Midas Training Solutions Proposal
Training for trainers Wikimedia 2012

Thank you for inviting Midas Training Solutions to tender for the Wikimedia Train the Trainers Project. We love training and we love training trainers! We are glad to report that our participants also tell us that they love this course. We regularly train trainers in the UK and around the world - from Burundi to Bosnia.

The course focuses on enabling the participants to develop and deliver high quality training which draws on their own skills and expertise.

This has been one of our flagship courses since the formation of the company over ten years ago. The course is very practical and flexible. It is designed to be especially helpful to people who are not already trainers but are experts in their own field of knowledge.

The course has also been a great success with people with significant existing training experience. They tell us that they enjoy the opportunity to refresh their skills, try new techniques and receive helpful feedback on their training style.

We are passionate about developing the confidence and effectiveness of your trainers.

Our interactive and supportive approach has been enthusiastically received by participants from many different types of organisation. So you can be sure our workshop will give your members a real boost to their training skills and confidence.

Document contents

- ⌒ Our key beliefs about training practice
- ⌒ Our proposed course objectives and content
- ⌒ Post-course feedback, assessment and accreditation
- ⌒ Two proposed structures for your training organisation
- ⌒ E-learning and open access
- ⌒ Pricing details
- ⌒ Timetable
- ⌒ Previous TfT clients
- ⌒ References
- ⌒ Example assessment form (attached)

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Best practice in training: Our key beliefs
Training volunteers

Volunteer training is a very specialist area. There are particular issues which make it very different from training in a commercial setting or teaching students and schoolchildren.

We have a great deal of experience of training volunteers - and training volunteers as trainers.

Volunteers are different

They are committed to your organisation and are giving their time freely. So asking them to

attend training can be sensitive. It may be taken as implying they are not doing things right – particularly if they come from a very directive work background.

In a commercial company, a staff member who misses deadlines all the time can be told to go on a Time Management training course. A volunteer cannot and should not be told to attend training - instead they should be invited and involved in the decision to attend.

Once you get your volunteers to attend a workshop they need to feel respected and engaged by the training. This is even more important if they were feeling sceptical about attending the course to begin with.

The challenge of deconstructing knowledge

One of the most important things for any trainer to learn is how to present new knowledge or skills in a 'digestible' form. Just because someone is an expert in their field does not make them an expert trainer.

Even the best communicators find they benefit from understanding the way that adults learn – and how to make the most of the opportunity to pass their own expertise on to others.

Team training

An important way of maintaining high quality face to face training is for workshops to be run by a team of two or more trainers.

Some of the advantages of team training are:

- Greater trainer confidence and pooled experience

- More time for one to one feedback for participants

- Gives more flexibility when managing a difficult, demanding or distressed participant

More experienced trainers are able to help less experienced trainers to develop their skills in a safe environment

One trainer should always be nominated as the lead trainer for the workshop. This saves a great deal of time on the day and prevents problems with communication. This is usually, but not always, the most experienced trainer on the team.

Webinars may be monitored or team trained by having an experienced trainer sit in with the presenter.

The Midas Training for Trainers Course

We always customise our course to meet your exact needs. Once the details of your training structure have been finalised, we will adapt our training accordingly.

Course objectives

You are asking for a course designed for people who want to know how to design and deliver effective training sessions.

We suggest the following objectives for this workshop:

By the end of the course the participants will be able to:-

- Set training objectives and structure a session with appropriate material to

meet those objectives

- ⌒ Present information clearly to different audiences and use visual aids effectively
- ⌒ Identify ways to make the sessions interactive and participative and deal with questions

Our two day Training for Trainers course is tried, tested and extremely successful. It meets all the above objectives and more.

It has proved its worth in subsequent formal and informal training situations.

