

THE
TRAINING AND DEVELOPMENT NEEDS TOOLKIT

Workshop Participants Handbook



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On behalf of:
Community Council of Devon
April 2006



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INTRODUCTION

Welcome to this *Training and Development Needs Toolkit*. Whatever stage your group is at, a collective review of your Training and Development needs could help you to further develop the work you do and the services you provide.

‘Do the majority of people, from all backgrounds, really recognise the benefits of training and development for themselves, groups they may be involved with, organisations they work for or even if they have their own business?’

Using this *Training and Development Needs Toolkit* your group will be able to identify, in an objective way, its training and development needs.

The toolkit comes in two parts: The Workshop Participants Handbook (this part) and a separate Training and Development Plan.

In the Workshop Participants Handbook you will find five stages to work through. Please take your time in carrying out the process and try to be as objective, realistic and honest as possible!

The first step, having read the document, might be to agree who will carry out the role of facilitator. Think about this carefully. The most effective facilitators are often those who are impartial, have good communication skills and a level of experience in the group’s field of activity.

You will probably also want to appoint a member of the group to collate all the outcomes and complete the separate Training and Development Plan which will contain the agreed, collective decisions on the group’s training and development needs.

The Training and Development Plan also asks you, on the front cover, to set a date to review progress against the plan. On the first page there is provision made for the group to document its progress against the plan at the Review Date.

Given that you will go through this toolkit at a particular time, and agreeing that you will take action on the outcomes identified, it is suggested that you might wish to repeat the exercise regularly. To help with the process you will want to ensure that you have an effective way of recording and monitoring the implementation of your Training and Development Plan. The frequency at which you repeat the exercise will depend on the needs of your group and the rate of change being experienced. Somewhere between one and two years would be the norm.

When you have completed the task, which will take about three hours, you will have produced a Training and Development Plan for your group. You may then need to seek advice and guidance on how to access appropriate training courses and other activities to meet your needs. One source of support would be the Community Council of Devon.

THE TRAINING AND DEVELOPMENT NEEDS TOOLKIT

Having read the introduction to this *Training and Development Needs Toolkit*, your group now needs to work through the five stages. The process ends with the completion of a Training and Development Plan for the group.

The five stages are as follows:

STAGE 1 * Who are you? What are you? Your Background and Objectives.

STAGE 2 * Strengths : Weaknesses : Opportunities : Threats

STAGE 3 * A World of Change and Challenges.

STAGE 4 * Key Tasks for the Group.

STAGE 5 * Producing the Training and Development Plan.

The separate Training and Development Plan document provided within this Toolkit allows you to produce a summary of the outcomes and actions from each Stage. You should do this either during the session or as soon afterwards as possible. The completed document should then be shared with and agreed by all members of the group.

Before you start Stage 1 there are some guidelines on how you might work as a group and the methods you can use to facilitate your discussions.

HOW TO WORK IN YOUR GROUP

There are a number of methods and activities you can use to work through the five sections.

Depending upon the size of your group you can work as a whole group, you can split into two or more groups, you can work in pairs or individually.

Variety helps to make the exercise you are going through more enjoyable. Consider using different techniques at different Stages or within Stages. Plan how you are going to tackle each Stage at the outset.

Whatever method of working you choose it is very important to:

- Keep your eyes and thoughts firmly focused on the task or question being answered.
- Make sure before you start you have all the materials and equipment you need.
- Always set a time limit.
- Be clear who will facilitate the task and who will record the outcomes.

Techniques and methods you might find useful:

- Ice Breakers to relax your group
- Brainstorming
- Use of Flip Charts
- “Post it’s”
- Small Group Discussions
- Building Design
- Rainbow
- Evaluation Tree
- Stakeholders Map
- Weather Map
- Ideas Wall
- Yellow Brick Roadand more!

The Community Council of Devon are in a position to help you. They have guidelines on how to facilitate group activity and also on the different methods that can be used.

