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Training Needs Surveys and Kirkpatrick Evaluation Training Course

11 – 15 January 2027
Milan

Training Needs Surveys and Kirkpatrick Evaluation Training Course

Ref: 872_33015 **Date:** 11 – 15 January 2027 **Location:** Milan **Fees:** 6200 GBP

Training Needs Surveys and Kirkpatrick Evaluation is a 1-week training course for HR officers and training coordinators, and each participant completes a Needs-to-Evaluation Coordination Pack for one department. Budget holders now ask why a course was chosen and what changed afterwards, so coordinators must link survey and interview evidence to the four Kirkpatrick levels. Jupiter Prime Training runs this course for training coordinators.

Why Training Needs Surveys and Kirkpatrick Evaluation Matters Now

Two groups shape this subject today: line managers who send nomination lists without stating the gap, and finance reviewers who question every training line. Shorter skill cycles add a third pressure, as needs gathered once a year age quickly. Coordinators who triangulate questionnaires, interviews and job task evidence fund the right courses and can show reaction, learning, behaviour and results; those who rely on wish lists repeat popular courses that change nothing. The course rests on the Kirkpatrick four-level evaluation model, ISO 10015:2019 guidance on competence management and people development, and ISO 30422:2022 for learning and development processes.

Who Gains Most from Training Needs Surveys and Kirkpatrick Evaluation

- Officers who collect nomination requests and turn them into an annual training calendar
- Coordinators who design questionnaires and run needs interviews with supervisors
- Officers who issue end-of-course reaction forms and pre and post tests
- Coordinators who follow up with line managers on behaviour change after courses
- Officers who compile training reports for HR heads and budget holders

An HR department gains most when its calendar coordinator and its evaluation officer attend together and agree shared survey items.

Training Needs Surveys and Kirkpatrick Evaluation Capabilities

The outcomes take a coordinator from a pile of nomination requests to evidence that a course was needed and made a difference.

- Design needs questionnaires that separate skill gaps from wishes — calendar decisions
- Conduct structured needs interviews with supervisors and job holders — department heads
- Apply organisation, task and person levels to sort evidence — HR heads
- Build Level 1 reaction forms and Level 2 pre and post tests — course providers
- Specify Level 3 behaviour checks with line managers after courses — supervisors
- Communicate Level 4 results indicators in a short training report — budget holders

Key Training Needs Surveys and Kirkpatrick Evaluation Terms

- Needs survey — a structured questionnaire sent to staff or supervisors to collect evidence of capability gaps against job requirements
- Organisation-level analysis — examining strategy, targets and operating problems to find where capability shortfalls affect results
- Task-level analysis — breaking a job into duties and standards to identify the skills and knowledge each task requires
- Person-level analysis — comparing an individual's current performance with the task standard to confirm who needs which training
- Kirkpatrick four levels — an evaluation model covering reaction, learning, behaviour and results to judge a course's effect
- Triangulation — confirming a training need from at least two independent sources, such as survey answers and interview notes

Training Needs Surveys and Kirkpatrick Evaluation Day by Day

Day 1: Why Needs Evidence and Evaluation Belong Together

- Nomination Lists Versus Evidence — Questioning Unexplained Training Requests
- Organisation-Level Analysis — Linking Gaps to Strategy and Targets
- Task-Level Analysis — Duty Lists and Performance Standards
- Person-Level Analysis — Confirming Who Needs Which Course
- ISO 10015:2019 Guidance — Positioning Needs Within Competence Management

Day 2: Building Needs Questionnaires

- Questionnaire Item Writing — Separating Skill Gaps From Wishes
- Rating Scales and Frequency Items — Choosing Response Formats
- Sampling Staff and Supervisors — Deciding Who Receives the Survey
- Pilot Testing Survey Items — Removing Ambiguous Questions
- Response Tabulation and Gap Ranking — Prioritising Calendar Entries

Day 3: Interviews, Observation and Triangulation

- Structured Supervisor Interviews — Probing Observed Performance Shortfalls
- Job Holder Focus Groups — Capturing Task Difficulties in Two Sectors
- Work Sample Observation — Verifying Gaps Reported in Surveys
- Triangulation Matrix — Confirming Needs From Multiple Sources
- Non-Training Causes — Spotting Process, Tool and Motivation Gaps

Day 4: Kirkpatrick Evaluation Instruments

- Level 1 Reaction Forms — Measuring Relevance Rather Than Enjoyment
- Level 2 Pre and Post Tests — Showing Knowledge and Skill Gains
- Level 3 Behaviour Checklists — Line Manager Follow-Up After Courses
- Level 4 Results Indicators — Linking Courses to Operating Measures
- ISO 30422:2022 Process View — Closing the Loop to Next Year's Needs

Day 5: Practising the Needs-to-Evaluation Coordination Pack

- Department Needs Survey — Applying Day Two Item Writing
- Interview Guide and Triangulation Matrix — Applying Day Three Methods
- Evaluation Form Set — Applying Kirkpatrick Levels One to Four
- Training Report Layout — Presenting Evidence to Budget Holders
- Needs-to-Evaluation Coordination Pack — Finalising One Department's Cycle

Applying Training Needs Surveys and Kirkpatrick Evaluation After the Course

- Issue a pilot needs questionnaire to one department and triangulate its results with three supervisor interviews before the next calendar is drafted.
- Attach a Level 3 behaviour checklist to the next scheduled course and collect line manager responses six weeks later.

Training Needs Surveys and Kirkpatrick Evaluation Questions FAQ

What is Training Needs Surveys and Kirkpatrick Evaluation and why does it matter now?

It is the coordinator's practice of gathering evidence of capability gaps through surveys and interviews, then judging courses with the Kirkpatrick four levels. It matters now because budget holders expect proof that training was needed and worked.

Which roles gain most from Training Needs Surveys and Kirkpatrick Evaluation?

HR officers and training coordinators who build training calendars, run needs surveys and issue evaluation forms gain most.

How does Training Needs Surveys and Kirkpatrick Evaluation differ from a course on training return on investment?

It focuses on collecting needs evidence and using the four Kirkpatrick levels in daily coordination work. A return on investment course goes further into isolating effects and converting results into monetary values for executives.

What do you bring back from Training Needs Surveys and Kirkpatrick Evaluation?

You return with a tested needs questionnaire, an interview guide, a triangulation matrix and a set of evaluation forms for one department.

Training Needs Surveys and Kirkpatrick Evaluation: The Way Forward

The Needs-to-Evaluation Coordination Pack first informs which requested courses enter the next training calendar and which are declined for lack of evidence. Coordinators use it to run surveys and interviews, supervisors use its behaviour checklists, and HR heads use its report layout. After its first cycle, it is worth revisiting whether the survey items predicted the gaps that evaluation later confirmed.