

Audience Training Needs Analysis

EXAMPLE: FOR AUDIENCES OVER MORE THAN ONE LOCATION. SOME OF THE AUDIENCE NEEDS ONLY PARTS OF THE ENTIRE TRAINING.

1.1 Target Audience

The target audience for this training is anyone who falls within the following groups:

Business System Administrator	Cost Management Lead
Service Delivery Associate	Policy Consulting Associate
Service Delivery Lead	Product Manager
Initiation Associate	Legal Associate
Initiation Lead	Production Support Associate
Cost Management Associate	Accounting Lead
	System Security

Within this group, Service Delivery Associates and Leads, and Legal Associates have been identified as the primary audience, based on the amount of change between _____ and _____.

1.1.1 Audience Numbers

655 people have been identified in the audience for _____ Training:

1.1.1.1 Primary Audience

Location/Department	Numbers
International Service Delivery – Hong Kong	3
International Service Delivery – London	7
International Service Delivery - Scottsdale	15
International Service Delivery – France	6
International Service Delivery – Canada	29
Domestic Service Delivery + all on-site office personnel whose clients have migrated to _____ onsite.	118
	+ 23
Cost Management	90
Transportation	55
Legal	12
eMR	66
TOTAL	424

1.1.1.2 Secondary Audience

Location/Department	Numbers
A/R, A/P, Billing	118
Collections	35
Learning Excellence	8
Business Systems Administrators (TQC)	15
Operational Excellence	
Relationship Management	25
Policy Consultants	30
TOTAL	231

1.1.2 Audience Location(s)

The primary audiences are located in Scottsdale, Ft. Wayne, London, Hong Kong, India, and Singapore.

1.1.3 Audience Environment

For the most part, the primary audience works in a fast, production environment with outside clients and customers. Quality and accuracy are paramount to the successful execution of their function and the workload can be large.

1.2 Affected Tasks, Operational Instructions

1.2.1 Political Environment

_____ takes advantage of much of the built-in functionality of _____. Because of this, there are substantive changes from _____, which used _____ to be _____. Users who have barely mastered the vocabulary and functionality of _____ will be required to change that vocabulary and functionality in _____. This situation will require careful communication planning and execution of thorough change management plans.


1.3 Training Timeframe


All training for _____ must be complete prior to the release of go-live on September 25, 2012. Working backward from that date, the following deadlines become apparent:

Deliverable	Deadline
Audience/Objective Analysis	
Content Outline, Delivery Methodologies, Evaluation Strategy	
Participant materials, instructor materials (including guides, assessments, and visuals)	
Training Logistics Plan	
Train-the-Trainer	
Deliver the training	
Report of assessments, and initial training evaluations	
Final report	

1.4 Learning Objectives

At the end of the training, the participants will be able to perform the following tasks, in accordance with their assigned roles:

Objective	Target Audience														
 = primary target audience	Business System Adm.	Service Delivery Associate	Service Delivery Lead	Initiation Associate	Initiation lead	Cost Mngmt. Assoc.	Cost Mngmt. Lead	Relationship Mngmt.	Marketing/Sales	Policy Consulting Associate	Product Manager	Legal Associate	Prod. Support Assoc.	Accounting Lead	Indexer
Change the parent/sub-account relationship between accounts.	X														
Create and update a standard list of Billing and/or Reporting fields that will be assigned to one or more (sub)accounts.	X													X	
Map an account that has been created in multiple systems such as _____, _____, and _____.	X											X			
Map and maintain one or more Custom Billing and/or Reporting fields with a given account or set of accounts.	X													X	

Objective	Target Audience														
 = primary target audience	Business System Adm.	Service Delivery Associate	Service Delivery Lead	Initiation Associate	Initiation lead	Cost Mngmt. Assoc.	Cost Mngmt. Lead	Relationship Mngmt.	Marketing/Sales	Policy Consulting Associate	Product Manager	Legal Associate	Prod. Support Assoc.	Accounting Lead	Indexer
Restrict a Custom field so that it is precluded from being added to any accounts going forward.	X													X	
Search for Accounts.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Update an Existing Account.	X											X			
View Accounts.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

1.4.1 Objectives for Information Security

User Settings: Create
User Settings: Read
User Settings: Update
User: Read
User: Search

1.4.2 Additional Objectives for all Audiences

In addition to the above objectives, all audiences will achieve these objectives:

1. Describe the changes from _____ to _____.
2. Identify the benefits of _____.
3. Articulate the flow of work from a client through _____.
4. Identify _____ terms.

