Program Design

Program design refers to the organization and coordination of training program.

An effective program design will include:

- A Design Document
- A Lesson Plan
- A Lesson Plan Overview
- Establishing learning objectives based upon identified training needs.
Other administrative aspects

• Sending invitations
• Preparing training materials
• Arranging the financial resources
• Planning for cultural diversity
Theories of transfer of training

Identical Elements Theory: Transfer of learning occurs when what is being learned in training is identical to what is to be done on the job.

Stimulus Generalization Theory: General principles of training are emphasized.

Cognitive Theory of Transfer: Likelihood of transfer depends on the ability of trainee to link learned theories to work situations.
Facilitation of learning through organizational interventions

Factors that facilitate transfer of learning through organizational interventions

• Peer support
• Supervisor support
• Trainer support
• Culture and Climate
• Reward system
Facilitation of learning through organizational interventions cont.....

• **Trainer support**: Trainer should provide required support to the trainees.

• **Culture and Climate**: An open and conducive climate should be established to encourage transfer.

• **Reward System**: To encourage transfer, desirable employee behaviour should be reinforced through appropriate reward system.
Considerations in choosing evaluation design

- No. of participants
- Importance
- Cost
- Organization culture
- Expertise
Jack J Philips Training Evaluation Model

• Level 1: Reaction, Satisfaction and Planned Action
• Level 2: Learning
• Level 3: Application and Implementation
• Level 4: Business Impact
• Level 5: Return on investment