

**Analysis Questions - *Before we know if training is the answer***

	<b>Needs assessment – Is there a gap?</b>	<b>Business analysis – What is the effect of the gap on the business?</b>	<b>Needs/influence analysis – What is the root cause of the gap (&amp; can training solve it)?</b>
<b>For requester</b>	<ul style="list-style-type: none"> <li>• Why are you requesting this training?</li> <li>• Why now?</li> <li>• What specific skills, attitudes, or behaviors would you like participants to walk away with?</li> <li>• What gap are you noticing?</li> <li>• What might result if we don't conduct the training?</li> <li>• Who is displaying the gap?</li> </ul>	<ul style="list-style-type: none"> <li>• What goals is the organization trying to achieve?</li> <li>• How does this training support your business priorities?</li> <li>• How does this training support your organization mission/vision/values?</li> <li>• How is this training rated on your list of priorities?</li> <li>• What metrics should improve with this training?</li> <li>• How significant is the gap?</li> </ul>	<ul style="list-style-type: none"> <li>• Why is there a gap?</li> <li>• What does an "expert" in this area do that others don't? To what do you attribute this gap?</li> <li>• Are there any other things going on in the organization that could be contributing to the gap you've noticed?</li> <li>• What previous attempts have been made to address the issue?</li> </ul>
<b>For manager of target audience</b>	<ul style="list-style-type: none"> <li>• What do you want/need people to be doing that they aren't currently doing?</li> <li>• What results do you want to see change?</li> <li>• What level of performance do you want to see in this skill? Give me examples of what an "expert" person can do in this area?</li> </ul>	<ul style="list-style-type: none"> <li>• Why do you need them to do the behavior you just indicated?</li> <li>• On a scale from 0 (not a problem) to 10 (critical issue), where does this issue fall?</li> </ul>	<ul style="list-style-type: none"> <li>• What do you think is keeping them from doing that behavior now?</li> <li>• What can the top employee do that the average employee can't? To what do you attribute this gap?</li> </ul>
<b>For members of target audience ("stars" and those who are struggling)</b>	<ul style="list-style-type: none"> <li>• Are you doing this behavior?</li> <li>• Do you know how to do this behavior?</li> </ul>	<ul style="list-style-type: none"> <li>• What is the impact of your work on the customer/organization?</li> <li>• What is the result of not doing this behavior? How does it affect your performance, career, other?</li> </ul>	<ul style="list-style-type: none"> <li>• What might be stopping you from doing it?</li> <li>• Are there consequences for doing or not doing this behavior?</li> <li>• How are you evaluated? What would you need to do more of to get a perfect evaluation?</li> <li>• How motivated are you to use this knowledge/skill? Why?</li> </ul>

**Additional sources:**

- Customer data
- Profit / loss data
- Turnover/attendance records
- Promotion statistics
- Percentage of internal hires
- Satisfaction surveys
- Market and competitor comparison research

***After we know if training is the answer, ask the requester some logistical questions:***

- Who will be my subject matter experts, reviewers, trainers?
- What is your budget for this training?
- How many people need to be trained?
- Is training for intact teams?
- Where are the participants located?
- What languages does this need to be available in?
- What learning platforms/media are available?
- Are you aware of any key business activities that may impact the target audience in the proposed training timeframe?
- How soon will they be using these KSAs?
- What platforms for informal follow-up or blended training are available?
- How important is standardization of the content?
- How dynamic is the content?
- Are the target audience's supervisors on board?
- How can you be a champion for this training?
- What baseline data can you help me to get?

<b><i>After we know if training is the answer:</i></b>	<b>Performer / learner analysis – Everything I can find out about audience</b>	<b>Performance / task analysis – Everything I can find out about the job / task required</b>
<b>For requester</b>	<ul style="list-style-type: none"> <li>• Who are our learners?</li> <li>• Previous experience in this area?</li> <li>• Previous training on this, or related, topic? How long ago? How did it go?</li> <li>• Receptivity to training in general?</li> <li>• How receptive/motivated might they be to learn this topic specifically?</li> <li>• What resistance from learners should I expect?</li> <li>• Do they have the pre-requisite skills needed?</li> </ul>	<ul style="list-style-type: none"> <li>• What performance is needed for the organization to reach its goals?</li> <li>• What tasks must be completed and how?</li> <li>• What KSAs (knowledge, skills, attitudes) do learners need to display?</li> <li>• To what degree do they need to display these skills?</li> <li>• How often will the employee perform these skills after training?</li> <li>• How will the employee be evaluated in this area?</li> <li>• What supports for them doing this work are there back on-the-job?</li> </ul>
<b>For manager of target audience</b>	<ul style="list-style-type: none"> <li>• Are there any issues on the team / between learners I will need to be aware of?</li> <li>• What's the environment they work in like? Under what conditions will they be performing these tasks back on-the-job?</li> <li>• How tech savvy are they?</li> <li>• What languages must the training be available in?</li> <li>• What's the level of experience in the role/at the organization for your team members?</li> </ul>	<ul style="list-style-type: none"> <li>• What does the employee need to do on a daily basis? What do they only do occasionally?</li> <li>• In what sequence should these tasks be performed?</li> <li>• Under what conditions will they be performing these tasks back on-the-job?</li> <li>• What are the barriers/challenges they face in performing these tasks?</li> <li>• How does the job fit with your organizational goals/business plan? How do the skills learned in training fit in?</li> <li>• What are busiest/least busy times of day/days of week/times of year?</li> </ul>

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<b>For members of target audience (stars, under-performers, and average performers)</b>	<ul style="list-style-type: none"> <li>• What amount of autonomy do you have at work?</li> <li>• How high-pressured is your job?</li> <li>• How happy are you with your job?</li> <li>• Are rules / policies / instructions clear?</li> <li>• How are working conditions / compensation?</li> <li>• What support will you need after training to ensure the skills transfer?</li> <li>• What will get in the way of your performing this new behavior/task on-the-job?</li> </ul>	<ul style="list-style-type: none"> <li>• What are your roles and responsibilities?</li> <li>• What resources are available to you to do your job?</li> <li>• What are the most important reasons for you to learn this skill / get this training?</li> <li>• What level of knowledge do you need in this area?</li> <li>• What will get in the way of your participation in this training?</li> <li>• What work situations are hardest for you to handle?</li> <li>• What are we forgetting?</li> </ul>
<b>For past trainers / facilitators</b>	<ul style="list-style-type: none"> <li>• What was the format of prior training on this topic? What format do you recommend for this group?</li> <li>• How has training been received? What resistance to training exists?</li> <li>• What aspects of training most successfully transferred back to the job?</li> <li>• What problems are there with the current training, if any?</li> </ul>	
<b>Additional sources</b>	<ul style="list-style-type: none"> <li>• Performance review data</li> <li>• Union grievances</li> <li>• HR complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Job handbooks</li> <li>• Orientation materials</li> <li>• On-the-job observations</li> <li>• Organizational expectations / policies</li> </ul>