Training & Development- SESSION 5

Topics

Overview of the Training Process - Pre-training, Training, and Post-training (Cont…)

Nine Steps in the Training Process

Approaches for TNA (Proactive & Reactive)

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Objectives

Following this presentation you should be able to complete the following objectives:

- **Overview of the Training Process - Pre-training, Training, and Post-training,**

- **Approaches for TNA (Proactive & Reactive)**

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The KSA Concept

- If we follow the GAP concept, training is simply a means to use activities to fill the gaps of performance between the actual results and the expected results.

- This GAP can be separated into 3 main themes
  1. **Knowledge**
  2. **Skills**
  3. **Attitudes**

Five Principles of Learning

- Participation: involve trainees, learn by doing
- Repetition: repeat ideas & concepts to help people learn
- Relevance: learn better when material is meaningful and related
- Transference: to real world using simulations
- Feedback: ask for it and adjust training methods to audience.

A Systematic Approach to Training

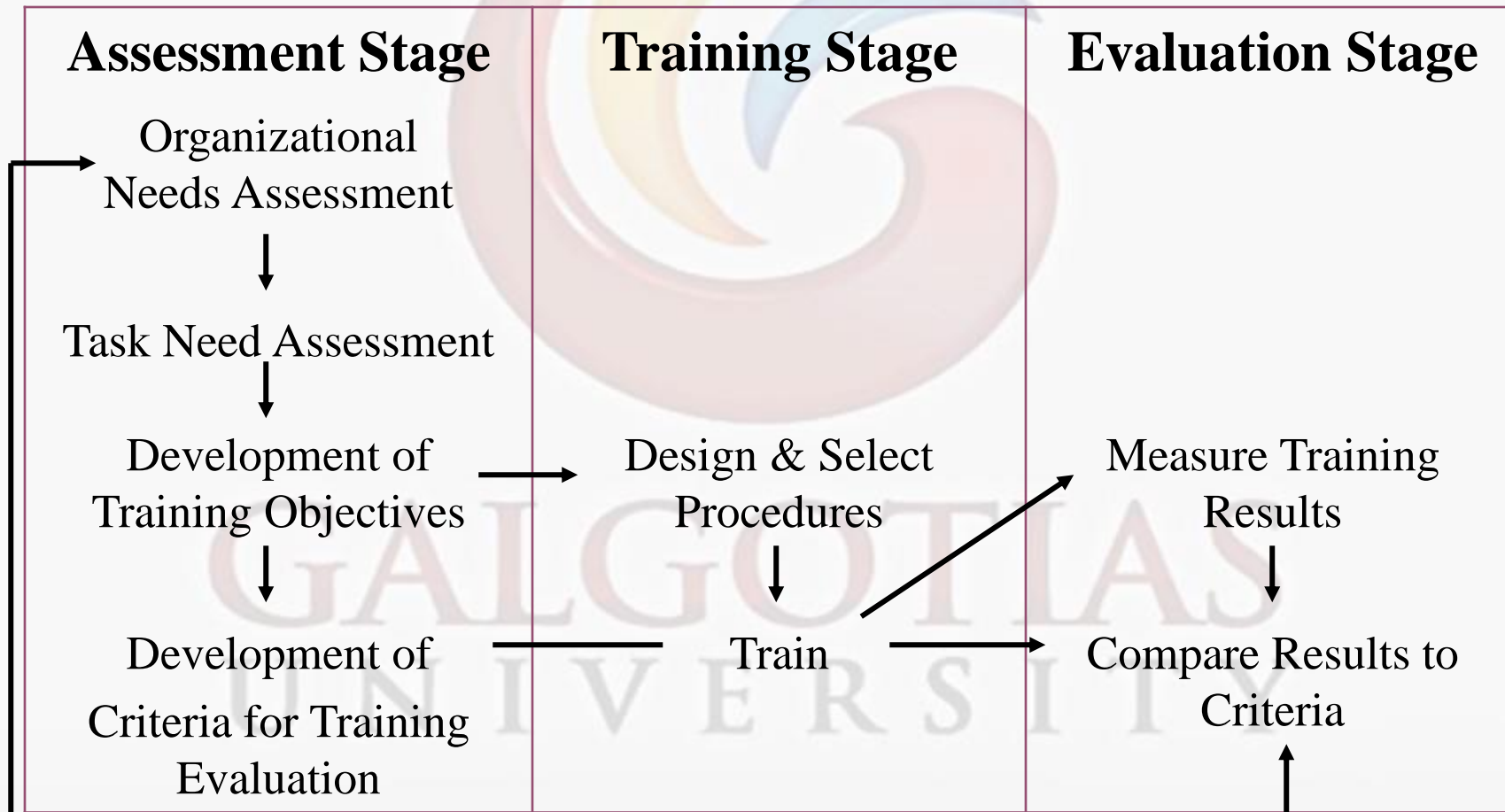**Key Concepts in Preparing a Training Plan**

Before you train and develop people identify what:

- **They must know** - before they can perform job
- **They should know** - to improve performance
- **Would be nice for them to know** – but not necessary to perform duties.

Model of the Training Process*

*Goldstein, I. (2002) Training in Organizations 4th Ed.

Assessment Stage	Training Stage	Evaluation Stage
Organizational Needs Assessment		
↓		
Task Need Assessment		
↓		
Development of Training Objectives →	Design & Select Procedures	Measure Training Results
↓	↓	↓
Development of Criteria for Training Evaluation	Train →	Compare Results to Criteria

Feedback

Nine Steps in the Training Process

1. Assessing training needs
2. Preparing training plan
3. Specifying training objectives
4. Designing the training program(s)
5. Selecting the instructional methods
6. Completing the training plan
7. Implementing the training program
8. Evaluating the training
9. Planning future training

1) Assessing Training Needs

Conduct a training needs analysis by either one, or both, of the following

- External approach (company, guests, society)

- Internal approach – using a staff opinion survey.

2) Preparing Training Plan

Consider whether to design a long (5-10 years), medium (3-5 years) or short (1 year) term plan.

- Ask your self "What are we going to achieve in the time period?"
- Use a holistic approach by using a calendar for inputting your training activities.

Training Calendar Example

Training Area　　　　　　**Month in the year**

	1	2	3	4	5	6	7...
Attitude	■	■	■				
Train the trainer			■	■			
Job competency				■	■	■	
Sales techniques	■	■	■	■	■	■	■
Telephone manner		■	■	■			
...							

Individual Plans

- For individual personalized training, we must assess the trainees' weakness and strengths first before setting up appropriate programs.

- Training areas maybe tailor-made.

  - **Trainee should receive an individual timetable for self progress.**

3) Specifying Training Objectives

Training Objectives must be specific & measurable. Why? Very difficult to measure effectiveness after course is finished.

- What should trainees **be able to accomplish** after participating in the training program?
- What is **the desired level** of such accomplishment, according to industry or organizational standards?
- Do you want to develop **attitudes, skills, knowledge or some combination** of these three?