

<Project Name> Training Plan

<Project/Branch Name>

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# Executive Summary

Training is the intervention to build skills and capabilities. The change manager's role in training is to identify the skills and capabilities that employees need and to recognize any gaps that exist in the training requirements. When change management is applied effectively, a partnership emerges between the change management team (who documents knowledge needs) and the training group (who develops and delivers the needed training).

Training within the AD**K**AR model is focused on building **K**nowledge (of how to change) of impacted staff and managers/supervisors. Training comes after the change manager has built the necessary **A**wareness (of the need to change) and **D**esire (to support and participate in the change). Without these, the training will not be effective.

Factors for success for **K**nowledge include:

* the current knowledge base of an individual
* the capability of this person to gain additional knowledge
* resources available for education and training
* access to or existence of the required knowledge.

Impacted Managers have a particular role when it comes to the successful delivery of change:

* they communicate messages about the change and how it directly impacts employees
* their attitudes toward the change filters directly and immediately to how their employees react to the change
* they identify and manage resistance
* they provide recognition and reinforcement during an implementation

Therefore they are actually involved right from the start (Awareness). This plan will also lay out how the change manger and trainer will build commitment, train and prepare managers/supervisors for their role in the change.

# Introduction

This document describes the training requirements and approach for the proposed changes to <project > scheduled to be released on <date>.

## PURPOSE

The <Project Name> Training Plan establishes procedures to plan, develop, implement, and maintain the <Project Name> training program and curriculum. The following objectives have been established for this plan:

• <Enter objectives as appropriate>

## SCOPE

### Planning Principles

Various scenarios were considered to form a basis for the plan, and multiple assumptions were made. The applicability of the plan is predicated on:

<Enter various assumptions/variables taken into account when developing this plan, or that the successful execution of this plan is dependent upon>

### Assumptions

The execution of the proposed training plan assumes the following:

<For example:

* Assumptions about existing levels of knowledge/competency
* Expectations about training quality or previous training activity. >

### Constraints

This section identifies any limitation that must be taken into consideration regarding the content of this plan.

1. <Insert description of the first constraint.>
2. <Insert description of the second constraint. And so on…>

# Roles and responsibilities

<Describe roles and responsibilities of training staff and associated stakeholders, as it relates to the effort outlined in this training plan. For example…>

| **Function/Business Area** | **Role/Responsibility** | **Contact** |
| --- | --- | --- |
| Training manager/Training lead | <Assess training needsDevelop training strategy and training plansDevelop training packageDeliver local training eventsQuality assure training products where developed by other areas e.g. CancellationsPublish training materials on LearnHubProvide coordination and facilitation services where centrally delivered virtual classroom events are requiredEvaluate training effectiveness> |  |
| Change Manager lead | <Review this training planCoordinate release change – engagement, communications and supportCoordinate training related communications, events and schedules> |  |
| Change Management Team | <Review the training plan prior to the Change Management Advisory Group endorsing the training planReview training package> |  |
| Change Management Advisory Group | <Endorse the training plan> |  |
| Principal Change Sponsor | <Approve the training plan> |  |
| Project Change Sponsor | <Support local training delivery> |  |
| Impacted Managers | <Support local training delivery> |  |
| Change Advocates | <Coordinate and support local training delivery> |  |
| Impacted Staff | <Support local training delivery> |  |
| Business owner of project deliverables | <Contribute to end user support plan> |  |
| IT Support | <Aware of training materials and support materials ie FAQs and where to find themEnd user support plan> |  |
| Department | <Aware of training available on ShareHub> |  |

# Training Strategy

The overarching training approach is to support staff groups by providing timely access to relevant training products and events, based on nature of the change impact. These impacts have been previously identified in the high-level training needs analysis (Appendix A in this plan) in the Change Management Plan. To meet the specific requirements of the <project> the following strategic training elements will be considered:

<Training approach, schedule, duration, location, dates etc>

<Consider delivery ratio with relation to face to face and elearning>

<Consider integration with existing training packages or L&D functions>

<Consider organisational and adult learning theories that may be instructional>

<\* Note there may be an overarching training strategy at the programme or organisational level that needs to be followed.>

# Training Sources

<Identify the source of the training (developed in-house, contracted to external agency, commercial off the shelf (COTS), etc. If in-house development is chosen, expand upon this training plan to include associated development activities and timeline for task completion and delivery of source materials.>

# Knowledge requirements

The following table aligns the knowledge requirements of certain stakeholders with their expected change impacts.

