TRAINING NEEDS ASSESSMENT AND LEARNING IMPACT EVALUATION COURSE

Introduction

Training Needs Assessment and Evaluation is a practical programme designed to help HR professionals, learning and development practitioners, trainers, managers and programme officers make training more evidence-based, targeted and accountable. The course addresses the complete training cycle, from determining whether training is genuinely the right solution to identifying the specific knowledge, skills and performance gaps that need to be addressed, and finally demonstrating what changed as a result of the intervention. Participants learn how to distinguish training needs from problems caused by inadequate systems, leadership, resources, processes or working conditions, thereby reducing investment in training that cannot solve the underlying problem. Participants will develop practical skills in conducting training needs assessments, analysing organisational, task and individual performance gaps, prioritising learning requirements, designing appropriate interventions and establishing measurable learning and performance objectives. The programme also covers the design of evaluation frameworks that measure learning, application, behavioural change, performance improvement and, where appropriate, organisational results. Particular emphasis is placed on evidence, measurement and decision-making. Participants learn how to collect and analyse meaningful data, calculate and communicate training results, develop evaluation reports and present findings in a way that supports management decisions, organisational accountability and funding requirements.

Course Objectives

- Distinguish training needs from performance problems training cannot fix
- Plan and conduct a training needs assessment
- Design instruments for surveys, interviews and observation

- Analyse competency gaps and prioritise interventions
- Build evaluation into course design from the start
- Apply the Kirkpatrick levels and calculate training return on investment
- Collect baseline, end-line and follow-up evidence
- Report training impact to executives, boards and donors

Course Modules

> Module 1: Why Training Fails to Deliver
- Performance analysis
- Training and non-training causes
- Managing stakeholder expectations
- The cost of unnecessary training
- When to say no to a training request

> Module 2: Planning a Needs Assessment
- Scope, questions and sampling
- Organisational, task and individual levels
- Competency frameworks
- Budgets, ethics and consent
- Working with line managers

> Module 3: Data Collection
- Survey design
- Interview and focus group guides
- Observation checklists
- Document and performance data review
- Piloting and refining instruments

> Module 4: Analysis and Prioritisation
- Analysing competency gaps
- Qualitative and quantitative analysis
- Prioritising by impact and feasibility
- Presenting findings to management
- Turning gaps into learning outcomes

> Module 5: Designing for Measurable Results

- Evaluation questions set at design stage
- Indicators for learning and behaviour
- Baseline data collection
- Control and comparison approaches
- Setting realistic targets

> Module 6: The Kirkpatrick Levels in Practice

- Reaction, learning, behaviour and results
- Tools and instruments at each level
- Timing of measurement
- Common pitfalls
- What each level can and cannot prove

> Module 7: Return on Investment

- Isolating the effect of training
- Converting results into monetary value
- Cost categories
- ROI and benefit-cost ratios
- Being honest about assumptions

> Module 8: Reporting and Using the Evidence

- Report structures for executives and donors
- Data visualisation
- Presenting negative findings
- Management response and decisions
- Feeding evidence back into design

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