Week Five Lecture

Overview of Training and Development
(ADDIE)

Week Five – Lecture Overview

- Comments and questions the ADDIE model of training development
- Individual assignments – Training for bicycle couriers
- Team space

Overview of Training and Development

ADDIE Model (most widely incorporated)

- Analyze
  - Conduct a needs assessment
  - Determine if a training problem exists
  - Alternatives to training
- Design
- Develop
- Implement
- Evaluation

TRAINING FORMULA

$$A - B = C$$

Required To Do A Job	Students' Current	Needed Training
•Knowledge	•Knowledge	•Identified Skills Gap
•Skills	•Skills	
•Attitudes	•Attitudes	

Analysis

- Methods of Conducting Needs Assessments
  - Observation
  - Surveys
  - Document review
  - Interviews
  - Tests
  - Work samples

Analysis

- Determining if a training problem exists
  - Knowledge or skill deficit
  - Lack of motivation
  - Environmental problem

Analysis

- Can the performance problem be solved through training?
  - Would a change in environmental conditions increase performance?
  - Tomato example
- Training Alternatives
  - Send employees to training outside
  - Bring in instructors/experts
  - Conduct training in-house
  - Combination
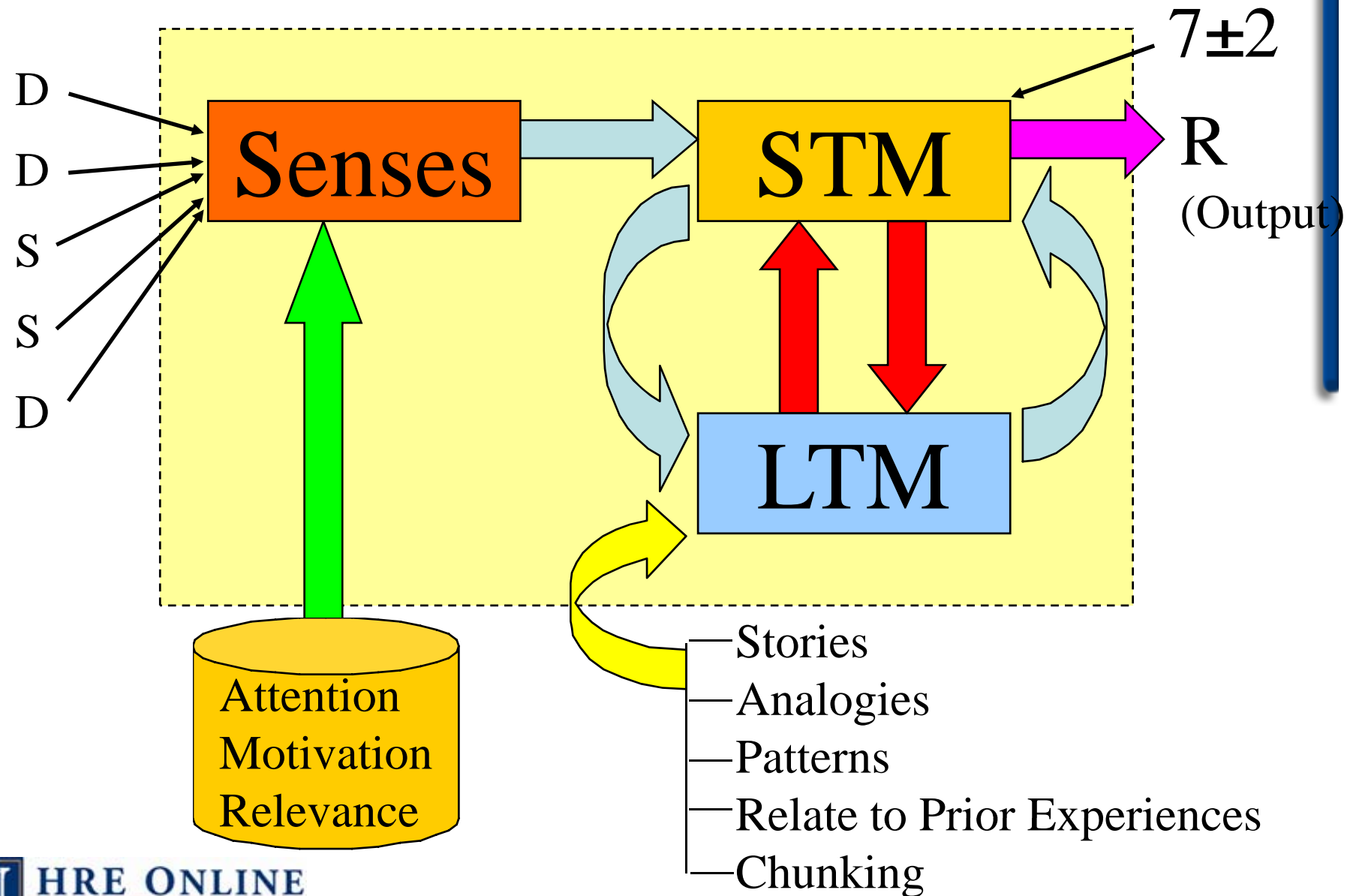 - Cost factors, benefits, pros, cons, etc.

