Workplace Training
Planning, Organizing and Facilitating

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For Teachers

Introduction

Workplace training is an important element in the development of both individuals and organizations. For individuals, it provides the means to learn new skills and knowledge and to be able to apply these in the workplace. For organizations, it allows for the development of better or new processes that can increase productivity.

This program will provide trainers with the knowledge and skills they need to provide high quality, relevant training services. It looks at real examples, which show how well planned and coordinated training makes a difference to both individuals and businesses. The program includes interviews with trainers and training coordinators.

Timeline

00:00:00	Workplace Training: Planning, Organizing, and Facilitating
00:03:57	Planning training
00:08:24	Delivering training
00:12:50	Measuring and evaluating training
00:16:19	Credits
00:16:50	End program

Related Titles

Introduction to Hospitality
Operations Management
Exploring Pathways in Hospitality and Tourism

Recommended Resources

- *http://www.dktd.com.au/home/*

- *http://www.business.gov.au/BusinessTopics/Employingpeople/Skillsdevelopmentandtraining/Pages/default.aspx*

- *http://industry.flexiblelearning.net.au/*

- *http://www.training.com.au/pages/menuitem0216ca6f4edda8ef49be0a1c17a62dbc.aspx*

- *http://www.jcu.edu.au/tldinfo/learningskills/learningst/index.html*

Student Worksheet

Initiate Prior Learning

1. How do you best learn new things? Do you prefer visual, aural or 'hands on' methods, or a mixture? Think about how you like to learn, and make some brief notes.

_____

_____

_____

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_____

2. Reflect on some of the training sessions that you attended as a learner. This may have been at school, or as part of your work role. List some aspects that you enjoyed, and some that you didn't like.

_____

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3. Taking your list from above, for those parts you enjoyed, list how the trainer played a part. For those parts you didn't like, identify some changes that the trainer might have made to improve it.

_____

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4. With others in your workplace training group, brainstorm ways that you can successfully engage the audience right from the start.

_____

_____

_____

_____

_____

5. Do you feel that honest evaluation from learners and employers is beneficial for trainers, even if the feedback is negative? Explain your answer.

_____

_____

_____

_____

_____

Active Viewing Guide

1. True or False:

   There is a guaranteed formula for successful training. _____

2. David Kay states there are three key attributes of a good trainer. Circle the correct three from the list below;

   a) Patience

   b) Acting like a robot

   c) Being human

   d) Having a sense of humor

   e) Being a good listener

   f) Asking lots of questions

   g) Humility

3. Circle your response:

   Which of the following phrases best completes this phrase: "It is better to come across as ___"

   a) A trainer

   b) An expert

4. Fill in the blanks:

   Michael Plant stated that the role of the trainer is to help learners to _____ and

   _____

5. David Kay stated that the role of the trainer is to change _____ _____.

6. Circle your response:

   Aims of training include:

   a) Achieving strategic aims

   b) Meeting business objectives

   c) Providing knowledge to learners

7. When David Kay was talking about 'knowing the audience', he was referring to the need to know:

   a) What they like for lunch

   b) Where they will park their cars

   c) How friendly they are

   d) What their learning styles are

   e) Whether they know what the training is about

   f) What the trainer knows

8. Circle your response:

   When learners ask questions, it shows that they:

   a) Are not interested in the subject

   b) Are showing interest in the training

   c) Are becoming involved with the subject

   d) Have a willingness to learn

   e) Are smarter than the trainer

   f) Haven't been listening

9. True or False:

   The best trainers are those who have a plan and stick to it. _____

10. Circle your response:

   Discriminating against some learners and spreading confidential information would show that a trainer doesn't understand:

   a) their job

   b) ethical behavior

   c) what the laws are

11. Fill in the missing word to complete the following sentence:

   A _____ atmosphere can lead to achieving training objectives

12. List three ways to measure the success of a training program:

_____

_____

_____

13. Fill in the missing words to complete the following sentence:

A facilitator aims to meet training needs, help the learner embrace future learning opportunities

and _____.

14. What impact did the training at the Shotton Group have on employee morale?

_____

Extension Activities

1. Discuss in a group the three key attributes mentioned by David Kay at the beginning of the program. Do you agree with these? Why do you think they are key attributes?

2. 'Drive' and 'passion' were listed as vital for trainers. Look up a dictionary and a thesaurus and explore what these terms mean. Imagine that these qualities were listed as key selection criteria for a training role. Write out a summary of how you would respond when asked about 'drive' and 'passion' in a job interview

3. The program discussed how training is often in response to 'changing needs'. What were the changes that impacted on training for the Shotton group? Discuss whether these would apply in all training situations.

4. How can you cater for those of different language groups? In a group, brainstorm ideas for a training scenario where there are two broad groups, experienced staff with a good grasp of the language, and new staff who are learning both new skills and a new language.

5. Do some research and find some information on learning styles. Create a chart that lists different learning styles, and related strategies.

6. David Kay used the term 'prisoners'. What did he mean? What can be done to reduce this effect?

7. What do you think is the difference between the terms 'trainer' and 'facilitator'?

8. Debate the following topic: 'Successful workplace training depends solely on the skills of the trainer'

Suggested Student Responses

Initiate Prior Learning

1. How do you best learn new things? Do you prefer visual, aural or 'hands on' methods, or a mixture? Think about how you like to learn, and make some brief notes.
Answers will vary according to the learner. This question helps the learner think about ways they like to learn, which can help them think about how they can vary their delivery as trainers.

