

# Systematic Approach to Training

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# What is Training?

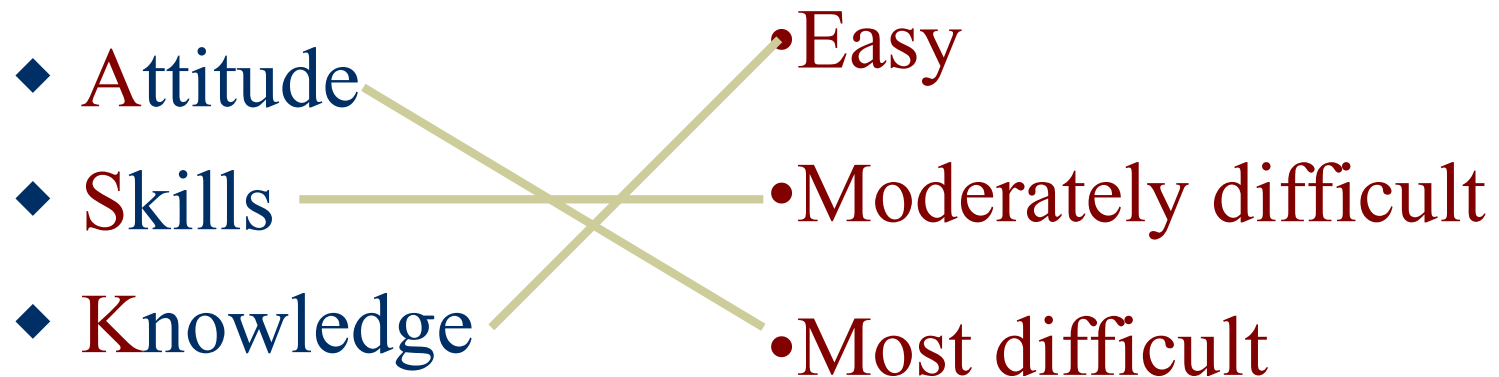
- ◆ Training is a systematic process through which an organization's human resources gain knowledge and develop skills by instruction and practical activities that result in improved performance.

# The ASK 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. **A**ttitude
  2. **S**kills
  3. **K**nowledge

# Exercise

Rank **ASK** by difficulty to develop in people



# 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

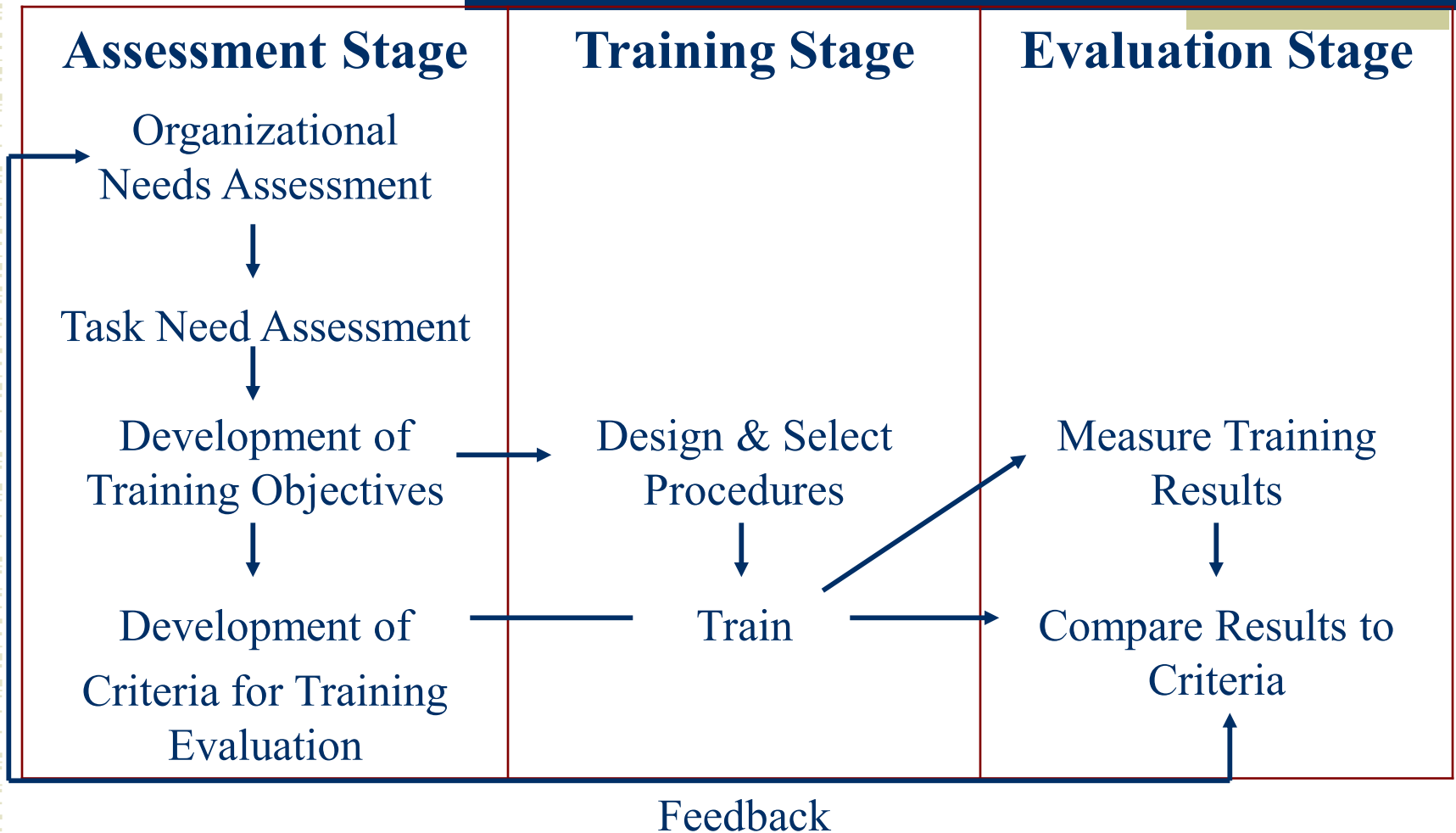
## Key Concepts in Preparing a Training Plan

