

Chapter 4

Developing a Training Plan

INTRODUCTION

A training plan is a road map for an organization's training activities for the coming year. A plan should include five major parts:

- A long-term vision,
- Annual and long term goals that include performance measures,
- A budget,
- Activities, and
- An annual evaluation

Let's look at each one.

A Long-term vision

It may help you to form a vision by beginning at the end. What would it look like if all of your directors or site supervisors were successful managers? Envision the success of your trainees whether they are program staff, AmeriCorps members, commissioners, board member, or others. Determine what that success would look like, and figure out the path, steps, and tasks that will get you and them there. As was mentioned in the section on needs assessments, a prerequisite step for any organization that is developing a training plan is to identify what skills, abilities and knowledge levels are necessary for AmeriCorps staff and members to be successful. The long-term vision expresses the competencies that are required for the group's success. After all, that is a goal of any training—that the trainee improved and was enabled to be successful. These identified and articulated aptitudes then become the foundation of the long-term vision and the annual goals. How do you identify such competencies? You, your colleagues, stakeholders, and funders establish an ideal or required level of proficiency in each particular category of program management. For example, perhaps a commission decides that AmeriCorps program directors need to have a better understanding in developing, implementing, and monitoring a budget in order to successfully, accurately, and meaningfully complete semi-annual Financial Status Reports (FSR). How could we