1.5 Dependencies, Assumptions, and Risk Assessment

1.5.1 Dependencies

The following dependencies are critical to the successful development of the training described in this document:

- On-time delivery of the predecessor deliverables found in the _____ and Business Project Schedule.
- Successful sponsorship from all organizations in identifying the necessary number of trainers to support these efforts.
- Appropriate resources to complete the project deliverables on time.
- Effective transition of business process guidelines to appropriate offices to facilitate transition of work.
- Timely availability of a system training environment in which to develop training exercises.
- Attendance of _____ personnel at scheduled meetings.

1.5.2 Assumptions

The following assumptions were made in developing this Training Needs Analysis:

- The availability of a system training environment no later than July 5.
- No more than 14 participants per training session for the primary audience in Scottsdale.
- No more than 30 participants per training session for the secondary audience in Scottsdale.
- Some of the training will have to be delivered using remote methodologies (Live Meeting, video, etc.).
- One trainer per session, supported by at least one subject matter expert.
- Training development will adhere to the industry-accepted time requirements of 40 hours of training development per hour of delivered instruction.
- The numbers of hours of training required are estimations subject to change with changes in content, depth, and delivery style.
- All travel for training will be approved.

1.5.3 Risk Assessment

The risks to the successful development and delivery of _____ training may be classified as Development Risks and Delivery Risks.

1.5.3.1 Development Risks

Risk	Potential Impact	Impact (H, M, L)	Likelihood of Occurrence (H, M, L)	Existing Control	Control Evaluation Adequate Inadequate Not in Place	Mitigating Action Plan	Accountable Associate	Target Date
Appropriate delivery methodologies for all locations will not be available / feasible.	Quality and consistency of training will be affected because professional trainers and/or Subject Matter Experts will not deliver the training.	H	H	None	Not in Place	Recruit trainers from each site and SME population. Conduct formal Train-the-Trainer classes. Schedule remote delivery resources such as Live Meeting.		8/25/06

Risk	Potential Impact	Impact (H, M, L)	Likelihood of Occurrence (H, M, L)	Existing Control	Control Evaluation Adequate Inadequate Not in Place	Mitigating Action Plan	Accountable Associate	Target Date
Systems components will fall behind schedule and Subject Matter Experts will not be available to assist with training development.	Training may have to be pushed out.	H	H/L	Designer is lining up multiple resources for systems information and SMEs on business process from target audience areas.	Adequate			
The system training environment will not be ready in time for training development or training delivery.	Learners will not have opportunities to practice prior to system go live.	H	H	Designer will have access to QA environment and will use a lot of screen captures in training materials, along with step-action tables.	Adequate			

1.5.3.2 Delivery Risks

Risk	Potential Impact	Impact (H, M, L)	Likelihood of Occurrence (H, M, L)	Existing Control	Control Evaluation		Mitigating Action Plan	Accountable Associate	Target Date
					Adequate	Inadequate Not in Place			
More users will need to use the system than were initially identified.	Untrained users.	H	L	Schedule multiple classes; schedule more classes than the initial need reflects; overprint materials by 10%; schedule at least one make up session in Scottsdale and one Live Meeting makeup session.	Adequate				
Appropriate training facilities may not be available in all locations and at times required for training.	Effectiveness of learning will be negatively impacted by lack of computers on which to practice or by inadequate space in which to train. Particularly in remote offices, formal training facilities or large conference rooms equipped with computers may not be available.	H	H	Designer will incorporate lots of screen shots in training materials and Train-the-trainer will urge scheduling enough classes to give all learners adequate space.	Adequate				

1.5.3.3 Delivery Risks

- More users will need to use the system than were initially identified.
- The system training environment will not be ready in time for training.
- Appropriate training facilities may not be available in all locations and at times required for training.
- The required/appropriate number of Trainers and Subject Matter Experts will not be available.
- The identified end-users will not attend the training sessions.
- Travel will not be approved.
- The effectiveness of GSP-R2 training will be impacted by virtually simultaneous training for year end.

2 Training Design

2.1 Prerequisite Knowledge

Before attending the _____ course, users should have basic knowledge and fundamental understanding of _____ and _____ and/or _____ business process.

2.2 Approach

A core module will be designed containing the introductory content such as changes and benefits that all audiences need to know, as well as specific content needed across the target audiences. The remainder of the objectives will be modularly designed so that the modules for each target group can be compiled into tailored courses. As much as possible, training will include hands-on applications of the learning.