Our participants will also be able to:

- ⌒ Recognise the importance of diversity in the training context
- ⌒ Respond appropriately to the needs of volunteer trainers
- ⌒ Understand the impact of different learning and communication styles when designing and delivering training
- ⌒ Use active listening to guide their interaction with participants
- ⌒ Give effective and appropriate feedback to their participants

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Course development

This is an established Midas course, which we believe meets all your requirements. The course has been constantly evaluated and updated over the past ten years. We believe it will not need any significant rewriting in order to deliver your objectives. Therefore there will not be any development costs providing the bulk of the course stays substantially the same.

It is our normal practice to suggest that clients choose the topics which the participants will use to design their Sample Modules (which they present on Day 2 of the course). These topics should be chosen to reflect the existing skills and knowledge of the participants in relation to their Wikimedia related activities. This will help them to concentrate on the training skills not on the module content.

Quality assurance

This course is constantly reviewed and updated.

- ⌒ Participants are asked to fill in an evaluation form after every session.
- ⌒ Using a 5-point Assessment Bar, we look for an average score of 4 or above as our target for each course. This would show that the training had been delivered to an acceptable standard.
- ⌒ Participants and trainers give each other feedback and discuss ways of fine tuning the course every time it is run.
- ⌒ After the course runs we ask the client to also seek informal feedback and let us know about it.
- ⌒ The Course designer reviews the course at the beginning of every year to

see that the material is still appropriate and to refresh existing material. ○ E.g. Over the last five years the sections on visual aids have been

regularly rewritten to respond to the move from using Overhead

Projectors to using PowerPoint on data projectors.

- Every time the course runs we consult the contractor (the person

    commissioning the course) to make sure the course meets the client's needs. In this case we would expect to stay in touch with a named individual at Wikimedia throughout the process of training administration and delivery.

- One Midas consultant will be asked to be the Course Administrator for this course to preserve clarity and smooth communication. As Candy Piercy has worked with Wikimedia successfully in the past, she would be your Course Administrator.

Course content

The first day of the Midas TfT course focuses on understanding how adults learn and the principles of training design. The day itself provides a model of high

quality course design and delivery. The trainers demonstrate how to present theoretical information in an effective, interactive and enjoyable manner.

Our participants are encouraged to act as 'Observer/Participants'. They take part in the course as participants on one level and observe and analyse the trainers and the training, on another level.

At the end of Day 1 teams of two or three participants write a 30 minute training module on a topic of their choice. You may suggest titles for the participants if you wish, or they can choose anything at all from their hobbies, their expertise or aspirations to a technical aspect of their work.

The design of this module (which we call a Sample Module) should illustrate the participants understanding of the training design theory considered earlier in the day.

On the second day the teams present their module to the rest of the group. Each participant will present for between five and ten minutes during the Sample Module. Immediately after presenting their Sample Module each team will receive constructive feedback from the trainers and from the rest of the participants. The feedback focuses on the structure of the module and then on the individual presentation skills of each participant.

These feedback sessions are a key part of the learning process. Participants tell us it is one of the most empowering aspects of the course.

Our Two day Training for Trainers normally includes the following topics:

- What is effective training?
- The Five Stages and Dimensions of Training
- Developing effective and appropriate training objectives
- Diversity and the training audience
- How adults learn – the Honey and Mumford Learning Cycle
- Choosing an appropriate range of learning activities

- Why interactive training works
- Reflective Practice and its importance in the learning process
- Reading the audience response in a training environment
- The Listening Trainer – the 60/40 Rule
- NLP Communication modes in the training context
- What is Constructive Feedback and how to do it
- Working with Visual Aids – tips and tricks
- Making PowerPoint a positive asset
- Managing difficult participants
- Answering questions from your audience using PREP
- Practical exercise: Writing, structuring and delivering a training module
- Giving and receiving feedback on the Sample Modules

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Honey and Mumford Learning Styles Questionnaire

We will use a questionnaire to identify the individual learning styles of the participants during course. This will help them to analyse the relationship between their own learning style and their approach to presenting training.

