



TRAINING 101: ANALYSIS

**Presented to: NAPTA Instructor
Skills Conference IX**

PRESENTER BIO

Tammy D. Netherland

Director of Business Support

Systran

- Over 19 years in adult learning, training development, and project management
- Designed, developed, facilitated, and evaluated training material for multiple chemical and refining companies

PRESENTER BIO

David F. Hirsch

Systran CEO

- Over 25 years in adult learning, training development, and project management
- Developed training material, operating manuals, and procedures for multiple chemical and refining processes

ANALYSIS

Analysis is the study we do in order to figure out what to do...

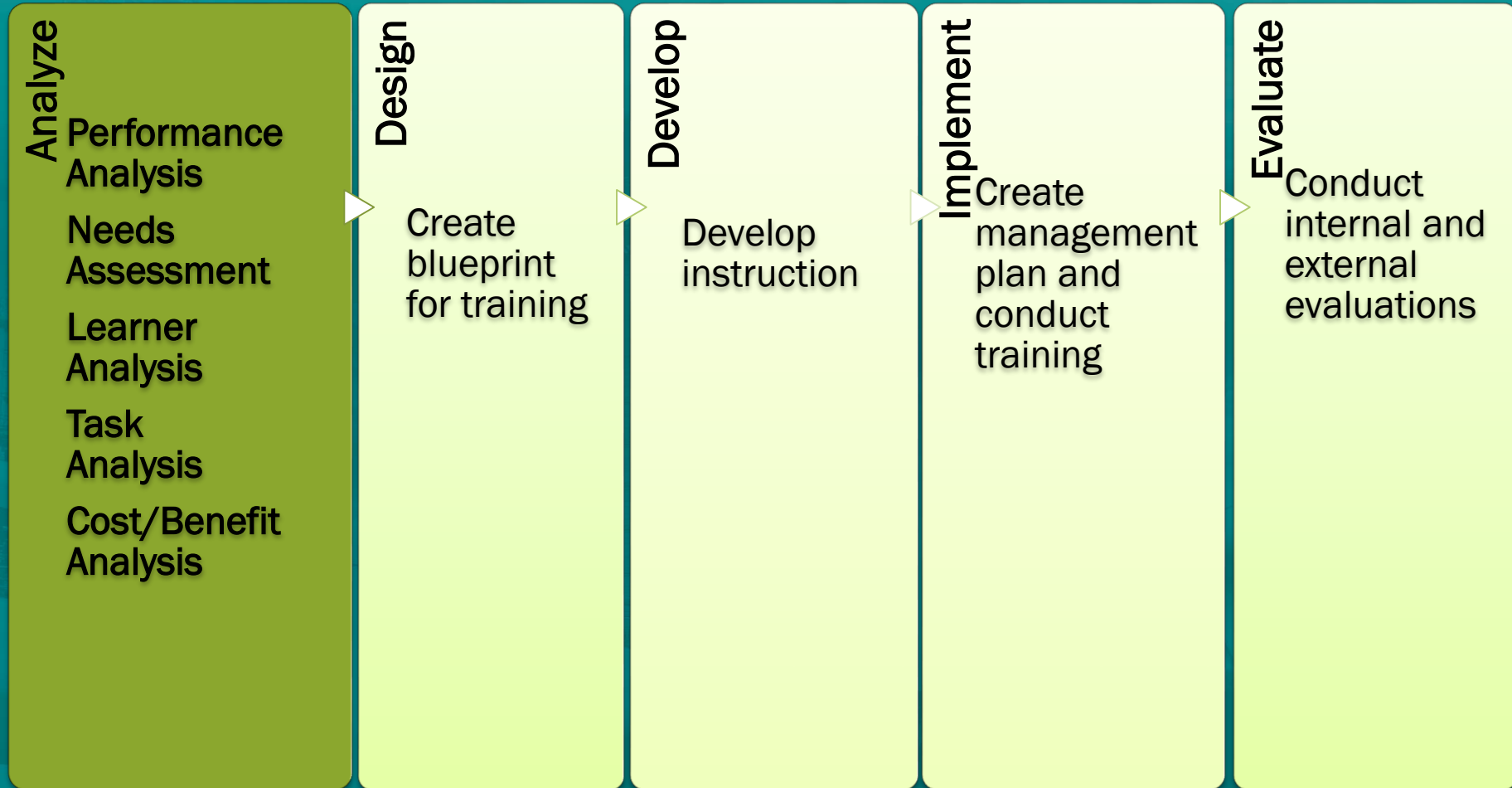
Allison Rossett & Kendra Sheldon (2001)

LEARNING OBJECTIVES

After this session, you will be able to:

- Explain the purpose and benefits of the analysis phase
- Describe the elements of the analysis phase
- Explain how the analysis phase impacts the design and development phases

INTRODUCTION



ANALYSIS PHASE

Overview

- Basis for all design and development activities
- Focuses on desired business need or result
- Determines:
 - Will learning fulfill the business need?
 - What must be learned?
 - What is the standard of performance?
 - How will the learning process occur?
 - Who needs to improve their performance?

