



HM039: Identifying Training Needs and Evaluating Training

Training Description:

A successful training function relies heavily on proper identification of training needs and evaluation of training. This course aims at converting subjective decisions for choosing training programs to more objective decisions based on proven training methodologies. Such a paradigm shift increases the value of the training department within an organization. In addition, the focus is to build an awareness for evaluation that spans the most common evaluation forms and assessments to include evaluations for skills transfer and return on investment.

Training Objectives:

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

- ✓ Use internationally recognized methods for identifying training needs
- ✓ Analyze 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

Training Designed for:

This course is intended for Administrators, Officers, Specialists, Team Leaders, Managers, Business Partners as well as Line Mangers responsible for identifying training needs and or evaluating training within their organizations.

Target Competencies:

- Training needs assessment and analysis
- Evaluation of training
- Deciding and initiating action
- Working with people
- Persuading and influencing
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

Training Requirement:

“Hand’s on practical sessions, equipment and software will be applied during the course if required and as per the client’s request.”

Contents can be adapted to your specific wishes. It is therefore possible to focus on specific modules of the training course as per client’s learning needs and objectives. Further, it should be forwarded to us a month prior to the course dates.

Training Program:

DAY ONE:

❖ THE GENERAL FRAMEWORK

- Reasons for identifying needs

- Present and future indicators of training needs
- Responsibilities
 - The style inventories
 - Identifying potential internal training resources and Subject Matter Experts (SMEs)

❖ METHODS 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

DAY TWO:

❖ 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

DAY THREE:

❖ EVALUATION AT LEVELS I AND II

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

DAY FOUR:

❖ 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 transfer of skills
- Responsibility for improving skills transfer
- Methods to measure transfer of learning to the job

DAY FIVE:

❖ 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
- ❖ **Course Conclusion**
- ❖ **POST ASSESSMENT and EVALUATION**

Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Gamification, Software & General Discussions
- Pre and Post Test

Training Certificate(s):

CMCT Internationally recognized certificate(s) will be issued to each participant who completed the course.

Training Fees:

TBA as per the course location - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Note: The 5% VAT (Value Added Tax), will be effective starting 01st of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.

Training Timings:

Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:00	Recess (Prayer Break & Lunch)
13:00 - 14:00	Last Session

For training registrations or in-house enquiries, please contact:

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