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 4<sup>th</sup> Ed.



# 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



# Step-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.

# Exercise

- ◆ Imagine you are the Nodal Officer for Disaster Management of your Department.
- ◆ What information and evidence do you need before you can say the employees need training?
- ◆ Try to list 5 ideas.

# Response to exercise

- ◆ Government Order
- ◆ Feedback report
- ◆ Poor performance in simulation exercise or mock drill

## Step-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							
Search & Rescue techniques							
Management of Relief Camps							

# 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.**

# Step-3: Specifying Training Objectives

Why Training Objectives must be SMART i.e. Specific, Measurable, Achievable, Realistic, Timeline?

It is 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?

# Step-4: Designing the Training Program(s)

1. Program duration
2. Program structure
3. Instruction methods
4. Trainers qualification
5. Nature of trainees
6. Support resources – materials, OHP, classroom
7. Training location & environment
8. Criteria & methods for assessing participant learning and achievement
9. Criteria & methods for evaluating the program



# Step-5: Selecting Instructional Methods

*Note: This is the most important step*

## On-the job-training (OJT)

- learn while you're working

## Off -the job-training

- In house, training or classroom
- External, consultancies or attending external classes
- Independent bodies, such as government talks
- Distance learning, from books or notes
- Computer-assisted learning
- Interactive-video training
- Video conferencing, same as classroom except teachers and students are in different locations.

# Exercise

- ◆ You are the Training & Capacity Building Coordinator . Your Supervisor asks you to develop a training program for Members of Disaster Management Committee.
- ◆ He suggests you organize a two-day course in a resort location from 9 to 5 for both days.
- ◆ Your task is to suggest 3 training methods that suit the training described above.

**Hint:** *this is attitude, not skills nor knowledge training*

# Response to exercise 4

**Remember your training theme was to change the individuals attitudes**

**Employ exercises that trainees can:**

- ◆ Participate in
- ◆ React to
- ◆ Provide feedback in
- ◆ Receive inspiration to move on

**Suitable training methods you might have listed:**

- ◆ Role-play
- ◆ Games
- ◆ Simulation exercises
- ◆ Discussion/debate formats
- ◆ Experiential exercises
- ◆ Self evaluation (e.g. video tape trainees performance & let them evaluate their own behaviors).

# Step-6: Completing the Training Plan

- ◆ **Target group** – assess your audience
- ◆ **Topic** – task, skill or attitude ingredient
- ◆ **Method** – direct (one way communication) or indirect (discussion, games, experimental exercises...). Important as evaluation of trainees usually lies on the perception on what they did in the training session
- ◆ **Time** – length, period, breaks important to consider
- ◆ **Location** – away from the office?

# Step-7: Implementing the Training Program

Besides trainers qualifications and experience:

- ◆ Participant selection
- ◆ Group comfort - physical & psychological
- ◆ Trainer enthusiasm & skills
- ◆ Effective communication
- ◆ Feedback mechanism
- ◆ The need to learn new training skills
- ◆ Preparation by trainers

# Step-8: Evaluating the Training

## Three Levels of Evaluation

### 1. Immediate Feedback

- Survey or interview directly after training

### 2. Post-Training Test

- Trainee applying learned tasks in workplace?

### 3. Post-Training Appraisals

- Conducted by immediate supervisors of trainees

# Step-9: Planning Future Training

Last step in the training process

- ◆ After taking all evaluated comments, trainers should modify the programs to keep good things and make suggested improvements
  - Remember, even with the same topic for different trainees, trainers should address many parts of the training process again and consider new approaches.