Contact telephone number: 01392 383443

Email address: info@devonrcc.org.uk

Web site: www.devonrcc.org.uk

Another useful resource is the Neighbourhood Initiatives Foundation web site: www.nif.co.uk

STAGE 1: *Who are you? What are you? Your background and objectives.*

- Ø **Name of the Group** - Identify and record the name of your group.

Collectively agree the name.

- Ø **Background** - Produce a simple summary of the group's history or background. Groups will be at different stages in terms of the skills they possess, their experience and successes or failures. Why and how the group was established and the background is important as it provides the foundation for the future.

Answer the following questions agreeing collectively where appropriate:

What function or service does your group provide?

What form of registration or certification does the group hold?

What personal, professional and practical skills do individual group members hold?

What is the experience of the group to date?

How successful do you consider you have been so far?

- Ø **Objectives** - The objectives of your group over the next two years. Considering your objectives carefully will enable you to think about the groups training and development needs. You have to think clearly about what you are trying to achieve. Prior to doing this you may or may not have gone through this sort of exercise, do not worry if this is your first attempt!
By doing this now as a group you are taking the first key step in carrying out an objective forward planning exercise which will lead you to identify where and how a Training and Development Plan can help you.

Produce a summary of your group's objectives for the next two years.

Optional Additional Activity

- Ø **Personal Thoughts** - In identifying your objectives you have done this from the perspective of the role you undertake or the service you provide as a group.
In this last section you might want to spend a little time considering if you have any individual personal objectives as a member of the group. Think about your personal objectives, these might be quite simple. They may be focused on your family, your long term financial plans, your own leisure pursuits or other "non work" activity.
It is about achieving a good work / life balance.

This is not essential to this first stage. If you do go through this, each individual can summarise their own personal objectives and you can identify any common / shared issues.

We Are

(name of the group)

Background



Objectives



Personal thoughts



STAGE 2: *Strengths : Weaknesses : Opportunities : Threats.*

Many of you may have used the SWOT (Strengths Weaknesses Opportunities and Threats) analysis method before. It is still “fit for purpose” particularly when followed up with DRAM (identifying actions to **D**evelop strengths, **R**esolve weaknesses, **A**chieve opportunities and **M**inimise threats) and is used as a key part of this whole exercise.

You will know that there are things or activities that the group is good at and things that could be done better. Throughout the life of the group opportunities will arise and threats will emerge. Your success will very much depend on how you react to these situations.

Objectively evaluating your strengths and weaknesses, the opportunities and threats is very important particularly when you are identifying your training and development needs.

The task for the group now is to consider carefully the four SWOT elements. Remember HONESTY is important so be objective!

Here are a few prompts to help you:

- | | |
|---------------|--|
| STRENGTHS | <ul style="list-style-type: none">* What are you good at?* If appropriate, what is your financial position / asset base?* If appropriate, what are your systems and procedures like?* If appropriate are the people in the group a strength?* Do you have good networks? |
| WEAKNESSES | <ul style="list-style-type: none">* Is it a lack of skills, knowledge and experience?* Is it your location?* What if anything is preventing you making progress?* What could you improve?* Is anything holding you back? |
| OPPORTUNITIES | <ul style="list-style-type: none">* Can you identify new areas, activities or opportunities for your group?* Are there ways of developing your skills, knowledge and ability?* Has your group reached its full potential? |
| THREATS | <ul style="list-style-type: none">* What is holding you back?* What will happen if a group member leaves?* Can you identify any serious problems or disadvantages for you?* Do you have direct competition? |

Having completed this exercise don't be surprised if you have a dozen or more points in each of the four aspects. You now need to reduce the number in each element to a maximum of four. These are the key ones which if not addressed will hold you back.

As a whole group identify the four key points under each of the four elements.

Then start to consider the DRAM actions which will further help you to identify the areas for consideration in your group's Training and Development Plan.

Remember even your strengths can be further developed!

Key **S**trengths

- t
- t
- t
- t

Action to **D**evelop

- t
- t
- t
- t

Key **W**eaknesses

- t
- t
- t
- t

Action to **R**esolve

- t
- t
- t
- t

Key **O**pportunities

- t
- t
- t
- t

Action to **A**chieve

- t
- t
- t
- t

Key **T**hreats

- t
- t
- t
- t

Action to **M**inimise/remove

- t
- t
- t
- t

STAGE 3 : *A World of Change and Challenges.*

We go through life having to regularly manage change; be it in our working or personal, family lives. Change is always occurring, for example the price of utility bills, the weather and global warming, your diet, or mortgage interest rates, even the laws that society operates under change.

