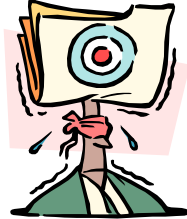


Training Needs Assessment: Process and Tools for Prioritizing Training Needs Quickly

Gus Prestera, PhD, CPT

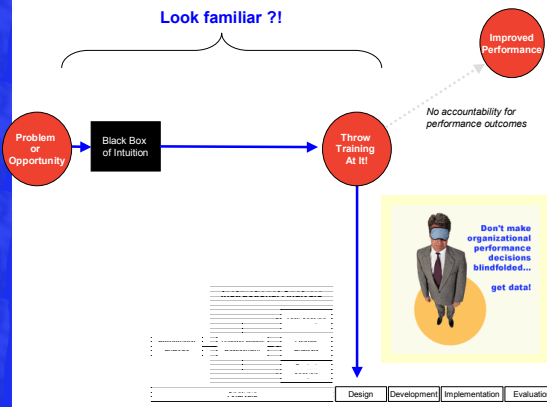
President, effectPerformance, Inc.
2004 ISPI Instructional Systems Design Conference
Chicago, September 30, 10:15 AM - 11:45 AM



2004 ISPI Instructional Systems Design Conference

Slide 1

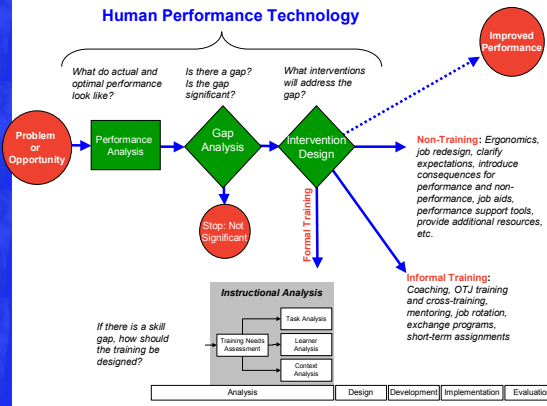
Look familiar ?!



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Slide 2

Human Performance Technology



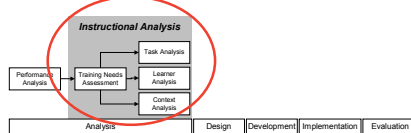
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Slide 3

Instructional Analysis

- Analyze tasks (the work)
- Analyze learners
- Analyze learning needs
- Analyze work context

Why does this occur so infrequently?



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Slide 4

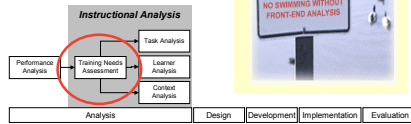
Training Needs Assessment (TNA)

Once you know training can help address the gap...

- What specific skills **can/should** be addressed through training?
- Which will require more **resources**?
- Which should receive **priority**?
- Which are in greatest **demand**?

Skill gaps are caused by gaps in:

- Knowledge
- Skills
- Attitudes



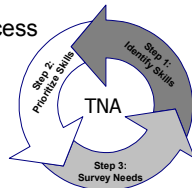
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Slide 5

A TNA Process

1. **Identify** critical skills
2. **Prioritize** skill set
 - Difficulty of implementation
 - Potential of impact
 - Type of cognitive process
 - Type of knowledge
3. **Survey** skill needs

(Kratzwohl, 2002)



(Pretera, 2004b)

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Slide 6

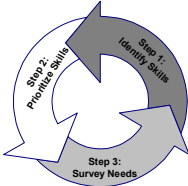
Low-IRC Skills

What do we do about low-IRC skills?

-

Step 3: Survey Needs

- Answer these questions:
 - What do the workers feel they need?
 - What do supervisors feel their workers need?
- Suggestions:
 - Sample different groups and compare results
 - Narrow the list of skills to the most resource-intensive ones (high IRC)
 - Compare to performance metrics & benchmarks
 - Trust your data
 - Disregard learners at your own peril!



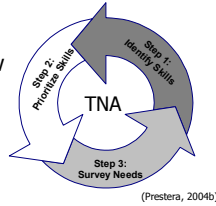
TNA Survey Tool

Training Needs	Mean Rating						
	0 Unsure	1 Need this Training right away or do. Instruction for my new role!	2 Need Training but the need is not urgent	3 needed but written instructions and coaching would be helpful	4 No training needed but written instructions would be helpful	5 No training or learning support is needed	
16 Enter Task or Topic Here	14%	32%	50%	5%	0%	0%	3.73
3 Enter Task or Topic Here	5%	18%	36%	27%	0%	14%	3.32
6 Enter Task or Topic Here	5%	5%	55%	18%	9%	9%	3.23
8 Enter Task or Topic Here	14%	14%	50%	9%	9%	5%	3.18
21 Enter Task or Topic Here	5%	5%	59%	9%	9%	14%	3.18
14 Enter Task or Topic Here	5%	0%	50%	27%	9%	9%	3.09
9 Enter Task or Topic Here	9%	18%	27%	27%	9%	9%	3.00

This tool automates the survey development and analysis, quickly informing you of which skills have high perceived training need and which have low perceived training need and can be addressed through non-training interventions, if at all.

Summary

1. **Identify** critical skills
 - Brainstorm, gain agreement
2. **Prioritize** skill set
 - Attribute each skill
3. **Survey** skill needs
 - Who needs it and how badly?



Slides and tools available at:

<http://www.effectperformance.com/html/library.htm>

effectPerformance
Instructional design solutions for your learning and performance needs



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