ANALYSIS PHASE

Performance Analysis

- Is it a training problem?

Needs Assessment

- What is the desired business outcome...where is the gap?

Learner Analysis

- Who are we training?

Content/Task Analysis

- What are we training on?

Cost/Benefit Analysis

- What will it cost to address the issue?

STEP 1: PERFORMANCE ANALYSIS



Motivation (Heart)

- Don't know why
- Doing it is a hassle



Knowledge/Skills (Head)

- Don't know how
- Forgotten how



Tools/Processes (Hands)

- Lack the right tools
- Flawed policies

Three Foundations of Performance

STEP 1: PERFORMANCE ANALYSIS

Helpful
Hint

- *Performance gap is the difference between expected and current job performance.*

STEP 1: PERFORMANCE ANALYSIS



What exactly is the problem?

- Is there a business need for closing this gap?
- Does it fit the organization's strategy?

If yes, is training really the solution? (See Step 2)



SCENARIO

Performance Analysis

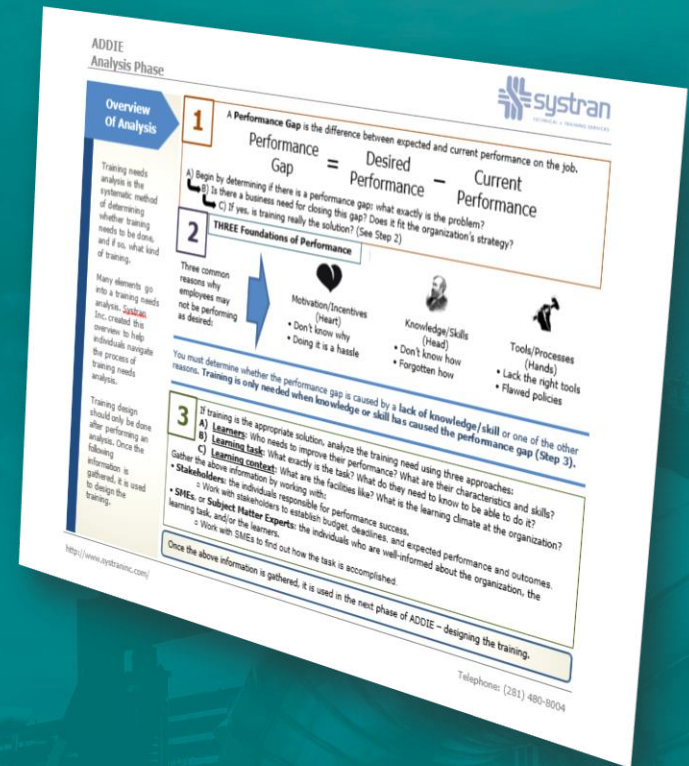
SCENARIO INTRODUCTION

- During the Monday morning staff meeting, the facility manager makes the statement, *“Everyone should know how to use a fire extinguisher. I want everyone trained.”*
- As the training specialist, you have been assigned to meet with the facility manager and develop an effective solution.
- Using the form provided, ask questions of the facility manager to obtain the answers you need. When you are finished, create a summary report.

STEP 2: NEEDS ASSESSMENT

Performance General Questions

- What is the business driver?
- Are the performance standards reasonable?
 - If not, why?
- Are job aids available?
 - Are they accurate?
 - Are they being used?



STEP 2: NEEDS ASSESSMENT

Performance and Training Questions

- What are employees doing that they shouldn't be doing?
- What specific things would you like to see employees do, but don't?
- What task would you like to see employees trained on?
- When you envision workers performing this job properly, what do you see them doing?
- What would you like to be trained on?
- What prevents you from performing a prescribed task to standards?



SCENARIO

Needs Assessment

STEP 3: LEARNER ANALYSIS

Learners

- Education level/background?
- Experience and skill level?
- Language/Cultural differences?

Learning Task

- What exactly is the task?
- What do they need to know to be able to do it?

Learning Context

- How many learners?
- Where do they learn?
- What is the learning climate?



