Transfer of Training Stakeholder Matrix (Supervisor)		
Actions Before Training	Actions During Training	Actions After Training
Conduct an analysis of your staff's training needs Involve staff in determining their training needs Help staff recognize their training needs Identify appropriate trainings or other resources that meet staff needs Authorize staff to register for appropriate trainings For required trainings, notify staff (in a positive way) the reasons why they will be taking the training Approve appropriate requests for Individual Development funding for non-library trainings Inform Staff Development of perceived skill or knowledge gaps (if you are unable to locate appropriate trainings or other resources) Provide staff with *Learning & Application Worksheet* Discuss what staff hopes to learn in training Discuss how the learning will be applied at work Discuss the relevance and benefits of the training Discuss the training's objectives Connect the training to the strategic goals of the organization Set expectations for learning and application Demonstrate confidence in staff's ability to complete the training and apply it on the job	Provide time and resources for staff to attend the training Prevent staff from being interrupted while at the training Have the work of the staff member covered during the training Communicate support for the training Monitor attendance of staff who attend the training ← Throughout the Process → Support and openly value participation in training Recognize staff participation in training Be open to new ideas Tolerate change and mistakes	Review staff's *Learning & Application Worksheet* Discuss what was learned in the training program Discuss how the learning will be applied on the job Reiterate the relevance and benefits of the training Reiterate the training's objectives Reconnect the training to the strategic goals of the organization Discuss your expectations for staff to transfer training to the job Assist staff member in creating next steps to apply learning on the job Explore anticipated barriers to transfer and possible countermeasures Remove barriers to applying learning on the job Talk with Staff Development about barriers actually preventing transfer of training to the job Provide time and opportunities to apply learning Provide equipment, materials, and supplies needed to apply learning Provide check-ins to communicate support Demonstrate confidence in staff's ability to complete training and apply it on the job Assure staff that lapses may occur and are not a sign of failure

Transfer of Training Stakeholder Matrix (Supervisor)		
Actions Before Training	Actions During Training	Actions After Training
Help staff focus on mastering new knowledge and skills Encourage active participation while in training Work with staff to increase job involvement and organizational commitment Attend training and/or review class materials to familiarize yourself with training content Demonstrate interest in staff's learning Model appropriate skills and behaviors on the job Provide time and resources to complete any pre-training assignments Assist with staff's preparation for training as appropriate Select staff to attend together (they can support each other with transfer as "training buddies") Become familiar with coaching skills to assist with post-training transfer of learning to the job Establish a space in your Cluster Notebook where staff can post training related information Talk with Staff Development about perceived barriers to transfer of training to the job Complete any pre-training evaluations of staff		Demonstrate understanding if problems arise in the transfer of training Provide relevant job aids and other supportive resources Provide timely, relevant, and consistent feedback Continue to model appropriate skills and behavior on the job Continue to express interest in staff's learning Reward, recognize, and celebrate successful application of learning on the job Publicize successes resulting from the learning gained at training Provide time and resources for staff to complete any post-training assignments Encourage participation in follow-up training Have staff teach new learning to other staff members (e.g., at a meeting) Have staff mentor other staff members on the new learning gained from training Have staff post information about what was learned in your Cluster Notebook Complete any post-training evaluations of staff