<For example>

| **Stakeholder** | **Knowledge Requirement** | **Capability Level** | **Rationale** |
| --- | --- | --- | --- |
| <Stakeholder A> | Working knowledge of the online forms | Aware | It is expected that <user group> will need to check the online application to verify certain information. |
| Ability to use new system to perform X task. | Competent | Certain processes have changes dramatically, and this is key to this role. |
| Awareness of changes to system reporting. | Expert | New reporting will be available and this group are required to report. |

# Product method and delivery

## Method

The following products will be produced to meet training requirements. <Describe the method of delivery selected for the training program. Include reference to any plans to test training. If multiple delivery methods are planned, provide an explanation detailing this or provide a reference to where it is stored.>

The proposed training deliverable methods are outlined in the table below: <for example>

| Topic | Stakeholder | Method | Delivery | Application | Description |
| --- | --- | --- | --- | --- | --- |
| <Process Fundamentals | New staff | eLearning | Self-directed | Pre-release training. | A new eLearning package proposed for staff |
| What’s new/ what’s changed? | Managers | PowerPoint presentation | Self-directed or facilitated group presentation | Pre-release training. | Provides an overview of the main changes in processes and systems |
| New form  | Business area | Interactive Guide  | Self-directed or facilitated group presentation. | Pre-release training and post release reference. | Online interactive PDF product which provides a description of the online form completed by the client. > |
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## Delivery

Training and support materials will be available via the following channels:

|  |  |
| --- | --- |
| **Stakeholder** | **Channel** |
| Project Change Sponsor |  |
| Impacted Managers |  |
| Change Advocates |  |
| Impacted Staff |  |
| Business owner of project deliverables |  |
| IT Support |  |
| Department |  |

<Where possible, training is to be integrated with the broader programme training of the Department to reduce the incidences of multiple training events and overload of materials and content. >

Delivery timelines are shown at Appendix B.

|  |  |  |  |
| --- | --- | --- | --- |
| **Product** | **Description** | **Objective** | **Notes** |
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# Training resources

<Identify resources necessary to support the training program. This should include human resources as well as hardware, software, facilities, etc or provide a reference to where it is stored.>

## Materials

<Identify the types of training materials required to support the training requirements outlined within this plan. Include reference to training items such as instructor and student guides, presentation materials, visual aids, hand outs, workbooks, manuals, demonstrations, etc or provide a reference to where it is stored.>

## Equipment

<Identify resources necessary to support the training program and the environment in which it will be implemented. Include specific requirements related to items such as hardware, software, networking, vendor selection, product type, version number, etc or provide a reference to where it is stored.>

## Environment

<Describe any conditions, facilities requirements, size, location, temperature, etc needed to perform the training or provide a reference to where it is stored.>

## Staffing

<Identify resources necessary to support the training program. Include any specific requirements related to items such as skill set, knowledge, education, experience, etc or provide a reference to where it is stored.>

# Risks and issues

This section contains a high-level assessment of people risks and dependencies. Risks identified here should also be visible in the central project risk register.

| **ID** | **Risk** | **Impact** | **Likelihood** | **Consequence** | **Mitigation** |
| --- | --- | --- | --- | --- | --- |
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# Training Evaluation

*<Describe how the overall training program and curriculums will be evaluated. Describe evaluation metrics and tools. Define how they will be evaluated. Explain how they may influence changes in the program, curriculums, course materials, and training approaches or provide a reference to where it is stored.>*

# Training Security & Updates

## Access to Training Material

*<Identify resources, access, permissions, and access duration allowed to training materials. Describe the process for obtaining and changing access permissions and any resources used to secure such materials or provide a reference to where it is stored.>*

## Access to Training Environment

*<Identify resources, access, permissions, and access duration allowed to training environment. Describe the process for obtaining and changing access permissions and any resources used to secure the environment or provide a reference to where it is stored.>*

## Updating Training Resources

*<Describe the process for updating training programs, curriculums, environments, and supporting materials. Include the process for identifying and collecting required/requested changes, how prospective change will be evaluated, prioritized, and incorporated into future iterations of training. Explain how revision history will be maintained and tracked or provide a reference to where it is stored.>*

# Appendix A - Training Needs Analysis

In assessing the expected stakeholder impacts the following training needs analysis has been prepared. It is provided as a high-level over-view of training needs to provide focus to more detailed discussions around training planning.