From your group's training and development perspective change is perhaps one of the most important things to accept and react to. It will constantly impact on the group's skills, knowledge and understanding.

The group must therefore be capable of "managing change" and in so doing realise that there are changes that you have no control over. This may be government legislation, taxation, legal or statutory qualifications you need and don't forget the weather!

Equally there are changes which you do have control over. The group can initiate the change. It may be buying new equipment, changing a system you operate, a group member undertaking a course to develop new skills, employing or working with new people or even relocating to new premises.

Ask yourselves as a group, do you see change as a real opportunity or as a threat? Are you collectively positive thinkers or negative? **You need to grasp opportunities and remain positive in your outlook!**

As a short group exercise at this third stage, consider the next twelve to twenty four months.

Ask the question....

Have you got in place networks and professional links to be able to identify those changes on the horizon which will affect your group and which you have no control over?

Brainstorm these questions * ***What are these changes?***
* ***What effect will they have on our group?***
* ***What are the potential opportunities or challenges?***
* ***Will we need to do things differently?***
* ***Will we need to undertake further training and development?***

Example:

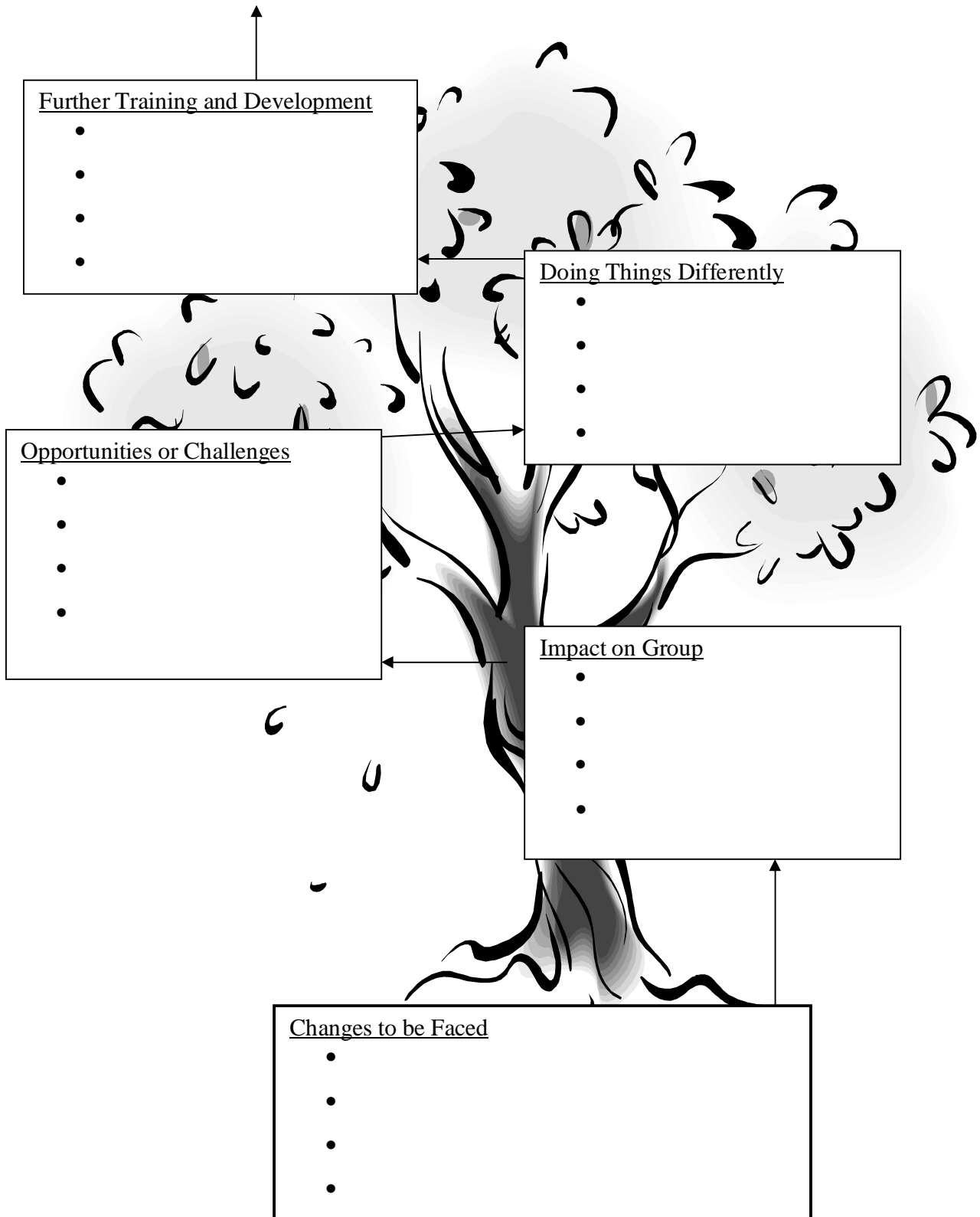
You are a pre- school group.

