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Outcome-Based Training: a Simple Approach

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The Challenge

- IT Systems are purchased for one of three reasons with regard to tasks
  - Increase user efficiency
  - Provide new features and benefits
  - Solve new problems
- The challenge: Ensure users understand how to use their new system.
- The answer? Establish a training program
- This presentation will explain one trainer's outcome based training approach

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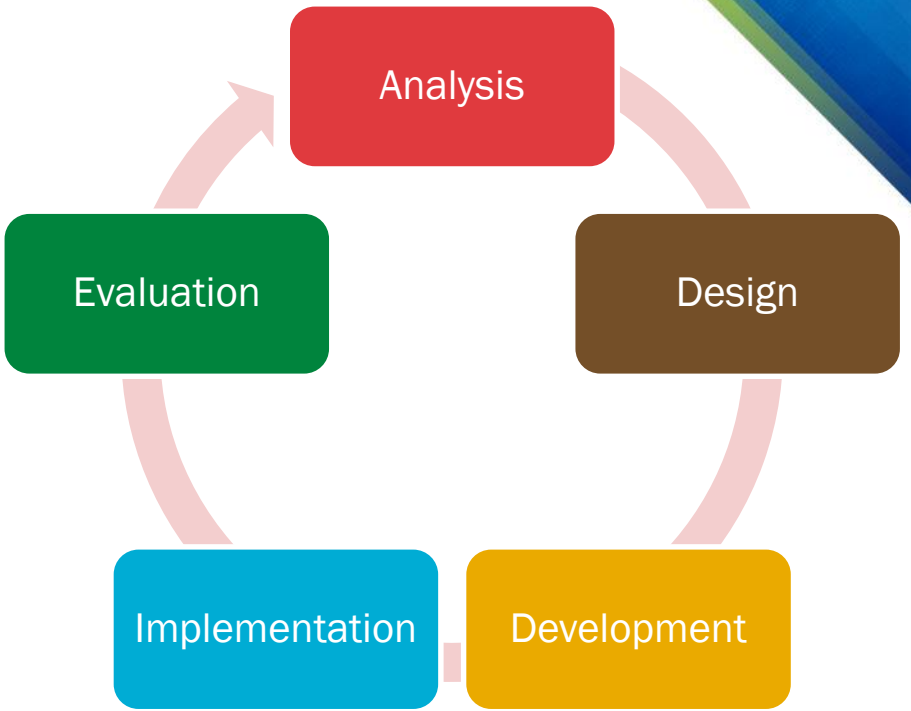
Presentation Outline

- Development Steps and Process
- Results
  - Lessons learned
  - Challenges
  - Success stories

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Formal Instructional Development - ADDIE

- Plan before doing
- Planning comparisons
  - Project Plan for Projects
  - Service Lifecycle for IT Services
- Analysis (Problem, Goals, Objectives)
- Design (Learning objectives, lesson plans, exercises etc)
- Development (Create it)
- Implementation (Give it)
- Evaluation (Is it working?)



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Analysis

- Discuss training requirements with system owners or key stakeholders
- Determine training requirements by students (Supervisors, Various Teams, Users, Functions)
- Look at the features and benefits of the system to ensure training on key features are designed and developed
- Consider the outcomes desired – what is the goal of the training

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Analysis

(Problem, Goals, Objectives)

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Design

- Simplification options:
  - Design reference cards or guides on how to perform common tasks
  - PowerPoint slide instead of a manual, lesson plan or student guide
- Design capstone activities for class to simulate real-world tasks
- Design a training system to conduct the training on; one that is as close to production as possible
- Design a reporting method to inform leadership on student participation by requirement
- Design advertisement and sign up methods

Design

(Learning objectives, lesson plans, exercises etc)

Depending on complexity of training the Analysis and Design phases may occur concurrently

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Development

- Develop course to teach the skills identified earlier in Analysis and Design
- Key stakeholders are asked to attend first session (pilot)
- Develop multiple advertisements methods
  - Email (direct and broadcast)
  - Digital Signage
  - Web page(s)
  - Flyers/Newsletters
  - New member arrival package
- Develop a simple sign up system

Development

(Create it)

Depending on complexity of training the Design and Development phases may occur concurrently

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Implementation

- Instructor-led live sessions
  - Virtual offerings
    - Desktop screen sharing (Skype for Business or similar enterprise level systems)
    - Video teleconference (desktop or whole room)
  - In-person
    - Classroom with workstation on the training system
    - Conference room if students all have their own laptops and can access training system
- Track attendance and create reports based on the requirement and plan



(Give it)

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Evaluation

- Implement the feedback received during the 1st session (pilot) before the 2nd second
- Keep up to date with new features and benefits
- Coordinate with key stakeholders to determine if they see negative users actions/trends that could be addressed by training



(Is it working?)

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Results

- Lessons learned
  - Many students had the impression that they do not need training – My replies:
    - Students with experience in the training topic can benefit others on the team by providing input and suggestions to improve the course
    - Numerous times students have said they have been using software for a long time (months, years) and never knew several of the features that were just trained
  - Short sessions seem more beneficial to students vs. one long one and it tends to fit student schedules better
- Challenges
  - Buy in by students and leaders
  - Training system and site
  - Attempt to quantify benefits of student attending training (less errors, increased efficiency)
    - During analysis the current state of skills should be reviewed and if possible measured before training is implemented
    - Measure periodically as trained members increase as part of the evaluation step

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Results – Success Stories

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- Build a quality program - success leads to additional training course requests
- Training allowed to participate in reviews of all IT changes to evaluate if updated or additional training is required for users
- Treat Training as a Service – manage it just like any service for the users
- A full and complete development process via ADDIE is not needed for success
  - Implement training via a simplified development process
  - Screen captures with a small amount of support text to save time on development
  - Start with simple/short training programs to gain momentum (Easy Wins)
  - Increase complexity or add follow on courses to build on success

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Summary

- Development Steps and Process
- Results
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  - Challenges
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