Introduction

The **Training Needs Analysis and Training Evaluation** program provides the latest methodologies and tools essential for addressing two crucial areas of training: **Training Needs Analysis (TNA)** and **Training Evaluation**. These areas are critical for any training function, particularly in today's challenging financial climate. The program emphasizes a structured process approach, helping organizations to raise their training effectiveness and better demonstrate the value of their learning initiatives.

The course focuses on how to conduct accurate and efficient **training needs analysis**, identify performance gaps, and apply predictive evaluation techniques. By employing these methods, participants will learn to determine which training programs yield measurable value for the organization. The course also explores the importance of **training evaluation**, its methods, and its role in demonstrating training impact.

Targeted Groups

This program is ideal for:

- **Training Managers**
- **Training Specialists**
- **Training Coordinators**
- **Training Consultants**
- **HR Staff**

Course Objectives

Upon completing the **Training Needs Analysis and Training Evaluation** course, participants will be able to:

- Identify and apply models of training needs analysis and assessment.
- Utilize techniques to measure and demonstrate training outcomes in the business context.
- Understand how competencies are constructed and the most effective competencies to target for training.
- Evaluate the effectiveness of training seminars and other learning interventions.
- Use unit costs to simplify the training evaluation process.

Targeted Competencies

By the end of this course, participants will have developed competencies in:

- **Problem-solving**
- **Data analysis**
- **Creativity**
- **Conceptual thinking**
- **Balanced decision-making**
- **Results orientation**

Course Content

Unit 1: Organizational Learning Culture

- Defining business culture and its key elements.
- Discussing the **WILLIAM SCHNEIDER model** for organizational culture.
- Exploring the **benefits of a learning organization culture**.
- Introducing the **4 Cs** of organizational culture.
- Creating a **learning culture** within the workplace.
- Understanding **organizational learning theory**.

Unit 2: High-Performance Organization

- Discussing principles of **High-Performance Organizations (HPO)** and factors that contribute to high performance.
- Understanding the **Performance Management System** and its link to employee appraisal processes.
- Delving into the **4 Quadrants of Employee Performance and Learning**.
- Exploring the **5 Factors Model of Employee Performance and Learning**.
- Learning the **curve concept** and its importance in performance and development.

Unit 3: Conducting Training Needs Analysis

- Analyzing the **TNA process** and key steps.
- Identifying training needs through **individual assessments** and using competencies matrices and performance reviews as inputs for TNA.
- Applying **job analysis** in identifying job-specific training needs.
- Recognizing **organizational needs** and establishing training objectives.
- Developing effective **training criteria** to align with organizational goals.

Unit 4: Training Implementation

- Discussing the training model process and key considerations during implementation.
- Defining **training types** (internal vs. external) and their appropriate contexts.
- Exploring various **training methodologies** and their advantages.
- Monitoring the progress of training programs, including overseeing the trainer and trainee dynamics during implementation.

Unit 5: Training Evaluation

- Setting up effective **training evaluation measures** using an evaluation matrix.
- Understanding **Kirkpatrick’s 4-Level Evaluation Model** and its application in assessing training outcomes.
- Exploring the **Phillips ROI Model of Evaluation** and calculating Return on Investment (ROI) using evaluation formulas.
- Learning about **Kaufman’s, CIRO, Brinkerhoff’s, and Anderson’s evaluation models** and how they can be applied to measure training success.

Conclusion

This **Training Needs Analysis and Training Evaluation** course equips participants with the skills and tools needed to conduct thorough training needs assessments and implement effective evaluation techniques. By utilizing these methodologies, organizations can ensure that their training programs are not only aligned with organizational goals but are also demonstrably impactful, delivering measurable value. Participants will leave with the knowledge and confidence to evaluate the effectiveness of their training efforts, ultimately driving organizational performance and learning outcomes.