

Master Training Plan

The Master Training Plan for Central Arizona College is designed to define the process which will take place when determining training needs, identifying resources, developing training programs, scheduling, evaluation and recordkeeping.

1) Needs Assessment

- a) The information gathered from the needs assessments will determine employee training needs for Central Arizona College. Course and workshop offerings on the master training schedule will be based on the results of the needs assessments.
- b) The first phase will be done through random interviews of classified, support, faculty, and administration employees.
 - i) Training needs will be prioritized based upon the results of the needs assessment.
 - ii) Employee Development will attempt to address the highest priority needs first.
- c) Phase two will consist of Individual Development Plans (IDP). The employee and his/her manager will work together to determine individual needs on a yearly basis.
 - i) The IDP will be reviewed at each appraisal period to determine if the employee is on target to meet developmental goals. It will be the manager's responsibility to monitor the IDP throughout the year.
 - ii) IDP's will be used as a measurement of growth, as well as a determinant of training needs for the future.

2) Resource Identification

- a) Central Arizona College has many resources of Subject Matter Experts (SME's) who could deliver training. Classes and workshops will be developed and delivered by internal resources as much as possible.
 - i) Although there are many subject matter experts at Central Arizona College, this does not mean they are qualified or comfortable teaching other employees. Train-the-Trainer workshops will be offered to help SME's improve their training skills.
- b) External resources will be available such as vendors, training consultants, and seminars. Funding is limited for external resources.
- c) If an employee attends a seminar or workshop paid for by Central Arizona College, it should be required that the knowledge learned be distributed to others. The employee should prepare a presentation (formal or informal) and present it to his/her group shortly after attending the function.

3) Course & Workshop Development

- a) To ensure that quality courses and workshops are being offered at Central Arizona College, it will be required that they be reviewed by Employee Development department.

Master Training Plan

- b) The Employee Development department will verify and/or assist with proper formatting, delivery methods, etc.
- c) Course content development and accuracy will be the responsibility of the SME's.

4) Master Training Schedule

- a) A master training schedule will be prepared for each semester. The schedule will include course descriptions, locations, dates and times. Employee Development will be responsible for managing and publishing the schedule.
- b) Any employee who is going to conduct a course or workshop for more than one person will be required to notify the Employee Development department. This will ensure that the offering is posted on the master schedule and that the trainer is given proper tools to conduct the training.
- c) If a training course or workshop is to be cancelled or changed, the Employee Development department will notify potential participants of the modification.

5) Evaluation

- a) There are three types of evaluations that will be conducted to measure the effectiveness of training at the college. These evaluations will also be used to determine if programs will be continued to be used going forward.
- b) *Course Evaluations.* Participants will complete training evaluations at the end of every training session and/or workshop. The evaluation measures:
 - i) Course Content
 - (1) Course objectives were clearly stated and met
 - (2) Participant expectations for course were met
 - (3) Content was clearly organized/presented in a logical flow
 - ii) Instructor
 - (1) Knowledge of subject
 - (2) Communication of subject
 - (3) Encouraged participation
 - (4) Ability to speak clearly
 - iii) Materials & Format
 - (1) Participant materials
 - (2) Visual aids
 - (3) Active training (extent to which training involved simulations, participation, hands-on, etc.)
 - iv) Opinion Questions
 - (1) How will you apply what you learned to your job?
 - (2) Recommended changes/improvements to course
 - (3) Any additional comments
 - v) The measurement scale ranges from 1-9, with 1 being "strongly disagree" to 9 being "strongly agree." The initial average target is 7 which is the high scale of "agree."

Master Training Plan

- (1) Course evaluations will be averaged for each session. If the average target for each section falls under 7, it will be reviewed by Employee Development and recommendations will be made on how to improve the course for the next session. This will ensure continuous improvement measures are in place as quality is key to the success of employee training.
 - c) *Follow-Up Evaluation.* Certain training courses will be chosen for follow-up evaluations. Ninety days after attending the course, participants will be sent follow-up evaluations. This is designed to evaluate the level of which the knowledge and skills were retained, utilization of acquired skills, and value of the class.
 - d) *Program Evaluation.* Prior to the start of each new fiscal year, the Employee Development department will evaluate all of the training programs conducted at the college. Programs will be reviewed for:
 - i) Overall course evaluation performance
 - ii) Attendance performance
 - iii) Resource availability and/or limitations
- 6) **Recordkeeping**
 - a) Upon conducting each session, the trainer will have the participants complete the sign-in sheet.
 - b) Upon completing each session, each participant will complete the training evaluation form and submit to the trainer.
 - c) The sign-in sheet and training evaluations will be submitted to Employee Development.
 - d) The Employee Development department will use a training database to record and track training completions. Training documentation will be kept on file as per record retention rules at the college.
 - e) All training, seminar and workshop completions should be turned in to the Employee Development department. Records will be kept in the training database for reporting purposes.