Design and Develop

- Conduct job and task analyses
- Prepare performance objectives
- Develop assessment measures
- Develop curriculum
- Determine delivery location
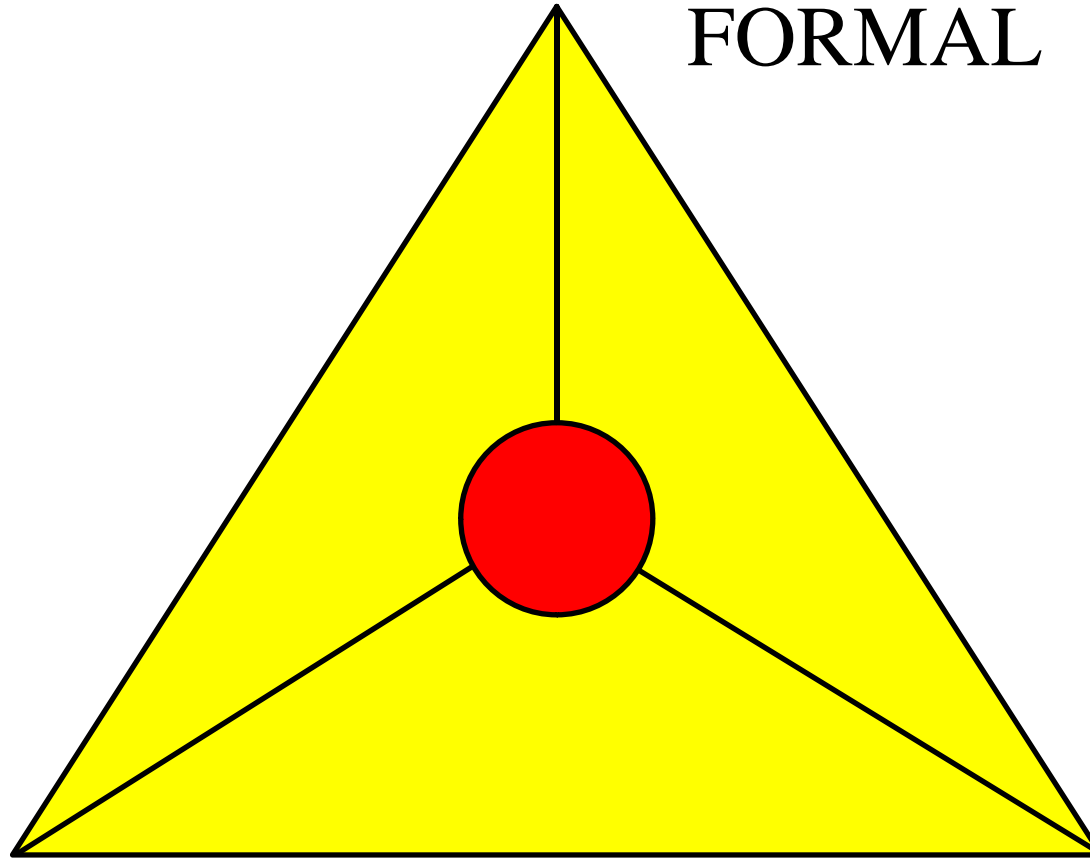- Pilot test
- Revise as necessary