A change in legislation will mean a new pattern of funding for the work you do.

You will move away from grant funding.

Use the above questions to determine the action your group needs to take.

Successful Group Progress and Development



STAGE 4: *Key Tasks for the Group.*

As a group you started by considering who you were and where you had come from. You also produced your initial thoughts for the group on its objectives over the next two years. You then went through a detailed SWOT analysis and. You now also recognise that change is always occurring and that there are changes you have no control over and some that you do.

You now, in this stage, need to analyse the basic activities or tasks you have to carry out, or will have to carry out as a group whilst working or fulfilling your role and responsibilities.

At this stage list them all. You are likely to end up with twenty to thirty activities or tasks you think the group has to perform.

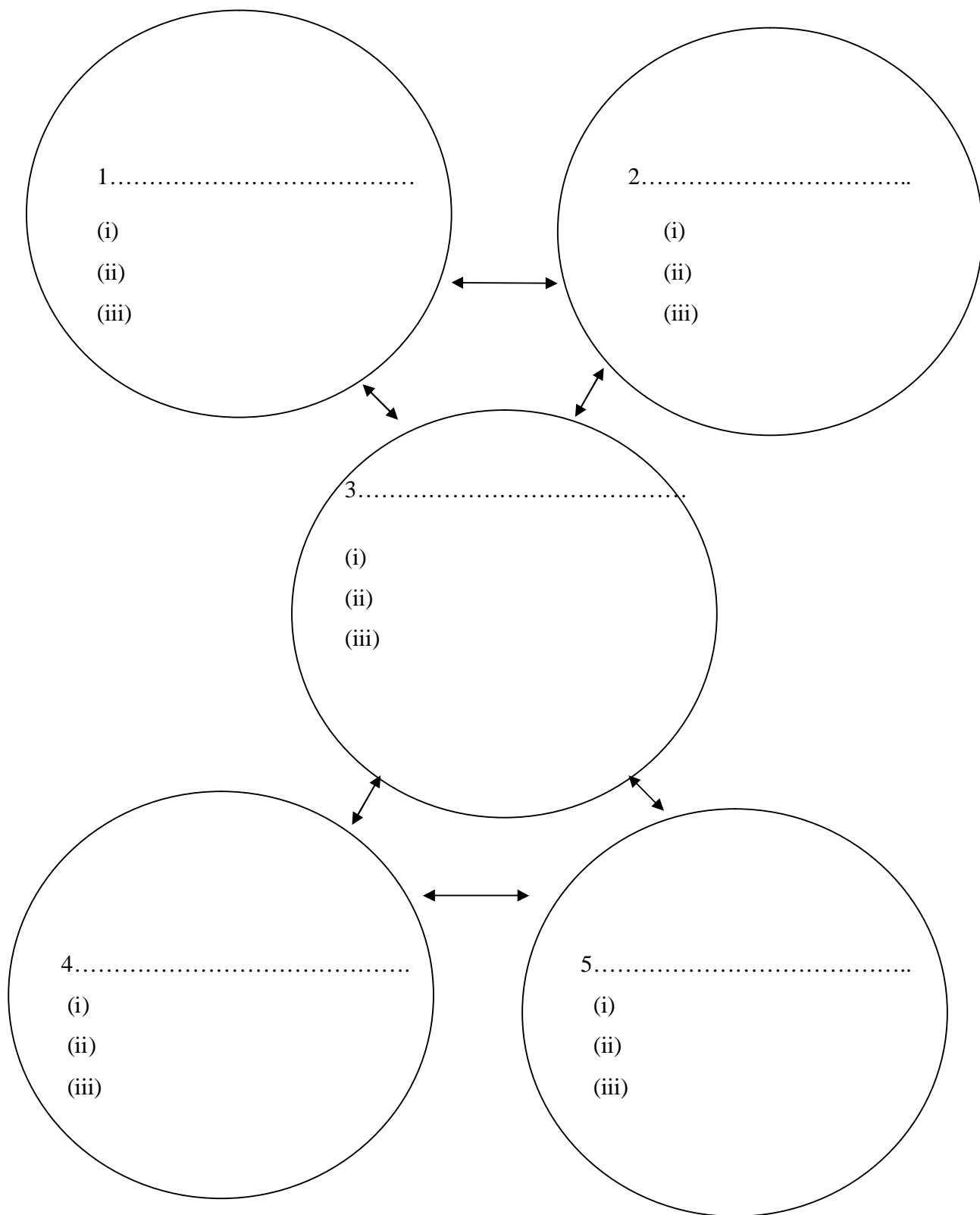
List them in what you consider to be their order of importance. Then concentrate on the first five or six. Bring these back to the whole group, share and collectively agree the five or six most important tasks. These are the group's key tasks.

