Developing Training Content at Northeastern - Overview

This guide was created to assist your department in developing training/resources related to your business area. Training is about helping employees gain knowledge they need in order to do their jobs. This can range from training on specific systems/software to training on a business process. Sometimes traditional training is not the answer, but tools or reference materials may still be needed. Use the Training and Resources Toolkit to assist you in the development of your training and/or resources. It’s not black and white – this guide is only a reference.

ADDIE Model: The ADDIE model is a commonly used methodology for developing and implementing training. There are five steps to follow to understand the: who, what, where, when, why and how to training.

**Analyze**

Ask yourself the following questions:

- What is the issue?
- Why is it important?
- How will the issue be resolved?
- Who could benefit from additional resources?
- Who should provide the additional resources?
- How frequently or when is there a focus on the issue?

**Design**

Outline the content and materials:

- Clarify the objectives
- Work on an outline for the topic(s)
- Identify the outcome and how you will measure it
- Think about your learners
  - How do they access information?
  - Any restrictions? (resources, access, location, etc.)
- Brainstorm ideas
- Evaluate your resources – once you have an idea of what/how you want to execute, can it realistically be done?
- How will the training be maintained after the initial launch?

**Develop**

Build your training:

- Work with Subject Matter Experts (SMEs)
- Build a rough draft based on the outline from the design phase
  - Keep your learners in mind
  - Be realistic about what you can/need to cover
- Take the rough draft and work with a group to do a dry run
  - Get informal feedback
- Make changes based on the feedback and revise your materials into a final draft
- This stage can be cyclical – you may need to develop, get feedback and develop again
• Conduct your training. It's strongly recommended to pilot the program with a small group if possible before you do a large scale implementation.
  o This is formal
  o Different from the dry run group
  o Ask SMEs and end users to participate
  o You may need to go back to the design/develop steps again
• Watch for
  o Timing
  o Content issues
  o Materials
  o Technology
• Logistics for implementing
  o Select and schedule learners
  o Booking rooms
  o Technology considerations
  o Budget (printing materials, supplies, food, etc.)
  o Communication
• Assess the quality of the content and the process
• Assess the participants' performance by relating it back to the learning objectives
• Examples
  o Quiz
  o On the job performance
  o Follow up interviews/observations
• Survey the participants: How do they view the training?
  o Content
  o Trainer(s)/Delivery
  o Timing
  o Materials/tools
• Lessons learned/debrief with team
• Are there changes that need to be made going forward?

• Take the time to plan/follow the steps – it'll save you time in the long run!
• Make your training engaging
  o Visual & interactive
  o Use variety for different kinds of learners
• Adult learners are self-directed
  o Let them learn for themselves
  o Don't lecture
  o Relate to their experiences
• Place training/resources where your learners can easily find them – make them easily accessible!
• Resources available to assist you:
  o ITS classes
  o Lynda.com
  o HRM Training & Development
  o University Marketing branding guidelines (PPT templates)

Use the Training and Resource Toolkit to find more details and templates for each of the ADDIE steps