Implement

- Organizational Specific
  - Number of learners
  - Methods
  - Time
  - Content Stability
  - Medium (online, self-directed, in-class lecture)
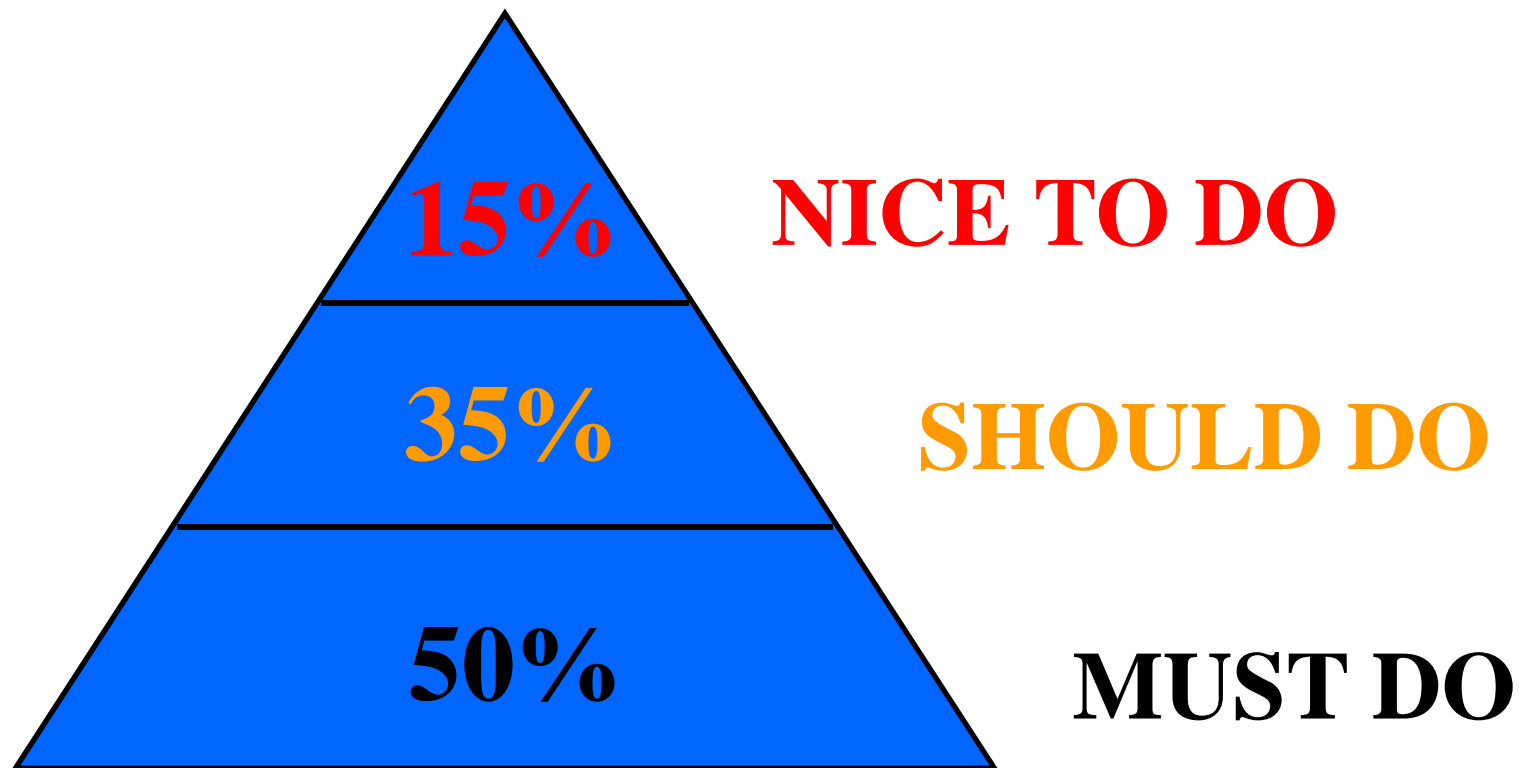
INFORMATION PROCESSING

