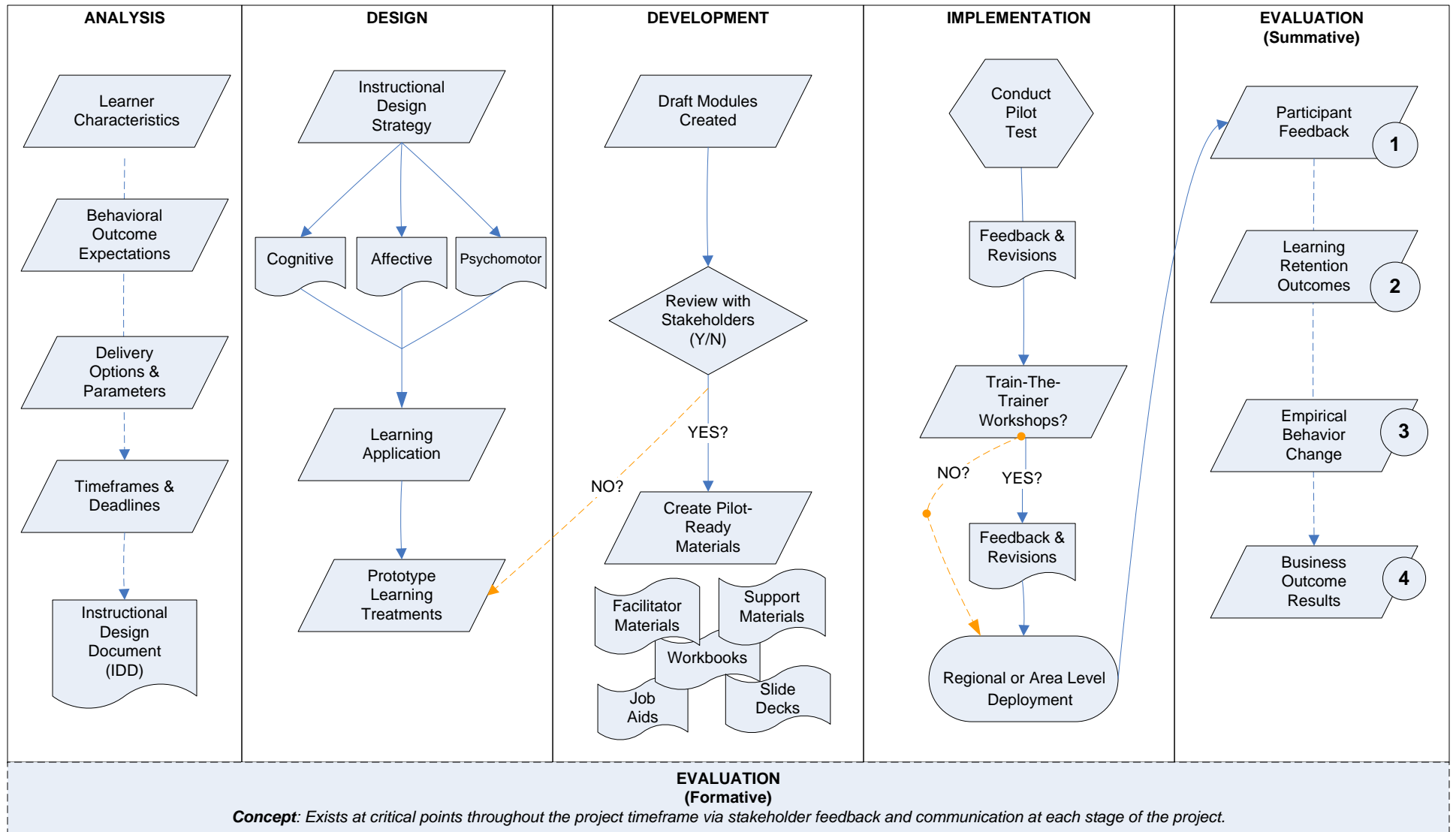


Training Program Implementation



EVALUATION (Formative)

Concept: Exists at critical points throughout the project timeframe via stakeholder feedback and communication at each stage of the project.

Implementation Project Plan

Goal: *The implementation and launch of a training program across a typical medium to large-sized business operation.*

Analysis

- Who (define learner characteristics and target demographics, including age range, current level of experience, levels in the organization, etc.)
- What (define the target behavioral outcomes and potential learning constraints)
- Why (include business outcomes and provide a clear rationale for all proposed content)
- How (Explore the desired delivery components & budget. Web-based modules? On-the-Job training [OJT]? Pre-work/Post-work? Tests/Audits?)
- When (Desired timeline for implementation)

Note: The Instructional Design Document (IDD) provides an executive summary of all the above materials, including budgets if possible.

Design

- Determine the instructional, visual and technical design strategy for all modules and/or learning treatments. Apply instructional strategies and outcomes to address each major domain (cognitive, affective, and psychomotor)
- Create prototype learning treatments (this is an opportune time to design all major learning exercises and other scripted learning experiences. Includes storyboarding elements for any web-based learning modules, defining all pre-work, designing any OJT requirements, field experiences, etc.)

Development

- Develop draft materials (Packaging all the design elements together!)
- Review with stakeholders (if there are changes to major elements, return back to the design stage)
- Develop all final pilot ready materials including all support materials and collateral (e.g. facilitator/leader guides, participant guides, job aids, OJT material, web-based support modules, etc.).

Implementation

- Pilot Test & revision. Most revisions are refinements of execution points and time frames.
- Train-the-trainer & revision. Adjustments made are very minor at this stage, usually limited to delivery execution details or typographical edits.
- Regional / Divisional / Area-based deployment. For smaller organizations this is a single step, and coordination requirements are low.

Evaluation

Summative Evaluation exists through objective metrics post-implementation. **Formative Evaluation** exists throughout the project timeframe through stakeholder feedback and communication at each point of the project .

- Participant Feedback results
- Learning retention outcomes
- Measured and/or observed behavioral results
- Business outcome results