2. Reflect on some of the training sessions that you attended as a learner. This may have been at school, or as part of your work role. List some aspects that you enjoyed, and some that you didn't like.
Answers will vary as the learner reflects on past sessions

3. Taking your list from above, for those parts you enjoyed, list how the trainer played a part. For those parts you didn't like, identify some changes that the trainer might have made to improve it.
Answers will vary

4. With others in your workplace training group, brainstorm ways that you can successfully engage the audience right from the start.
Answers will vary

5. Do you feel that honest evaluation from learners and employers is beneficial for trainers, even if the feedback is negative? Explain your answer.
Honest feedback helps the trainer work out how to improve. The explanations provided will vary.

Active Viewing Guide

1. True or False:

   There is a guaranteed formula for successful training. **False**

2. David Kay states there are three key attributes of a good trainer. circle the correct three from the list below;

   a) **Patience**

   b) Acting like a robot

   c) Being human

   d) **Having a sense of humor**

   e) **Being a good listener**

   f) Asking lots of questions

   g) Humility

3. Circle your response:

   Which of the following phrases best completes this phrase: "It is better to come across as ___"

   a) **A trainer**

   b) An expert

4. Fill in the blanks:

   Michael Plant stated that the role of the trainer is to help learners to **grow** and **learn**

5. David Kay stated that the role of the trainer is to change **people's behavior.**

6. Circle your response:

   Aims of training include:

   a) **Achieving strategic aims**

   b) **Meeting business objectives**

   c) Providing knowledge to learners

7. When David Kay was talking about 'knowing the audience', he was referring to the need to know:

   a) What they like for lunch

   b) Where they will park their cars

   c) How friendly they are

   d) What their learning styles are

   e) Whether they know what the training is about

   f) What the trainer knows

8. Circle your response:

   When learners ask questions, it shows that they:

   a) Are not interested in the subject

   b) Are showing interest in the training

   c) Are becoming involved with the subject

   d) Have a willingness to learn

   e) Are smarter than the trainer

   f) Haven't been listening

9. True or False:

   The best trainers are those who have a plan and stick to it. **False**

10. Circle your response:

   Discriminating against some learners and spreading confidential information would show that a trainer doesn't understand:

   a) their job

   b) ethical behavior

   c) what the laws are

11. Fill in the missing word to complete the following sentence:

   A **positive** atmosphere can lead to achieving training objectives

12. List three ways to measure the success of a training program:
    Written and verbal feedback
    Appropriate testing methods
    Completion of training

13. Fill in the missing words to complete the following sentence:

    A facilitator aims to meet training needs, help the learner embrace future learning opportunities and **improve the workplace culture.**

14. What impact did the training at the Shotton Group have on employee morale?
    It 'lifted significantly'

Extension Activities

1. Discuss in a group the three key attributes mentioned by David Kay at the beginning of the program. Do you agree with these? Why do you think they are key attributes?
   Answers will vary. It's likely that most learners will agree with the list. The reasons why the learners think these are key attributes will vary.

2. 'Drive' and 'passion' were listed as vital for trainers. Look up a dictionary and a thesaurus and explore what these terms mean. Imagine that these qualities were listed as key selection criteria for a training role. Write out a summary of how you would respond when asked about 'drive' and 'passion' in a job interview
   Answers will vary. The responses will reflect the learner's viewpoint.

3. The program discussed how training is often in response to 'changing needs'. What were the changes that impacted on training for the Shotton group? Discuss whether these would apply in all training situations.
   Changes mentioned in the program include:
   Customer needs
   Industry standards
   Legislation
   Customers imposing requirements
   While they would apply in some other situations, every workplace has different needs.

4. How can you cater for those of different language groups? In a group, brainstorm ideas for a training scenario where there are two broad groups, experienced staff with a good grasp of the language, and new staff who are learning both new skills and a new language.
   Answers will vary. Ideas might include:
   Separating the groups
   Changing the pace of the training
   Using more practical activities
   Greater use of visual aids

5. Do some research and find some information on learning styles. Create a chart that lists different learning styles, and related strategies.
   Answers will vary. There is a wide range of information available on learning styles. The results will depend on the learner and their research sources.

6. David Kay used the term 'prisoners'. What did he mean? What can be done to reduce this effect?
   David Kay was referring to people who didn't really want to attend the training. Strategies to reduce the effect include:
   - **better explanations of why the training is being conducted**
   - **making more effort to engage with these learners**
   - **varying the sessions to reduce the amount of theory (where practical)**
   - **doing more training on the job**
   - **catering for different learning styles**

7. What do you think is the difference between the terms 'trainer' and 'facilitator'?
   Answers will vary. The term 'facilitate' is more about helping the individual learn themselves, whereas 'train' can give the impression of an 'expert' imparting their knowledge.

8. Debate the following topic: 'Successful workplace training depends solely on the skills of the trainer'
   Answers will vary. In general, successful workplace training outcomes depend on more than the skills of the trainer, as the workplace culture, the attitude of the learners and the topic(s) to be delivered can all have an impact on whether the training program is successful.