D

D

S

S

D

Senses

STM

7±2

R

(Output)

LTM

Attention
Motivation
Relevance

Stories

Analogies

Patterns

Relate to Prior Experiences

Chunking

3 BASIC TYPES OF TRAINING

FORMAL

INFORMAL

OJT (1 ON 1)

HRE ONLINE
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

PRIORITY TRIANGLE

15%   **NICE TO DO**

35%   **SHOULD DO**

50%   **MUST DO**

ACTIVITY AVOIDANCE

HRE ONLINE
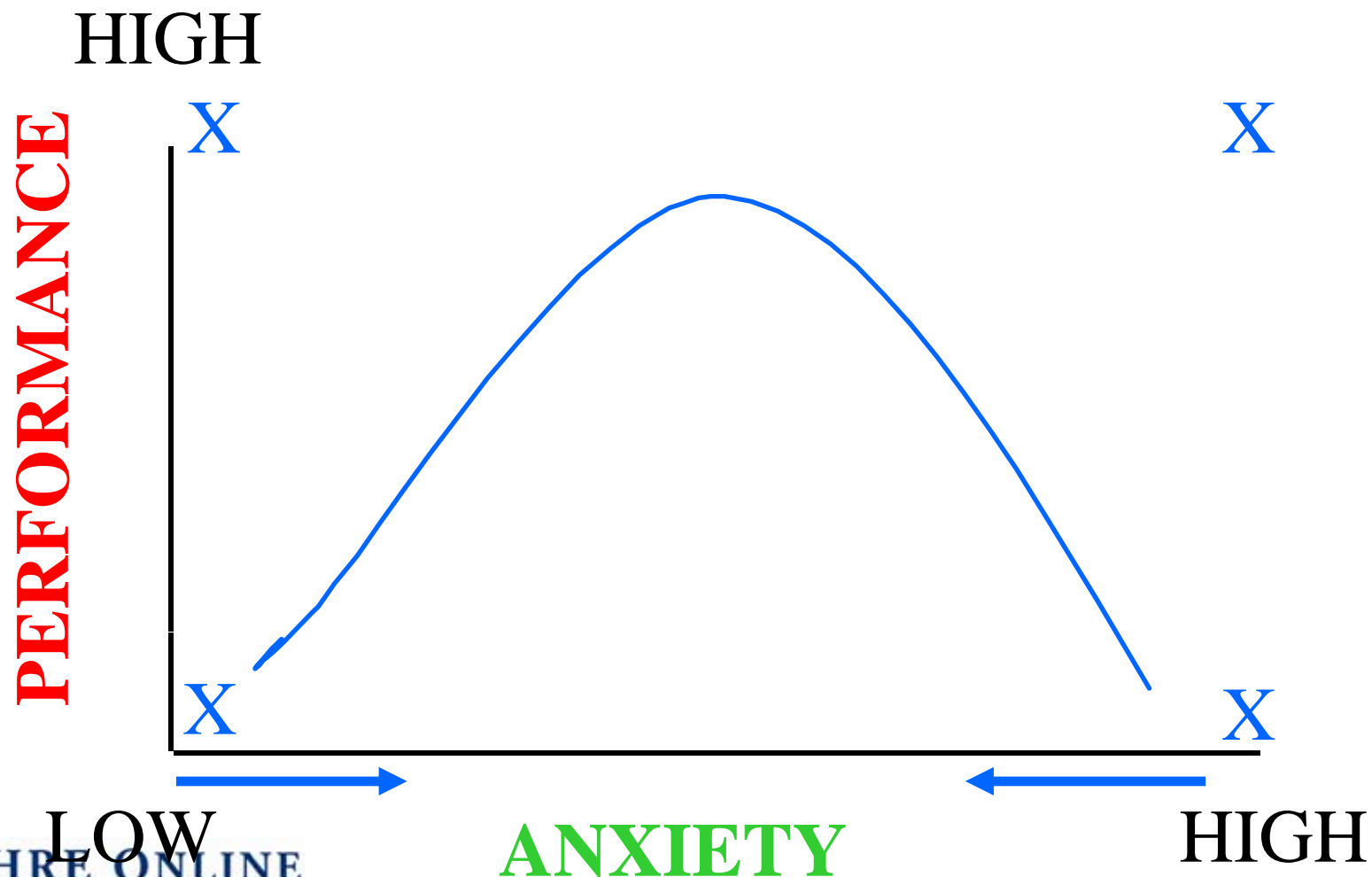UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