SCENARIO

Learner Analysis

STEP 4: TASK ANALYSIS

Jobs

- Composed of duties and tasks
- Tasks have a discrete beginning and end
- Tasks accomplish a goal or result

Factors

- Frequency
- Criticality
- Difficulty

KSAs

- Knowledge
- Skills
- Attitudes



SCENARIO

Task Analysis

STEP 5: COST/BENEFIT ANALYSIS

Costs

- Development costs
- Time to conduct training
- Ongoing costs to maintain training

Other Costs

- Cost of not doing the training
- Potential risks to safety, sustainability, reputation

Benefits

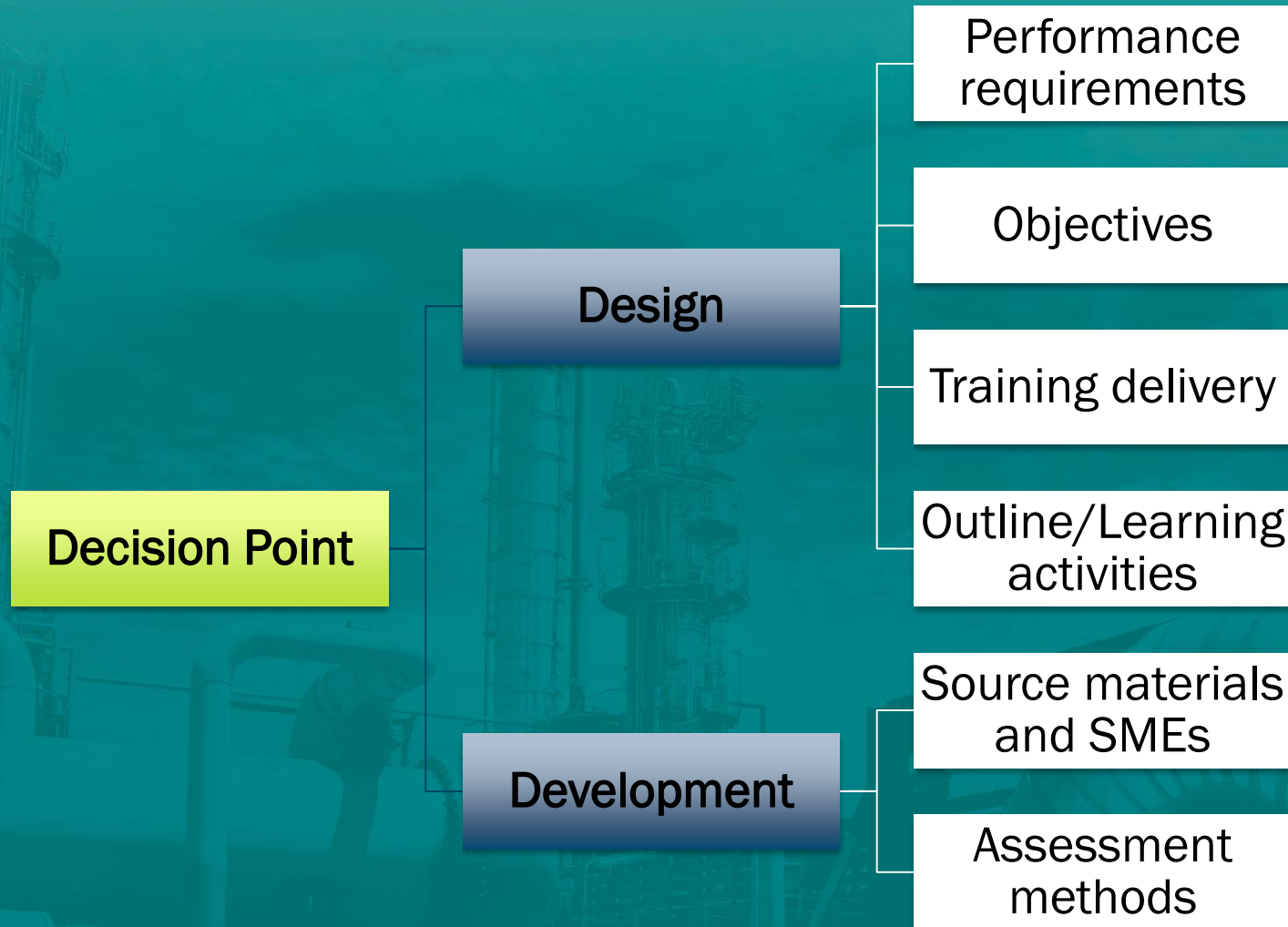
- Employee safety, reduction in risk
- Improvement in reliability/efficiency



SCENARIO

Cost/Benefit Analysis

IMPACT ON DESIGN AND DEVELOPMENT



SUMMARY

In this lesson, you learned about the analysis phase of the ADDIE model, including:

- Analysis purpose and benefits
- Elements of the analysis phase
- Impacts of the analysis phase on the design and development phases

QUESTIONS

For more information, contact:

Tammy D. Netherland

TNetherland@systraninc.com

www.systraninc.com