We use the 80 question version of the Honey and Mumford Questionnaire. This is part of a 73 page booklet which explores the impact and use of the Learning Styles theory.

Midas already holds a licence for the use of this questionnaire. Use of the questionnaire under this licence is including in our quoted pricing for this workshop.

Training techniques employed during the course

A wide range of training techniques are used in the Midas TfT. The overall approach is to engage the participants using an interactive and responsive training style.

Techniques will include:

- Icebreakers
- Group work
- Brainstorming
- Reflective discussion in pairs
- Graphic Exercises
- Role play
- Trainer demonstration
- Flip chart and PowerPoint displays of training theory
- Handouts
- Practical Exercises

Review Partners

> At intervals during the course, the participants spend time working with their Review Partners.
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> We divide our participants into pairs in the first exercise on Day 1 to identify their own Review Partner. Each pair then talks about what they want from the course.

At regular intervals the participants take five minutes to talk to their Review Partner to share ideas and personal reactions to the information and skills they are considering on the course.

This is a very powerful tool to promote Reflective Practice, Learning in Action and Experiential Learning.

Optional Training for Trainers Post Course Feedback and Assessment

You would have the option of commissioning telephone feedback sessions for the participants. Previous clients tell us that this is a very valuable aspect of the TfT process.

Each participant would have a feedback session on the telephone with one of the course trainers. Each session lasts for up to one hour. It provides the opportunity for the participant to discuss their performance and reactions to the course privately. This promotes intense reflection and rounded learning.

The Assessment Form for this course is attached with this proposal pack.

Trainer Accreditation Midas In-house accreditation

Many clients decide that they wish to provide an element of added value for participants on Training for Trainers. One way of doing this is by providing formal recognition for participants who attend the course.

This can be as simple as providing a formal Certificate of Workshop Attendance, presented by Wikimedia and by Midas.

A more valuable and slightly more complicated accreditation process could be provided by the Midas trainers. This involves a more detailed assessment of the level of training competence achieved on the course. Ideally this detailed assessment would incorporate the kind of telephone feedback session already described in the previous section

The Midas assessment would consider training ability. For example an individual could be assessed as either:

Level 1 – Lead Trainer

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⌢

Able to write and deliver training modules on a particular topic and train new Wikimedia trainers to run them

⌢

Able to write and deliver Wikimedia training modules to a high

Level 2 – Wikimedia Trainer

○

standard ⌒ Level 3 – Probationary Wikimedia Trainer

○

Wikimedia could then take the level of training competence and integrate it with the different topic or method knowledge areas.

For example, an individual who attended the Wikimedia Midas TfT course who was a terrific writer but relatively new to web design might be accredited as a Level 3 – Wikimedia Trainer on Web Page Design. They might also be accredited as a Level 1 – Lead Trainer, in the separate topic of Creative Writing because of their greater expertise in that subject.

Other people might show less variation, and have the same level of accreditation across several different subjects.

This combination of training skills and subject knowledge is important in creating a robust training structure

The advantage of this process is that it promotes the future development of trainers and promotes a culture of delivering high quality training. Being an Accredited Wikimedia Trainer would become a proud personal achievement.

It would also provide the ability to distinguish between trainers who train best face to face from those who are excellent running Webinars or writing eLearning modules.

External Trainer Accreditation

There are other options for accrediting trainers externally. One of the best known is the system from the ILM.

Institute of Learning and Management (ILM) Accreditation and resulting costs

Midas Training Solutions has been an ILM Recognised Provider. A number of Midas management development programmes were granted an ILM Development Award. This means we are able to offer the option of obtaining an ILM accreditation for this Training for Trainers course.

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Able to assist a Lead Trainer or a Wikimedia Trainer to deliver a Wikimedia module but not to train alone.

