

4. Identify solutions for closing gaps









Importance

The impact of mastering these competencies is that you:

- Identify learning and other performance solutions that address causes of performance gaps.
- Take a comprehensive approach to identifying solutions at the job, process, and organization level.
- Make recommendations based on sound decision-making principles and the best available data.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

4a	Identify potential solutions for closing performance gaps
▶	Set priority on which performance gaps to address first
▶	Identify performance solutions, as required (for example, process improvement, leadership endorsement, role clarification, incentives, web-based tools, technology changes, endorsement and support by key community influencers)
▶	Identify learning solutions, as required (for example, facilitated classroom or e-classroom sessions, online learning, on-the-job training, job shadowing, job aids, peer support, videos)
▶	Identify alternatives to face-to-face-learning  
▶	Identify any economic issues that might interfere with participants attending or completing the program or course and consider how to mitigate them: <ul style="list-style-type: none"> ▶ Determine local costs to use technology to deliver the solution (for example, cost of internet, SMS connectivity, transit to location of digital devices)
▶	Identify likely technological failures at the program venue and possible mitigation strategies:  <ul style="list-style-type: none"> ▶ Determine what contingencies are available in the event of such failures ▶ Determine back-up equipment ▶ Assess appropriateness of alternative training approaches in the event of a technological failure
▶	Identify appropriate communication channels to reach prospective participants and inform them of upcoming program
▶	Examine unintended consequences of the program on participants, including violence 
▶	Assess need to provide women role models 
▶	Determine viability of coaching and/or mentoring 
▶	Determine the influence of social networks and peer learning 
▶	Identify household decision makers to consult in connection with your program 

1. Prepare to assess


2. Identify performance gaps

3. Determine causes of performance gaps

4. Identify solutions for closing gaps

5. Validate next steps and measures

4b Select learning and other performance solutions

- ▶ Determine criteria for evaluating alternative solutions (for example, potential impact on performance gaps, cost to design, cost to implement)
 - Assess how existing political, social, economic and safety factors are likely to impact program content and its acceptance and application 
- ▶ Gather data to assess alternative solutions against the set of criteria
- ▶ Determine which solutions best meet the criteria
- ▶ Identify dependencies among all solutions recommended
- ▶ Verify that solutions are accessible (for example, meeting needs of visual or hearing impairments, medical conditions, physical disabilities, learning disabilities)
- ▶ Identify when change management support is required
- ▶ Assess risks associated with implementing each of the preferred solutions

4c Develop a plan to support the transfer of learning and sustained performance

- ▶ Assess environment to determine feasible options for supporting the transfer of learning
 - Identify available alternatives to reinforce learning after the program is completed and confirm longer-term impact
 - Reinforce training through distance education or other means, if feasible, after the instructor-led training is completed
- ▶ Recommend initiatives to support transfer (for example, communication of expectations, reminders, feedback mechanisms, follow-up activities, coaching/mentoring support, incentives)
- ▶ Determine resources required to support the transfer of learning
- ▶ Determine how technology can support the transfer of learning (for example, automated reminders, online performance tracking, links to support)

4d Develop a plan to evaluate the transfer of learning and business results for learning solutions

- ▶ Identify pre-program (benchmark) performance outcomes and business measures
- ▶ Recommend how to assess post-intervention performance and business results against benchmark data
- ▶ Determine timing and required resources for evaluation

4e Develop a strategy for implementing the solution

- ▶ Determine the resource needs to develop the solution
- ▶ List the learning and other performance solutions required to close the performance gaps
- ▶ Identify the goal or purpose for each solution or learning experience
- ▶ List the roles and responsibilities for each project team member responsible for developing the solution
- ▶ Create a schedule for developing the solution
- ▶ Create a budget for developing the solution
- ▶ Identify the methods to assist participants in transferring (applying) the learning to their real world situations
- ▶ Identify the key performance indicators needed to determine the success of the solution
- ▶ Identify the resources and responsible parties needed to operate, maintain, and sustain the program after the initial delivery

Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
List of potential performance solutions in order of priority	List identifies how each solution will address causes of specific performance gaps to achieve desired performance outcomes
	List identifies dependencies on other solutions recommended
	Solutions include descriptions of actions required to implement each solution
	Solutions include estimate of resources and technology required
	Solutions identify desired individual performance outcomes
	Individual performance outcomes align with needed organizational performance outcomes

KEY OUTPUTS	ASSESSMENT CRITERIA
Learning solutions component of the training strategy report	Report identifies recommended solutions
	Report identifies how each solution addresses causes of specific performance gaps to achieve desired performance and business outcomes
	Report identifies dependencies and connections to other solutions recommended
	Solutions include descriptions of actions required to implement each solution
	Solutions include high-level purpose and goals
	Solutions include an estimate of the required resources, time, and technology
	List of goals reflects the perspectives of all stakeholders
	Clearly stated and regionally appropriate design principles and adaptations to them along with rationale for choosing them
	Distinct groups of participants are clearly profiled
	Impact of current and future technology identified, relevant to regional context
	List of interdependencies and constraints is comprehensive, including availability of networks, coaches, and mentors to support the program and relationship of program with access to finance
Plan for supporting the transfer of learning	Plan includes realistic solutions for the transfer and application or learning from the classroom to the workplace, based on desired performance outcomes
	Plan identifies resources and time required to implement support for the transfer of learning
	Plan includes communication and follow-up activities
	Plan identifies technology to support the transfer of learning
Plan to evaluate the transfer of learning and business results	Plan identifies who will gather and analyze which data
	Plan identifies when to conduct evaluations
	Plan includes benchmarks of pre-program performance and business results
	Plan addresses who enters data and where the organization stores the evaluation data
	Plan includes estimate of resources required to implement evaluation plan