



Reinvigorating Core Training Programs Development Worksheet

4 Phases of Program Development	Key Questions	Action Items
<p>Assessment</p>	<ol style="list-style-type: none"> 1. What are you changing? Ie: Developing a new curriculum, adding more interactivity into programs, etc. 2. What is the reason for the change in the training? 3. How do you make the business case for the change? 4. Identify gaps in current initiatives or the easiest topic to focus on and start there. <ol style="list-style-type: none"> a. What has/hasn't worked with past training? 5. Needs Assessment: Would this be beneficial? Ie: Focus groups, surveys, etc. 6. Prioritize: What is the most urgent need on your list? <p>Other key questions? :</p>	<ul style="list-style-type: none"> - survey firms in similar situations: what topics are they focusing on, where is training needed, look at exit interviews - focus on one group first or level of seniority; you don't need to attempt to tackle the entire associate class at once - assess current programming; where can you come up with new ideas ie: tie to competencies, writing and oral communications

<p>Planning</p>	<ol style="list-style-type: none"> 1. What information do you already have to work with? (List 3 - 5 items.) 2. Identify audience? 3. Delivery expectations?: Build timeline 4. Who is developing & delivering content? 	<ul style="list-style-type: none"> - use survey tools (ie: surveymonkey) to see what attorneys want to focus on - have two speakers present; one partner, one associate (sell to associates in a way that they are able to accomplish competencies - oral communications) - look for trends in associate evaluations - you can easily identify areas of weakness and focus there first - get live feedback - use associate focus groups and quarterly/monthly meetings to get real-time, meaningful ideas - use current competencies and benchmarks as a focal point for beginning planning stages to build upon - have participants fill out the program ends; stop ten minutes before end time to have evals filled out. This gives everyone time to give thoughtful feedback - look at online providers like PLI and Thompson to borrow program ideas and topics - When focusing on specific practice area, break in into chunks to target training - When you have a program, focus on a case study that the participants can take away and work on. Host a follow-up program a month later to reiterate the skills. *to increase interactivity during videoconferencing, ask questions throughout to engage audience. Have participants text/send questions in anonymously to foster conversation
<p>Implementation</p>	<ol style="list-style-type: none"> 1. Who will announce new initiative/deliver your message to your audience? 2. Who will market the individual programs? 	<ul style="list-style-type: none"> - make sure to have someone in a “high authority” be a champion for your program. Also find an associate to foster excitement throughout the ranks

	<p>3. What is the structure of the individual programs?</p> <p>4. How will you motivate or reward attendance? If it is not something you currently do, how do you make a business case for it?</p>	<ul style="list-style-type: none"> - change your speakers frequently and be sure to recruit interesting/engaging/popular presenters to increase attendance - get mentors involved in the promotion of programs to their mentees - make programs mandatory when possible - make CLE/training attendance part of their annual evaluation process - give PD partners lists of programs that associate are/not attending to call attention to the fact that this is actually monitored - have exciting speakers - offer all CLE/training in an online format available after the actual program takes place for those unable to attend - have practice group leader speak with partners to have the NOT inhibit associates from attending training
<p>Evaluation</p>	<p>1. How do you measure if the training was effective?</p> <p>2. How do you measure the effectiveness of the speaker?</p> <p>3. How do you gauge learning? Short term and long term?</p> <p>4. How do you measure return on investment - (ROI)?</p>	<ul style="list-style-type: none"> - monitor associates over time (annual reviews) to see if your training is having a meaningful impact - in an ideal world, tie training programs to benchmarks and have work assignment partners assign work that reinforces skills taught in the training programs Did the program meet expectations, was the information relevant? - knowledge of subject, did they present information in a clear manner? - delivery? opportunity to ask questions - amount of time spent on the topic? too much, just enough, not enough – are there any topics covered in this program that should be covered in a separate program?

		<ul style="list-style-type: none">- how do you gauge learning – list three things you learned in this session? how will you apply this to your current work?- what changes would you recommend to increase the value of the program for future participants?- content: Did the program meet expectations, was the information relevant? Speaker: Knowledge of subject, did they present information in a clear manner?- how do you gauge learning – list three things you learned in this session? how will you apply this to your current work?- what changes would you recommend to increase the value of the program for future participants?- pre-post testing- re-enforcing lesson with work assignments- providing training “just in time”- return on investment
--	--	--