CONFIDENCE SPIRAL

- Quantity
- Pace
- Feedback
- Learning Styles

Self-Confidence
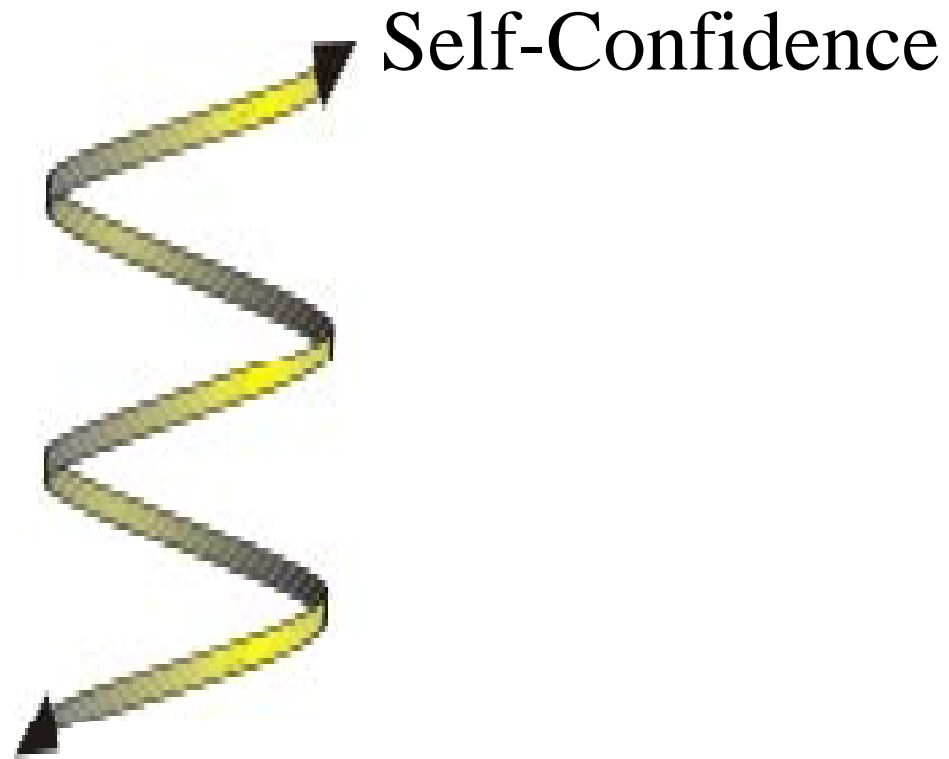
ACCOMPLISHMENTS

EFFECT OF ANXIETY

Why Evaluate Training?

- Improve content, delivery, methods
- Ensure objectives or purpose of training was achieved
- Efficiency
- Mandates
  - Comments and questions concerning the lecture

Evaluation

Leveled Evaluation of Training

Kirkpatrick	Level	Phillips/Stone
Reaction	One	Participant's Reaction/Satisfaction
Learning	Two	Learning Results
Behavior	Three	On-the-Job Application
Results	Four	Business Impact
	Five	Return on Investment
	Six	Intangible Benefits

Conclusion

- Evaluation is a critical component of training (and in particular ADDIE)
- Theoretically, the best type of evaluation involves several levels and is included in the training design
- Practically, cost, time, or difficulty in isolating impact of training, makes truly effective and comprehensive evaluations difficult