaluation, covering everything from common evaluation forms and assessments to evaluating skills transfer and return on investment.

Objective:

By the end of the course, participants will be able to:

- Apply internationally recognized methods for identifying training needs
- Analyse and sort the data obtained from a Training Needs Assessment (TNA)
- Write Instructional Learning Objectives (ILOs) that are aligned with the results of the TNA
- Evaluate the effectiveness of training at various levels using proper data



collection methods and instruments for each level of evaluation

- List ways to improve transfer of skills from training workshops to the workplace
- Calculate the Return on Investment (ROI) for training programs by determining their financial costs and returns

Daily Program:

Day1

The general framework

- Reasons for identifying needs
- Present and future indicators of training needs
- Responsibilities of stakeholders
- The style inventory
- Identifying potential internal training resources and Subject Matter Experts (SMEs)

Day2

Methods for Identifying Training Needs (ITN)

- The four steps of needs assessment
- Questions to ask during each phase
- Data collection template
- Data gathering: the cornerstone for ITN
- Quantitative and qualitative methods
- From interviews to focus groups
- Comparison of primary data gathering methods
- Advantages and disadvantages
- Characteristics of data gathering methods

Day3

Linking training needs analysis with program design and program evaluation

- Significance of instructional learning objectives
- Components and characteristics of ILOs



- Writing ILOs
- 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

Day4

Evaluation at levels I and II

- Reaction sheets
- Characteristics of a reaction sheet
- Tests: pre and post

Evaluation at level III: skill transfer from the workshop to the workplace

- What often happens versus what should happen
- Barriers to skill transfer
- Ways to improve skill transfer
- Responsibility for improving skills transfer
- Methods to measure transfer of learning to the job

Day5

Converting data to monetary value and calculating the return on investment (levels IV and V)

- Hard data
- Soft data
- Characteristics of hard and soft data
- Isolating the effects of training
- Tabulating program cost
- A practical case study on calculating ROI