There are two possible levels of ILM recognition that we can offer for this course:

- ⌒ ILM Development Programme
- ⌒ ILM Endorsed Programme

Essentially the difference between the two levels is that the Endorsed Programme involves an assessment process. This has a cost implication for administration and feedback.

ILM Development Programme: Participants, who are registered for this course with ILM, attend the programme and complete the course will receive an ILM certificate. They will automatically become studying members of ILM for a year.

ILM would charge for the registration for the course and for the registration of each participant

ILM Endorsed Programme: Participants will need to be registered with ILM, attend

the programme and complete the course. They will be formally assessed by the trainers and will need to write a short essay top demonstrate their understanding of the course material. Providing that they meet the assessment criteria for the programme, they will receive an ILM certificate and automatically become studying members of ILM for a year. The telephone feedback option would be an essential part of this process.

Recommendation

We are happy to deliver either ILM level programme. However we suggest that you may wish to consider the extra cost involved in the Endorsed award programme carefully.

If you would like more information about the ILM Accreditation options, please let us know and we will get a detailed quote from ILM for you.

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Two possible Training Organisation Structures

When setting up a training organisation structure there are two broad options to consider.

Option 1 – A Devolved Training Structure All trainers trained and empowered to write and deliver training modules to

members of the organisation. In this structure we recommend having three levels of Accreditation.

- ⌒ **Level 1 – Wikimedia Lead Trainer** o Able to write and deliver training modules on a particular topic and

  train new Wikimedia trainers to run them

- ⌒ **Level 2 – Wikimedia Trainer** o Able to write and deliver Wikimedia training modules to a high

  standard

- ⌒ **Level 3 – Probationary Wikimedia Trainer**

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Option 2 – A Cascade Training Structure

- ⌒ **A senior level of trainers** trained to a high level and empowered to write

  and deliver training modules to members of Wikimedia.

- ⌒ **A second level of trainers** trained to deliver specific, standardised Wikimedia training modules

o Who have attended a Training for Trainers course where they demonstrated they have the necessary understanding of how training adults works

o Who have attended a 'Training the Course' workshop, where they demonstrated sufficient knowledge of the topic and familiarity with the course they are to train

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Able to assist a Wikimedia Lead Trainer or a Wikimedia Trainer to deliver a Wikimedia module but not to train alone

Maintaining workshop quality

Every Wikimedia Workshop should end with participants filling in an evaluation form. This could either be on paper or emailed out to participants at the end of a workshop. These forms act as an early warning system, picking up substantial problems with training course content or delivery. They also provide a very effective medium for validating good practice and high quality training delivery.

Targeted long term evaluation should also be carried out monitor course impact and effectiveness. Midas would be happy to assist with the production of an effective course evaluation form which reflects current best practice in the training industry.

Each topic trained by Wikimedia Trainers in a Devolved Training Structure should be monitored by a nominated Lead Trainer in that topic.

They will be responsible for checking a sample of evaluation forms.

They should have an annual meeting with the team of trainers accredited to train the topic to benchmark best practice and share new ideas for effective training delivery. These meetings can be held as face to face or as teleconferences or video conferences.

Each course in a Cascade Structure should be 'owned' by a senior trainer.

They would be responsible for monitoring the quality of the course material; performing any rewrites and updates to the course material. They would also monitor the quality of the trainers who are delivering their course.

They would monitor quality regularly checking course content against current knowledge/practice against a sample of evaluation forms from delivered courses. They should monitor a sample of evaluation forms returned from courses run by each trainer. This will pick up any major problems that individual trainers are experiencing.

As the system matures a senior trainer should go and observe each trainer in action at least once every two years.

If concerns are raised about the way an individual trainer is delivering their workshops, support and assistance can then be given to get them back on track.

The Midas Training for Trainers course will be monitored by using an on-the- day evaluation sheet to be filled in by the participants. We will also ask our Wikimedia contacts to follow up a sample of participants after a six week interval to check up on their longer term recollection and perceptions of the quality of the course

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Timetable and targets

Midas will have trainers available to begin training Wikimedians from early in June 2012.