*<In this section, outline the training needs required for each identified stakeholder group impacted by the project change.>*

|  | **Stakeholder group** | **Location/s** | **Number estimates** | **Training medium** | **Rationale** |
| --- | --- | --- | --- | --- | --- |
| **One-on-one** | **Classroom** | **Online** |
| **Context and getting started** | *<Group name, e.g. Project Change Sponsors>* | *<Location of Stakeholder Group, e.g. Barton>*  | *<Number of people in this group, e.g. 5>* | * *<Project Change Sponsors usually require one-on-one;*
* *Advocates, classroom;*
* *affected staff, e-learning.*

*but this will vary according to size of project and the nature of the change>* | *<Describe reasoning for training needs, e.g. Executives receive one-on-one training prior to deployment so they can speak confidently and professionally about the change having experienced it for themselves prior to impacted staff.>*  |
| Learning Outcome*<For example** *Define what xx is*
* *Explain why PM&C is implementing xx*
* *List some user benefits of xx*
* *Describe xx features available of xx>*
 |
| **Deepening knowledge and assisting adoption** |  |  |  |  |  |
| Learning Outcome*<For example** *Apply documented procedures correctly>*
 |
| **Whole package for new starters and refresher for existing users** |  |  |  |  |  |
| Learning Outcome*<For example** *Define what xx is*
* *Explain why PM&C is implementing xx*
* *List some user benefits of xx*
* *Describe xx features available of xx*
* *Apply documented procedures correctly>*
 |

# Appendix B – Training deliverables

The proposed training deliverables are outlined in the table below: <for example>

| Topic | Audience | Method | Delivery | Application | Description |
| --- | --- | --- | --- | --- | --- |
| <Process Fundamentals | New staff | eLearning | Self-directed | Pre-release training. | A new eLearning package proposed for staff |
| What’s new/ what’s changed? | Managers | PowerPoint presentation | Self-directed or facilitated group presentation | Pre-release training. | Provides an overview of the main changes in processes and systems |
| New form  | Client service staff | Interactive Guide  | Self-directed or facilitated group presentation. | Pre-release training and post release reference. | Online interactive PDF product which provides a description of the online form completed by the client. > |

# Appendix C – Delivery schedule

This section describes the intended schedule for the training activities. The execution of the proposed schedule is subject to the training/test environments being fit for purpose and available to allow the development of the training materials, sufficient SMEs and identified people being available to progress the development of training materials and review documentation when necessary.

| **Action** | **Responsible** | **From** | **To** | **Notes** |
| --- | --- | --- | --- | --- |
| **Planning** |  |  |  |
| Develop Training Plan |  |  |  |  |
| Review Training Plan |  |  |  |  |
| Sign off Training Plan |  |  |  |  |
| **Development** |  |  |  |
| Develop <product 1> |  |  |  |  |
| Develop <product 2> |  |  |  |  |
| Update <product 3> |  |  |  |  |
| Review <product 1>  |  |  |  |  |
| Finalise all training materials |  |  |  |  |
| **Delivery**  |  |  |  |
| Publish all training materials |  |  |  |  |
| Confirm nominations from business areas |  |  |  |  |
| Finalise local training delivery schedule |  |  |  |  |
| Train the Trainer Events |  |  |  |  |
| Local Training Event Delivery  |  |  |  |  |
| **Evaluation** |  |  |  |
| Training evaluation & Lessons Learned |  |  |  |  |

# Appendix D – Training Schedule

| **Training Description** | **Trainer** | **Trainees** | **Training Logistics** | **Date** |
| --- | --- | --- | --- | --- |
| **Training Room** | **Videocom required?** | **Video/s** | **Available on LearnHub by?** | **Training Pack** | **Advertising – medium & date** | **Invitation – to be sent on** |
| Context and getting started | *<Location of Stakeholder Group, e.g. Regional Network>*  | *<Number of people in this group, e.g. 600>* | *<If required: Yes/No; If yes, which room/s and where>* | *<Yes/No>* | *<Description of content and number of videos>* | *<When will the video/s and any training materials be available on LearnHub>* | *<Description of contents>* | *<e.g. all editions in April Corporate Update and Posters distributed during April>* | *<X weeks before training>* | *<Describe reasoning for training needs, e.g. Executives have received previous training and require a refresher course only.>*  |
| Deepening knowledge and assisting adoption |  |  |  |  |  |  |  |  |  |  |
| Whole package for new starters and refresher for existing users |  |  |  |  |  |  |  |  |  |  |