90% of all training is a waste of time and money!

Detterman & Sternberg 1993

- Training is not transferred to the job
- Training design / delivery is poor
- Participants are not willing, able or need to learn

Training Stakeholders

- Senior Management / Owner
- Line Management
- HR Department
- Employees

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Training Needs Analysis (TNA)

- A perceived training need is not always an actual training need
- Training can't address all business issues
- Have a clear objective, what are you trying to change?
- What will the change look like?
- Blanket or Individual training?
- You can't do everything...

Training Needs Analysis (TNA)

- Turning traditional TNA into action for current climate
- An approach and strategy you can discuss confidently with senior managers or owners
- Always start with the question, ***"What will the change look like?"***
- To much fuss and paperwork?
- You must own it and shout about it
- Report on it

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Training Needs Analysis (TNA)

Use all the tools in your kitbag to deliver the change

Learning & Development rather than **Training**

Classroom Training

Inductions

Work Trials

Assessments

Off The Shelf Products

Training Companies

Quality Circles

Mentor

Discussion Groups

Skillnets

Funded Training

Coaching

Open Courses

Huddles

In-House or External

Newsletters

Supplier Training

1:1

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Simple Training Needs Analysis (TNA)

I dentify key priorities

N ew performance goals

V Isualise what will help and hinder

E liminate obstacles

S earch for alternative solutions other than training

T raining solutions

I ndicators of success

G aps in people's competence

A ssure relevance of content

T ransfer of learning

E valuation of training

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Pareto Principle (80:20 Rule)

To help you decide where to focus effort and resources

80 percent of results come from 20 percent of efforts

A 10 Point Training Plan You Can Sell

1. Vision
2. Performance issue being addressed
3. Specific learning objectives
4. Participant categories
5. Methods of participant selection
6. Outline of training solutions
7. Who will deliver the training?
8. Training delivery standards
9. Roles and responsibilities
10. Evaluation criteria

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

The Learning Transfer Bridge

- Performance Improvement Plan
- Participation of Line Management
- Pre-course briefings
- Preparation of Learning logs
- Programme Support
- Post-course Briefing
- Peer & Team Support
- Prizes & Sanctions

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Return On Investment (ROI)

Donald Kirkpatrick four levels of evaluation & Jack Phillips added ROI level five

Level 1	Reaction	100%
Level 2	Learning	50%
Level 3	Job Application	30%
Level 4	Business Impact	20%
Level 5	ROI	5-10%

Return On Investment (ROI)

- What is the potential payoff or cost that needs to be addressed? €, making or saving money, reducing costs **(L5)**
- What business measures need to be improved in order to take advantage of payoff / cost saving? What if we do nothing? Will there be a negative effect? **(L4)**
- What job performance needs to change in order to improve the business measure defined so the pay off can be realized **(L3)**
- What do people need to know in order to do what they need to do so that the business measure can be improved? **(L2)**
- How best can the information, knowledge or skills be delivered so that people acquire the ability to change performance on the job to improve business measures **(L1)**

ROI – Programme Benefit Costings

Hard Skills Training

- Sales
- Health & Safety
- Cleaning Programmes

Soft Skills Training

- Customer Care
- Interview Skills
- Better Meetings

Hypothetical Outsourcing

- **Before** How much would it cost to get this work done at our present level of performance if we were to outsource it to a consultant?

- **After** How much would the desired level of performance cost to outsource?

An Increase in Revenue or a Reduction is Costs / Loss / Waste

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network

Return On Investment (ROI)

$$\frac{\text{ROI} = \text{Programme Benefits} - \text{Programme Costs}}{\text{Programme Costs}} \times 100 = \text{ROI\%}$$

Return On Objective (ROO)

Fáilte Ireland
National Tourism Development Authority

HR Tourism Learning Network