The facilitator should then ask the group, for each of the identified key task, to answer the following questions.

- Questions:**
- i How well is the task done? Be honest!*
 - ii How well should the task be done? Could it be improved?*
 - iii What action is needed to improve performance? Be realistic.*

In doing this the group should be able to identify if it has the skills and competencies necessary to carry out the identified key tasks. If not you can ensure they are identified in Stage 5 where the group produces its Training and Development Plan.

Key Tasks for the Group



STAGE 5: *Producing the Training and Development Plan.*

You have now completed the process to think objectively about your group training and development needs. You have identified areas where training and development should help you achieve success. This is the last stage and the objective now is to produce your group Training and Development Plan.

There follows a listing of skill areas to give you some assistance in finalising your plan. It is not by any means a complete list. The intention is to begin to focus your thoughts and raise your awareness on the potential generic skills you wish to concentrate on.

Once you have produced your group Training and Development Plan you may need to seek advice and guidance on how to access appropriate training courses and other activities to satisfy your needs.

BUSINESS SKILLS

- Producing a business plan
- Setting business objectives
- Assessing and improving business performance
- Cash flow management
- Options for diversification
- Financial recording and VAT
- Understanding and using your accounts
- Computerised accounts
- Marketing your business
- Researching a new business idea
- Working with financiers
- Project management
- Quality Assurance

HEALTH AND SAFETY

- First Aid
- Appointed Persons
- First Aid at Work
- Health and Safety in the workplace
- Risk Assessment
- Manual Handling
- Fire Marshall
- Food Hygiene, Foundation
- Food Hygiene, Advanced

ICT SKILLS

- Beginners computing
- Internet
- Databases and spreadsheets
- Microsoft Excel and Word
- Websites and digital cameras
- Photoshop
- PowerPoint

PERSONAL SKILLS

- Assessing staffing needs for your business
- Identifying staff development needs
- Monitoring staff performance
- Self appraisal and appraisal techniques
- Leadership skills
- People management
- Motivating staff
- Personal effectiveness
- Developing assertiveness
- Telephone techniques
- Customer services
- Sales and negotiation skills
- Decision making
- Time management
- Instructional techniques