We recommend an initial pilot weekend workshop, run by two Midas trainers to train 12 participants.

The outcomes of that workshop will be evaluated. Decisions can then be made by Wikimedia about how many Midas TfT workshops they wish to commission in the next twelve months.

As a guide, we suggest a target of up to 10% of the membership should be trained as trainers within the next 2 years.

The decision on the final target figure may be guided by the following:

- ⌒ The final training structure chosen by Wikimedia
- ⌒ The number of subjects to be trained by Wikimedia trainers –

remembering that many trainers will only train one or two subjects

- ⌒ How many training courses Wikimedia wishes to run in any given year
- ⌒ The number of Wikimedians (i.e. Those who regularly edit and contribute

to the pages of the websites) you wish to train each year.

E-learning and using the web to extend and re-enforce learning

The Midas TfT course can be extremely valuable in supporting e-learning projects which Wikimedia may wish to implement in the future.

As trained trainers, Wikimedia members who have attended the Midas Training for Trainers will write better online courses and webinars because they will understand how adults learn. They will be able to design and deliver high quality courses and fact sheets for online access.

Midas supports the concept of blended learning: a well-planned combination of participants attending real time training and then following up with on line briefings, courses and webinars. We would be delighted to assist with the future development of this kind of material.

Open access and copyright

Midas is committed to the concept of open access. Our mission is to spread knowledge and to help people to develop new skills and understanding by providing high quality training.

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Therefore, the handouts from the Midas Training for Trainers course will be available for open access learning under a CC-BY-SA licence. Please note that the Honey & Mumford Learning Styles questionnaire is used under a licence by Midas, for training workshops only. It is copyright of Peter Honey Associates and may not be used in any other way under the terms of this licence.

During the Midas TfT course, the Wikimedia members who are our participants will be developing actual training modules and exercises. This material will be the intellectual copyright of Wikimedia and as such available for open access.

The Training for Trainers course itself is an existing Midas course. It will therefore remain as copyright to Midas Training Solutions Ltd.

Previous clients

Examples of clients for whom Midas trainers has run this Training for Trainers course:

The UK Liberal Democrats (about twice a year for over ten years) ⌒ The UK Local Government Association

The Westminster Foundation for Democracy (in Burundi, South Africa, Morocco and Ukraine) The Friedrich Naumann Foundation in South Africa OSCE (Organisation for Security and Co-operation in Europe) in Bosnia US-AID for NGOs in Kosovo

We have also run open courses in the UK which were attended by participants from different organisations from both the public and private sectors.

Pricing for this two-day workshop

We strongly recommend that you use two trainers for this workshop.

This allows participants to see team training in action, and understand how a successful training team operates. It also enables us to give a higher level of individual feedback, support and encouragement that participants find invaluable.

Having two trainers is extremely important if you decide to incorporate post workshop feedback and assessment.

So long as this course is delivered by two trainers, we can accommodate up to twelve participants for the two day workshop.

Fees would be as follows:

£xxxx per trainer, per day of training delivery. Fee per two day TfT course: 4 trainers days = £xxxx

Plus agreed reasonable expenses such as travel and accommodation, plus VAT at the current rate.

This fee will cover course preparation (as discussed and outlined in this proposal), the provision of Midas handouts and the use of Midas training equipment such as video camera, laptops and data projector.

It does not cover the provision of a venue.

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There will be no charge for preparation of the course material as this is an existing course. If, however, you ask for considerable changes to be made, we may ask for a fee to be negotiated to cover the cost of any substantial work.

This quote is subject to Midas Terms and Conditions and holds until the end of December 2012. VAT will be charged as appropriate at the current rate.

Attached document

Assessment form

In conclusion

If there is any other information you would like to have, please let us know.

Candy Piercy, Director On behalf of Midas Training Solutions Ltd 23 April 2012

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