

Training Needs Analysis: Scrum Project Management Course

Section 1: Project Overview

Project: eLearning Course on Scrum Project Management

Project Description:

DESIGNxHUMANITY is a design collective and apprenticeship program which produces anti-racist and social justice focused eLearning content. It was founded in June 2020 and has scaled up rapidly. It currently has 300 participants working in 4 different countries. Since it was formed during shelter in place its organizational culture is completely web-based with all interactions happening over Slack. It is important to the founding stakeholders that all design teams use an Agile-based Scrum Project Management approach to their work. However, most participants are new to Scrum and lack the confidence to use it effectively. 75% of participants have never worked on a Scrum team before. 68% report that they have difficulty prioritizing tasks in their backlog and 43% report that they have difficulty working on self-organizing teams.

Objectives:

Company Objective:

Improve participants' confidence in using the Scrum framework to organize projects.

Project Goal:

Participants must learn how use an iterative model for their design projects and be comfortable creating and refining Product and Sprint Backlogs

Performance Objectives

- Given a work scenario, LWBAT identify an appropriate Sprint Objective and set of backlog tasks with 80% accuracy

Section 2: Audience Overview

Roles

Sponsors: Thomas Sealock, DxH Founder ; Jessica Ward, COO

Project Lead: Ruth Crossman, Instructional Designer

SMEs: Andrew Ratner, Certified Scrum Master

Audience:

All DxH participants

Audience Profile and Needs:

Participants are highly educated and familiar with eLearning frameworks. 73% have at least one year of instructional design experience and 46% have more than five years of instructional design experience. There is a split between participants who come out of higher education backgrounds and those who come out of corporate backgrounds, with participants from higher education backgrounds having less familiarity with project management frameworks in general. They are comfortable with online learning

but do not have a lot of time to devote to the training. They need a course which can be deployed 100% remotely.

Audience Strength and Location:

There are 300 participants spread out across the continental US, Spain, Germany, and the UK.

Project Budget: \$0

Completion Deadline:

New training must be rolled out by mid-September 2020

Other Constraints:

The training must be completed asynchronously and must be compatible with the EdApp LMS platform.

Section 3: Data Collection

Data was collected from the following sources

Audience Members: Survey

Managers were surveyed about their current role on the Scrum team and asked to rate their confidence in 4 key areas:

- Prioritizing work tasks
- Adapting to changing requirements
- Negotiating with their team to break down tasks

Subject Matter Experts-

Certified Scrum Master Andrew Ratner provided insight about his experience using Scrum in startup environments and provided documents to help guide IDs in their understanding of the Scrum process.

Existing Materials:

Another instructional designer at the organization created a PPT presentation for new participants outlining the Scrum framework and two job aids explaining the roles of Product Owner and Scrum Master.

Section 4: Data Analysis

This section summarizes the analysis of the data collected by answering the following key questions:

- What are the biggest challenges for new participants working with Scrum?
- What improvements need to be made to previous training?



As indicated in these pie charts, learners wanted help communicating with Product Owners, refining their Product Backlogs, and communicating with their Product Owners. They were dissatisfied with the initial training because it was too general and did not do a good job reflecting them as an audience.

Section 5: Recommendations

The new training should be narrowly tailored to the new performance goals of the learners and should reflect the organizational culture at DxH, including its commitment to DEI.

Training Solution:

Participants will take an eLearning course on using Scrum at DxH.

Supporting Goals:

- Review Sprint Planning strategies
- Identify techniques for refining backlog

Section 6: Conclusions

Based on the project requirements and cost-benefit analysis, the following training option seems to be the best fit to achieve project goals:

Option	eLearning Module on Scrum All participants will complete eLearning module on EdApp platform.
Cost	\$0
Benefits	Increased burndown rates and faster completion of eLearning projects, reduced time in onboarding process.

Delivery Method:

Online asynchronous training through company LMS.

Continuing Post-Training Performance Support:

Behavioral survey will be delivered after training to assess how learner's experience with Scrum has improved. Customized micro modules for Product Owners and Agile Coaches will also be developed and delivered via LMS.