Education and Training
Competency Development Activities

Competency Definition
Knowledge of the concepts, principles, and theories of instructional methods such as teaching, training, research, making presentations, lecturing, and testing.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

A Learnativity.com

This site introduces you to resources that support that learning and development. The site has no products to sell, but rather aims to introduce you to ideas that help expand imagination and business practice.

A Knowles, Malcolm S., The Adult Learner, Gulf Publication Company, August, 1998.

This book describes both adult education and human resource development.

M Silberman, Mel, Jossey-Bass/Pfeiffer, Active Training: A Handbook of Techniques, Designs, Case Examples, and Tips, June, 1998.

This handbook shows you how to design and conduct experiential programs in private and public sector organizations from beginning to end. Silberman has augmented the first edition, with a wealth of new training exercises and updated case studies, along with information on emerging training technologies and ways to substantiate the ROI of training. Plus, a new section entitled Introducing Active Training explores in greater depth the reasons why adults learn best when they are actively engaged in the learning process.

M Donald Kirkpatrick (ed), "Another Look at Evaluating Training Programs" American Society for Training and Development, 1998.

Fifty best articles from Training & Development and Technical Training magazines are assembled into the Four Levels of Evaluation in the widely accepted Kirkpatrick Model. Benefit from a variety of viewpoints and wide-ranging descriptions of evaluation in practice.

M ASTD's Training & Performance Links

This is list of resource links from the American Society for Training and Development.

M Brandon Hall's Site on Web-based Training

This site provides independent information about using technology for learning to help you make the right decisions for your organization.

M Dixon, Nancy M., Common Knowledge: How Companies Thrive by Sharing What They Know, Harvard Business School Press, March, 2000.

This book presents a breakthrough research on knowledge transfer, revealing five proven methods for making knowledge sharing a reality.

M Robert W. Pike, Creative Training Techniques Handbook: Tips, Tactics, and How-to's for Delivering Effective Training, 2nd edition, Lakewood Books, 1994.

This complete collection of training tips, tactics and how-to's will show you the eight steps to proper presentation, preparation, how to customize training to your audience, and how to keep learners motivated both during and after the training session.

M DOE Clearinghouse for Training, Education and Development

The Department of Energy maintains this list of resources for trainers.

M Kirkpatrick, Donald L., Berrett-Koehler, 1998. Evaluating Training Programs: The Four Levels

The definitive text on evaluation and training return on investment (ROI).

M Rossett, Alison, Jossey-Bass/Pfeiffer, First Things First: A Handbook for Performance

Analysis, January, 1999.

This hands-on book tells you how to quickly determine performance needs before investing precious time and resources. When trainers, consultants, and problem-solvers need to figure out what's wrong with an organization--and they need a solution fast--they need this book. Needs assessment is about doing things right; performance analysis guarantees doing the right thing.

M Newstrom, John W. and Scannell, Edward, Games Trainers Play: Experimental Learning Exercises, McGraw Hill and ASTD, 1989.

Get any training session off the ground fast or jumpstart one whenever it lags with the more than 400 proven activities in the bestselling Games Trainers Play series.

M Fowler, Floyd J., Improving Survey Questions: Design and Evaluation

Sage Publications, September, 1995.

Helps researchers design better surveys, and survey users interpret the data more critically, by showing how to word and format a survey question, write questions that will evoke the kind of answers for which they were designed, and evaluate questions empirically. Covering survey types both for collecting objective facts and for measuring subjective phenomena, explains how to determine the extent to which questions are consistently understood and administered.

M OPM's Leadership and Policy Website

This site includes a list of publications, such as "A Guide to Strategically Planning Training and Measuring Results."

M/H Dick, Walter, Carey, James, Pearson Allyn & Bacon, The Systematic Design of Instruction, October, 2000.

A guide to instructional design for graduate-level educational and instructional technology programs, covering the fundamentals and procedures for designing, developing, and evaluating instruction. Chapters on needs assessment, goal analysis, and developing instructional strategy contain objectives and summaries, examples, practice exercises and questions, and numerous sample forms and tests. The latest edition reflects the influence of performance technology, constructivism, and the application of computers to instruction.

M Trainer's Network

The Trainers Network brings together trainers and learning facilitators from all sectors, public and private, specialist and mainstream, to share learning and experiences in relation to best practice, recent innovations, quality standards and continuing professional development.

M Training and Development Resource Center

This site provides a comprehensive survey of resources available to trainers and instructional designers.

M Merrienboer, Jeroen J. G. Van, <u>Training Complex Cognitive Skills: A Four-Component Instructional Design Model for Technical Training</u>, Educational Technology Publications, June, 1997.

This book is the result of over a decade of research by the author at the University of Twente. Merrienboer has managed to synthesize much of the current thinking and research in cognitive psychology, instructional design, and training.

M Gaines-Robinson, Dana and Robinson, Jim, <u>Training for Impact: How to Link Training to Business Needs and Measure the Results</u>, Jossey-Bass, 1989.

A comprehensive text on all aspects of training, especially complete on evaluation and ROI.

A Web-based Training Info Center Resources

The Web-Based Training Information Center (WBTIC) is a free information resource for anyone interested in developing and delivering online learning.

M Davenport, Tom and Prusak, Laurence, <u>Working Knowledge: How Organizations Manage What They Know"</u>, Harvard Business School Press, 1997.

The definitive primer on knowledge management, this book will establish the enduring vocabulary and concepts and serve as the hands-on resource of choice for fast companies that recognize knowledge as the only sustainable source of competitive advantage.

Activities

A Familiarize yourself with e-Learning.

A Learn about adult learning techniques. Begin by thinking about the ways in which you like to learn. Do you prefer lectures or class discussions?

B Network with TSA Training Coordinators to learn about available instructional materials. In addition, you can communicate with other Federal, state, or local agencies to learn about instructional resources you may be able to share.

B Volunteer for public speaking assignments. Ask for feedback from your colleagues on your oral presentation skills. Delivering a message verbally is excellent preparation for being a trainer.

B Volunteer to complete a train-the-trainer course so that you can help teach screener courses. You may need to be interviewed and selected for the train-the-trainer course, depending upon management decisions at your airport. You may also be assigned a mentor to work with you

after the class.

B Volunteer to teach a class. Talk to the Training Coordinator about applying to be a TSA trainer. By doing this you can get hands-on experience in planning a training event.

B Volunteer to work with headquarters to develop a course that will be launched through the Online Learning Center.

B Volunteer to assist with the instruction of a class that your training coordinator may be conducting. Talk to the training coordinator (TC) about the kinds of work that is involved in setting up training, in preparing, assembling and distributing of materials. Review the lesson plan for the class before it is conducted. If you are assigned responsibilities to capture/record information on flipcharts, discuss with the TC any tips they have in how it could be done effectively. Arrange with the TC to do a critique of the class. Discuss what kinds of learning techniques worked well, what were the challenges for the TC in conducting that particular class, and how the TC might do things differently if the TC were to conduct that same class again.

B Volunteer to conduct an educational briefing at a unit or all-hands meeting.

M Design a curriculum on a topic in which you have expertise (e.g., public speaking). This is an excellent opportunity to learn about the instructional systems design process.

Coaching Suggestions for Managers

M Assign a staff member the role of teaching a topic. If he/she excels in a particular skill, perhaps they could design and present a short tutorial on this topic.