

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

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:** Trainers 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