3 Development Plan

3.1 Training Deliverables and Timeline

Deliverable	Deadline
Audience/Objective Analysis	
Content Outline, Delivery Methodologies, Evaluation Strategy	
Participant Materials, Instructor Materials (including guides, assessments, and visuals)	
Training Logistics Plan	
Train-the-Trainer	
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Final Report	

4 Training Delivery

The _____ Core Team is responsible for the overall deliverables of the _____ project. Training for end-users has been delegated to _____ associates and Subject Matter Experts to meet the training goals and deliverables most efficiently. To that end, trainers will be recruited from the ranks of system Subject Matter Experts, Organizational Excellence, and experts in the business processes of the various audience groups. A formal Train-the-Trainer will be conducted.

5 Evaluation

5.1 Evaluation Plan

Training evaluation has multiple purposes. During the analysis, design, and construction phases of training, evaluation assures that the training products track to the learning needs of the target audiences. After training, evaluation answers a number of questions:

- Was the training effective?
- Did the learners learn what they were supposed to learn?
- Can the learners apply what they learned?

For _____, evaluation will be used for all of these purposes. During the development of the training sessions, Subject Matter Experts will be consulted for content and review and sign-off will be requested of key members of the project group and target audience management. During the training, participants will take mastery assessments. Immediately after the training, participants will complete survey questionnaires. Thirty days after the training has been completed, participants and their management teams will be surveyed to assess the effectiveness of the training, and to gather information that will contribute to training associated with future _____ releases. In addition, this survey will gather information on application of learning on the job. This data will be compared with business measures solicited from the management of the primary target audiences.

6 Attachments

6.1 Primary Audience, Roles, and Numbers

Location/Department	Role	Numbers
International Service Delivery - China	Service Delivery Associates	0
International Service Delivery – Hong Kong	Service Delivery Associates	3
International Service Delivery – London	Service Delivery Associates Service Delivery Lead	4
International Service Delivery - Scottsdale	Service Delivery Associates Service Delivery Lead	
Toronto	Initiation Associates Initiation Manager Service Delivery Associates Service Delivery Manager Other	5 1 12 2 9
Domestic Service Delivery + All on-site office personnel whose clients have migrated to AFIRM		118
Ford On-site	Service Delivery Associates Service Delivery Lead Initiation Associate Initiation Lead Cost Management Associates	23
Washington, D.C.	Initiation Service Delivery	7 35
Transportation		55
Legal		12
Global Solutions	Policy Consulting Associates	17

6.2 Secondary Audience, Roles, and Numbers

Location/Department	Role	Numbers
A/R, A/P, Billing		Billing & A/R = 65 A/P = 33 Trans Audit = 20
Collections	Accounting	35
Learning Excellence	Learning Facilitators	8
Business Systems Administrators (TQC)	Quality Control	15
Operational Excellence	SMEs for Operational Instructions	

6.3 Contacts

Functional Area	Office/On-site	Main Contact	Location	Total Users
Service Delivery - Canada	Toronto		Canada	29
Service Delivery - France	FRANCE SAS		Paris	6 – Service Delivery
Transportation	Global Transportation		Ft. Wayne London Singapore	14 8 11
Service Delivery - Japan	Pricoa Relocation Asia Pte. Ltd.		Japan	0
Service Delivery Cost Management	PRICOA Relocation UK Ltd.		London	4
Service Delivery Cost Management	Pricoa Relocation Hong Kong Ltd		Hong Kong	3
Global Solutions	PRERS Scottsdale Office		Globally	17

Functional Area	Office/On-site	Main Contact	Location	Total Users
Operational Excellence	PRERS Scottsdale Office		Scottsdale, AZ	
Learning Excellence	PRERS Scottsdale Office		Scottsdale, AZ	8

7 Document Tracking

7.1 Signatory Page – Reviews and Approvals

Accepted & Approved by: _____ Date: _____
 EVP, Operations & Systems

Gatekeeper: _____ Date: _____
 VP, Global Strategic Alliances

Accepted & Approved by: _____ Date: _____
 VP, Human Resources

Reviewed by: _____ Date: _____
 Program Manager, GSP

Reviewed by: _____ Date: _____
 GSP Project Manager

Archived by:

7.2 Document Issue List

L = Low	M = Medium	H = High
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ID	Date Issue Opened	Person Who Identified Issue	Owner of Issue	Priority	Description	Resolution	Date Targeted for Closure	Date Must be Closed by	Percent Complete	Date Issued Closed