

**Protective Marking**

Training Plan

Project/Program name

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This template includes prompts and example text to support the development of the Training Plan. Delete the prompts and example text before finalising the document.

# About this template

This template includes an optional Roadmap (at the end of the template). Feel free to only complete this Roadmap or, work through the detail of this document, or both.

A training plan clarifies the training that will support the implementation of the change. It details what training will be provided to each stakeholder group and identifies any training artefacts that will be developed. The information in the change management plan informs development of the training plan. If the training requirement is significant, a training specialist can be engaged to conduct a training needs analysis (TNA) to define the knowledge gap and how it can be mitigated.

Note: If formal training is not required or a lite training approach described in the Change Management Plan is sufficient, there is no need to create a training plan.

For change management guidance and support, please contact the APS Change Management Centre of Excellence at [PortfolioChangeStewardshipOffice@homeaffairs.gov.au](mailto:PortfolioChangeStewardshipOffice@homeaffairs.gov.au)

If the Version Control and Endorsement section is not required for this change, this section can be deleted.

**Version control and endorsement**

**Version control**

Before use, please verify this document is current.

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| **Version number** | **###** |
| Version date |  |
| Document status |  |
| File name |  |
| Author |  |
| Record management reference |  |

**Reviews and approvals**

This document has been reviewed and approved by the people in this list. Evidence of the approvals is retained in *Record Management* system.

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# Introduction

Provide a short description of the document purpose or use standard text below.

This document describes the training requirements and approach.

The purpose of this document is two-fold:

* To seek approval from key stakeholders (see Stakeholder training outline table in this document) for this plan so that materials development, publication and delivery can be progressed.
* To detail information on training materials and development timelines to enable relevant business areas to plan training delivery.

The Training Plan is a chapter of the Change Playbook. Each Change Playbook chapter builds on from the previous one/s. Not all chapters are completed for every change initiative. The Change Manager decides on the appropriate documentation to support the change management.

Please refer to the first chapter, the Change Context for the list of the playbook chapters, which include further information on the change management of this project/program.

|  |  |
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| Chapter title | Record management reference |
| Change Context | Record Management reference |

# Objectives

Provide a summary view of the training objectives

This section includes a high level summary of the project/program training objectives. Training objectives can be varied and are largely dependent on:

* the size and scale of the change
* the nature of the change and its impact on the organisation
* the training demand of the change
* project/program resourcing and budget to draw in the specialist resourcing required to fill various roles

In defining the learning objectives, consider:

* What do you want participants to learn?
* What do you want participants to be able to do, as a result of the training?
* What level of knowledge is required to support the change objective?
* What other observable criteria are required, for example, understanding and knowledge of new process steps.
* Consider any behavioural elements suited to training and how these may translate into learning outcomes.

# Assumptions and expectations

The execution of this training plan assumes the following:

List assumptions and expectations. For example, that staff have base operational knowledge and experience, or, that staff will be made available to participate in training

# Training approach

Provide a summary view of the training approach

Based on the delivery objectives, the nature of the information to be presented and the needs of the stakeholder audience, consider here the most appropriate delivery approach/s to meet your training requirements. For example, where face to face training is not required, online or electronic materials provides easy access to information, as well as a post-delivery reference for staff.

Consider also:

* the media that will be used to present information, and how participants will access this
* the most appropriate timing for the delivery of training or training materials

In preparation for the development of the training plan, undertake consultation with each stakeholder audience, so as to ensure that their operational needs, preferences and requirements are fully considered.

# Risks

The identified risks and mitigation strategy for each are outlined in the table below. A risk is an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives.

|  |  |  |
| --- | --- | --- |
| RISK NAME | DESCRIPTION | MITIGATION |
| E.g. Limited staff availability for training. | E.g. Staff are unavailable to participate in training due to operational demands – peak operational time. | E.g. Early negotiation of training timeframes with management teams. Propose access to self-service materials which staff may access for flexibly. |
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# Stakeholder training outline

The proposed training requirements and deliverables are outlined in the table below and are ordered by stakeholder.

## Training schedule

Provide a summary view of the activity requirements for all stakeholders.

| Role | Learning outcomes | Delivery method | Learning product | Delivery timing | Delivery responsibility | Budget  (if applicable) |
| --- | --- | --- | --- | --- | --- | --- |
| Role name or type Number of staff this training element is applicable to. Location of staff – if applicable to training delivery | Define learning outcomes and requirements for this stakeholder role | How will training be delivered? (Self Service, online learning module, facilitated for example) | Name learning product and type for example – e.g. Product XYZ (Step by Step Guide), or, Product ABC (Checklist) | When will learning product or training be delivered? | Who is responsible for the development of the learning product?  If face to face training is being delivered – Who has delivery responsibility? | Note any costs associated with the development and or delivery of training and who is responsible for this cost |
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# Development schedule

This section describes the intended schedule for the development of training materials.

Please ensure that consideration is given and timing allocated to input and review of training materials by relevant Subject Matter Experts. This table includes example activities, please adjust to the specific delivery needs of the project/program.

## Training development schedule

| Development phase | Action | Activity description / requirement | Responsible | Activity Start | Activity End |
| --- | --- | --- | --- | --- | --- |
| Planning | Assess training needs |  |  |  |  |
| Planning | Develop Training Plan |  |  |  |  |
| Planning | Review Training Plan |  |  |  |  |
| Planning | Sign off Training Plan |  |  |  |  |
| Development | Develop <learning product name> |  |  |  |  |
| Development | Develop <learning product name> |  |  |  |  |
| Development | Finalise all training materials |  |  |  |  |
| Development | Quality assure training products |  |  |  |  |
| Logistics | Venue |  |  |  |  |
| Logistics | Facilitator |  |  |  |  |
| Logistics | Technology |  |  |  |  |
| Logistics | Other requirements |  |  |  |  |
| Logistics | Communication regarding training |  |  |  |  |
| Delivery | Publish all training materials |  |  |  |  |
| Delivery | Admin & coordination activities |  |  |  |  |
| Delivery | Finalise local training delivery schedule |  |  |  |  |
| Delivery | Train the Trainer Events |  |  |  |  |
| Delivery | Local Training Event Delivery |  |  |  |  |
| Delivery | Capture completion/attendance rate |  |  |  |  |
| Evaluation | Training evaluation & lessons learned |  |  |  |  |

# Training roadmap

Completing this Roadmap of the Training activities is optional. Feel free to only complete this Roadmap or, work through the detail of this document, or both.

The Roadmap is an easy to follow visual. Knowing what stage you are at and gaining a clear view of upcoming tasks is an invaluable tool to keeping your change on track, and it will give you confidence that things are progressing as planned. The Training Roadmap can also be a useful tool when discussing the change management with stakeholders.

Project/Program name

## Date last updated:

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activities | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year |
| e.g. Planning |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Development |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Logistics |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Delivery |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |