

# Building Capacity

Designing a train the trainer programme for your affiliate or community group.

Dr Sara Thomas  
[[user:lirazelf]] & [[user:Sara Thomas (WMUK)]]  
Programme Manager  
Wikimedia UK

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# Sara Thomas Programme Manager, WMUK

[sara.thomas@wikimedia.org.uk](mailto:sara.thomas@wikimedia.org.uk)

[[user:lirazelf]]

[[user:Sara Thomas (WMUK)]]

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Etherpad for today - contains links & notes

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**Part one - case  
studies from  
WMUK work 2019  
onwards**

**Part two - Train  
the Trainer  
planning tool**

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# This is how it started...

**NEED**  
 - offer more workshops  
 - expand reach  
 - not enough staff capacity

**RE-RESOURCE**  
 how → why?  
 #1, #2, #3, #4, #5  
 - financial, the hours  
 - other volunteers?

**SKILLS**  
 - transferable?  
 - specific to Wikimania?  
 - what training plan?  
 - feedback what/when?

**Benefits**  
 - skills development  
 - capacity building  
 - helping to build future projects  
 - help to build network  
 - reach, community, less staff cost

**Enablers**  
 - support with development  
 - training, 4th  
 - workshops

**SCENARIO**  
 - More Staff/trainees  
 - Increase capacity  
 - Teach Staff/Community  
 - Support free  
 - In person - would it take too long?  
 - Considered to explore with theory, online training pilots

**Issues**  
 - training - optional  
 - location, for person  
 - supporting

**Issues**  
 - to staff & other training sessions  
 - to like, more structure, but really what they know when asked

**Content approach**  
 - training (workshops)  
 - support staff (1st)  
 - staff skills awareness process  
 - group meeting, information  
 - staff workshops

**Structure**  
 - topics call  
 - feedback  
 - initial report  
 - follow up call  
 - feedback  
 - with staff content

**Enablers**  
 - online delivery, online/face2face  
 - face2face for on-site  
 - offer to support on-site

**COVID**  
 - support → video, audio, online delivery

**RISKS**  
 - No one applies  
 - Too many apply  
 - Problematic ppl apply  
 - People don't do training content  
 - People don't like it

**MITIGATION**  
 - head hunt - identify local targets  
 - Recruitment system/ expression of interest  
 - look for specific ppl/ demographics  
 - Code of Conduct - under handbook - assign opportunities accordingly  
 - stakeholder commitment  
 - regular follow up  
 - explicit + specific - operation management  
 - feedback + improvement

**Changing process of learning + improve.**

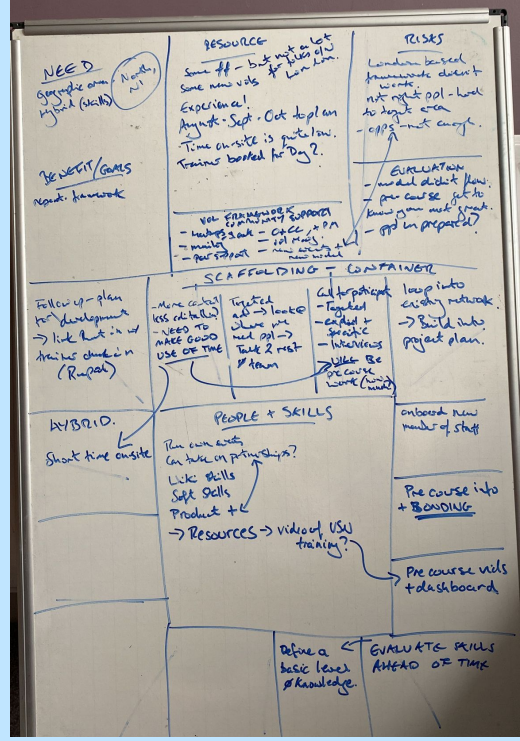
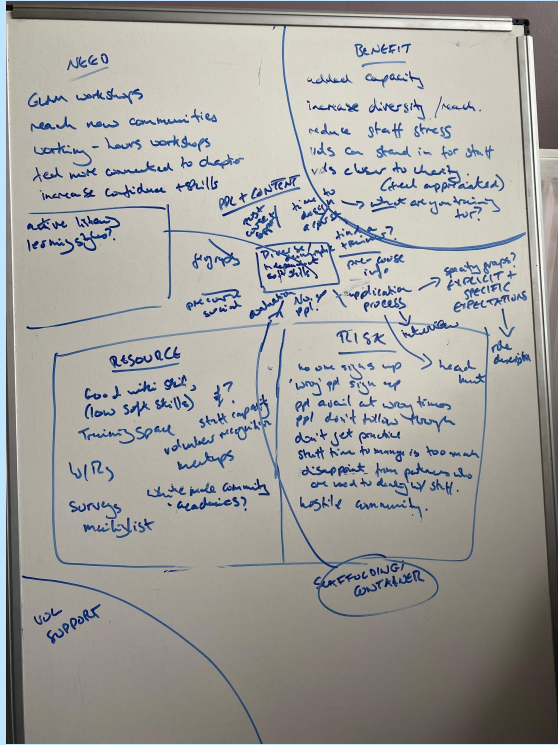
**COVID**  
 - online training for online trainers  
 - new tools  
 - trial free periods  
 - (to many benefits) | purchase products... but not quite  
 - For existing members  
 - to existing existing skills who now to train

**Resource**  
 - Based → resources → regional/learning skills  
 - me → train days + breaks

**2 sessions + practice**

**Learn**  
 - about what has impact  
 - that makes online more fun  
 - the online is free trial  
 - existing trainers get benefit from CPD  
 - support from CPD

**Formal course**  
 - content, content, story - could help  
 - content, content, content - workshop  
 - content, training  
 - More expensive training programme



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# ...this is how it ended up

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Assessment questions

What need do you have, and what benefit do you hope to derive?

What resource do you have, and into what volunteer framework does this course fit?

What risks are there?

What have you learned from evaluating other activities? What do you need to evaluate for this project?

Need	Resource	Risks
Benefit / Goal	Volunteer/Community support framework	Evaluation

Scaffolding & container

Based on the above, what kind of people are we looking for, and what skills will they need to learn?

Based on the above, what actions do we need to take? How can you mitigate the risks identified above?

Need	Resource	Risks
More trainers in a particular geographic region Needs to be in London - venue booked Skills on running hybrid events Event itself needs to be hybrid Incorporate learning from Train the Trainer in Africa (more tool-based than editathon based) Trainers to be able to lead a basic 'Intro to wikipedia' course	Some ££ but not a huge amount Experience of previous iterations 3 months at least planning time Trainer already booked for hybrid event course Contact time quite low - keeping costs down re overnight accommodation 3-4 people already interested	London based - might not reach more northerly target area? Recruitment doesn't reach target audience / demographic Not enough opportunities for trainers to train after the event Trainers don't feel confident afterwards Might be mix of skill levels Less contact time - are we losing out on depth of knowledge?
Benefit / Goal	Volunteer/Community support framework	Evaluation
A format of TIT which can be repeated Upskilled trainers who feel comfortable doing events inc hybrid Expanding coverage in X geographic area Vols more integrated into staff work / staff feel more comfortable asking for vol support / staff more aware of vol skills	New member of staff Mailing lists Regular check ins Slack channel Peer support Volunteer recognition New events, new model of getting volunteers involved in leading events / partnerships	Last time didn't flow as well as I'd have liked pre-course engagement not as high as previous iterations Want opportunities for vols to support staff in existing work Do trainers feel confident? Do trainers network / peer-learn?

View only

Assessment

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How can you mitigate the risks identified above?

Follow up plan for development & assessment	Make good use of time - because we have less contact time (EE restriction b/c accom & travel)	Targeted ad - look at where people live (talk to team to ask if this is necessary?)	Targeted ad - headhunt from existing volunteer pool? (Me / O&CC?)	Loop into existing network => build into project plan
Evaluate skills ahead of time	<b>People &amp; Skills</b> <ul style="list-style-type: none"> <li>Comfortable to lead own events, eventually ...</li> <li>Comfortable to lead 'Intro to Wiki' session</li> <li>Wiki skills - depends on cohort</li> <li>Soft skills - depends on cohort</li> <li>Off-wiki event support skills (Dashboard, Articles for Deletion, PetScan etc)</li> <li>Engaged in peer learning, willing to share</li> <li>Of agreed demographic</li> <li>Up to X number in person, up to Y online, dependent on location &amp; accommodation / travel needs</li> <li>Can support staff</li> <li>...</li> </ul>	Onboard new member of staff - look at how their relationship will work		
Define basic level of knowledge & key skills		Pre-course info and bonding		
Session to be hybrid, and session on hybrid		Pre-course videos / other materials - build into dashboard? Could record videos / short trainings?		
Ongoing monitoring of sign ups - might not want to say yes to everyone?		Need to be explicit & specific about expectations around pre-course work		
Something about introducing staff team to how vols can help with their work? What's needed here?		Post-course evaluation		





**The needs of your  
chapter are not  
necessarily going  
to be the same as  
for mine.**

...but there are things that I can share  
that I hope will be helpful.

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# A little bit of background

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## Training the Trainers

**Training the Trainers** is a series of ongoing workshops that are run by Wikimedia UK with the aim of giving volunteers the ability to teach others in how to contribute to the Wikimedia projects. WMUK's trainers are there to provide training for others, and they lead many training events across the UK.



Wikimedia UK wiki / WMUK Train the Trainer Dec2022 5, CC-BY-SA, Esma Gjertsen / Train the Trainer in progress, CC-BY-SA, Sara Thomas

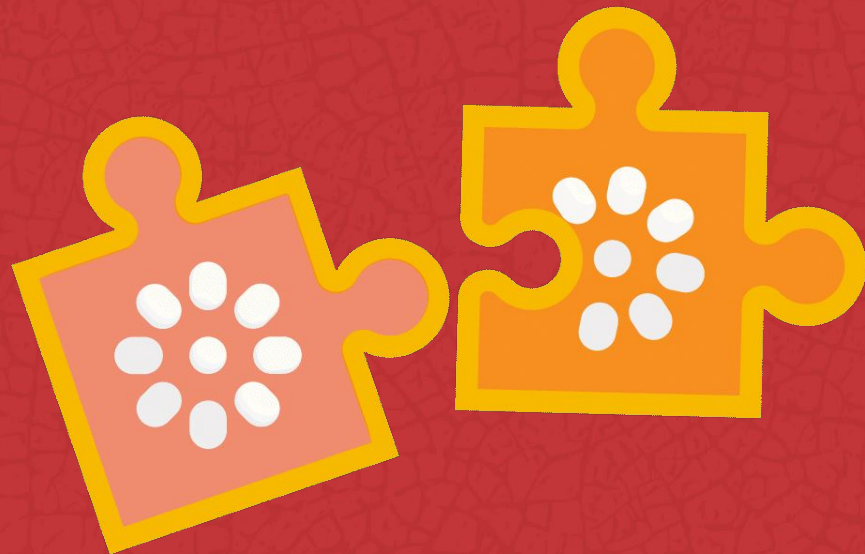


# Next: what we've been doing since 2019

...and I'm going to focus on how we designed courses according to:

- \* Need / benefit
- \* Resource / framework
- \* Risks / mitigation
- \* Lessons / evaluation

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# 2019 - Scotland

- Needed more trainers in Scotland
- Moderate budget
- Pre-and post-course support agreed
- Focussed on teaching / training methods, **not** wiki-skills
- Cohort approach for bonding & peer learning
- In-person training for in-person sessions.... no one had even heard of Zoom at this point...

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Glasgow November 2019 cohort  
TtT Group shot, Sara Thomas, CC-BY-SA

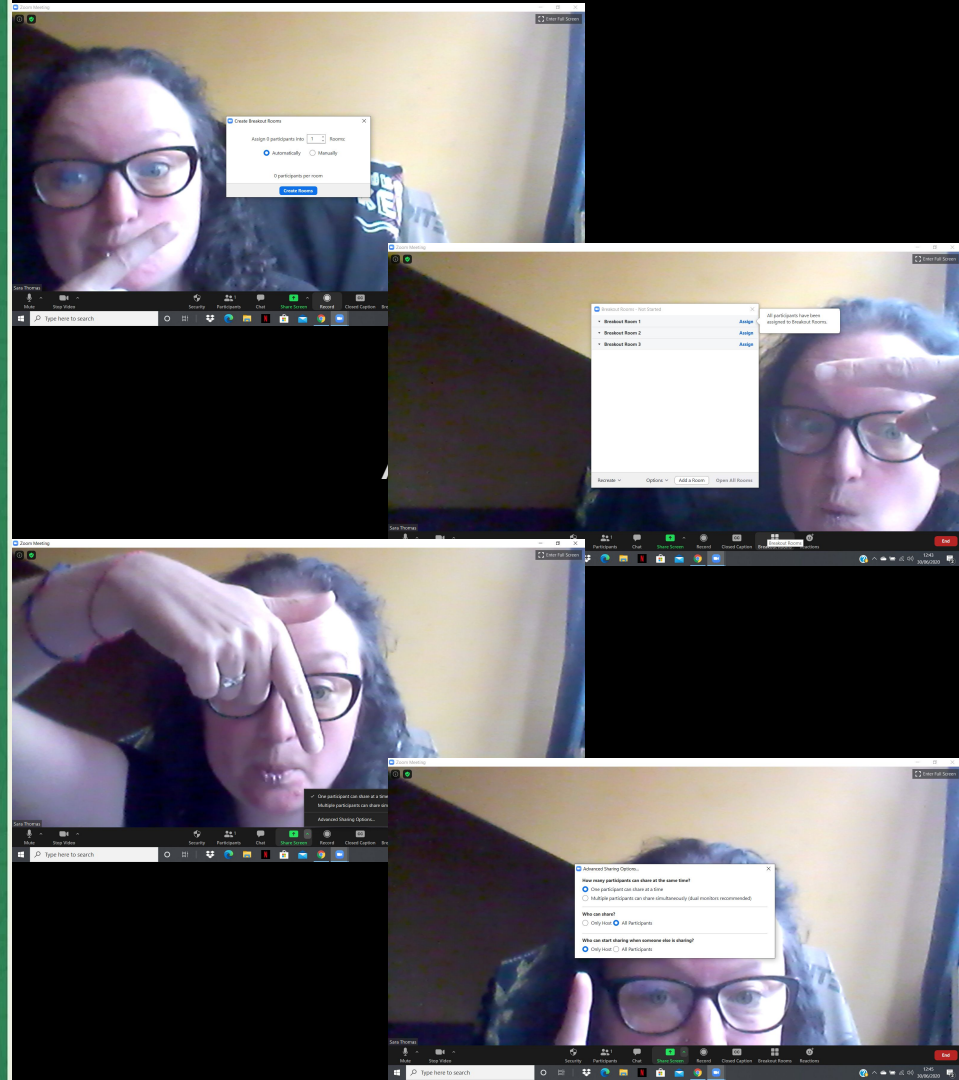
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# 2020 - online training for online trainers

- Needed to train existing trainers how to deliver online
- Brainstorming sessions held with volunteer pool
- Again worked with external trainer
- Training was both on **designing training & tools for digital delivery.**
- Different design - shorter for online
- Gained learning & reflections on supporting wider training pool

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# 2021/2 - Delivering a particular workshop

- Different approach - how to deliver a **defined product**.
- Started to develop more support for existing trainers during 2021
- All held online - and included a public editathon that they would attend as “Participant observers.”
- It was still a **lot** of work.
- Follow up was harder.
- Felt more risky - less close to the participants.

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In the past, we've offered our main Train the Trainer programme as a 3-4 day in-person training course, and it has often focussed on training design and pedagogy. *This time however, we're taking a slightly different approach, which we hope will offer more flexibility to our volunteer trainers, and which we have developed in response to feedback from the community, and from partner organisations.*

The aim of this round of training will be to equip Volunteer Trainers with the skills, experience and resources to deliver a standard 'Introduction to Wikipedia', such that would take place at a standard online editathon or wiki workshop. Drawing on the experience of a number of trainers and staff, we have developed a set of training slides and exercises which can be delivered without the requirement for the Volunteer Trainer to do their own course design. In time, and should they so desire, members of this cohort could be supported to deliver training in-person, and with their own design.



# Dec. 2022, hybrid

- Hybrid session!
- New Volunteers Coordinator - more resource
- Day of TtT + a day of training on partnerships
- Pre-course bonding on Slack
- Training sent out only if participants wanted it
- Great to include existing trainers
- Not enough time to “practice”

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December 2022 hybrid cohort  
Esma Gjertsen, CC-BY-SA

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# Priorities & challenges for 2023

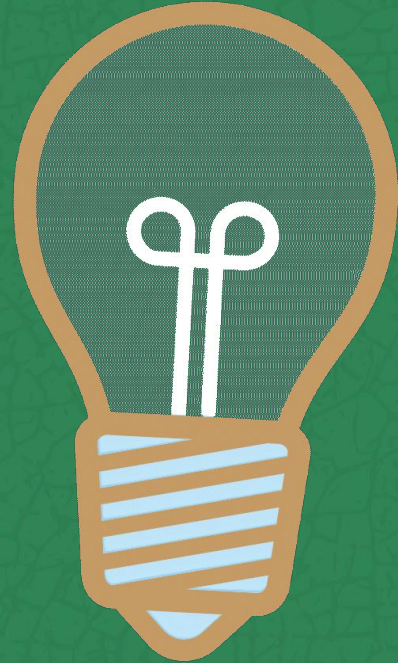
Ensuring that the standard of training is still high even though we have less contact time

More extensive pre-course training & follow-up support

Bringing back some of the “tips & tricks”

Focusing more on learning styles as well as delivering a product - our product can be more flexible

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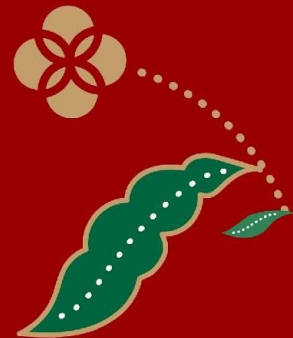
# Things to consider:

These are just starting points!

- Define audience & need
- Call for participants - you can be selective!
- Budget - venue - number of participants
- Define learning objectives, and **let these dictate content**. Include “soft” skills as well as factual knowledge.
- Find the right trainer
- Pre-course and post-course support
- Look at risks, and plan to mitigate them - eg, getting the right candidates, attrition, etc.

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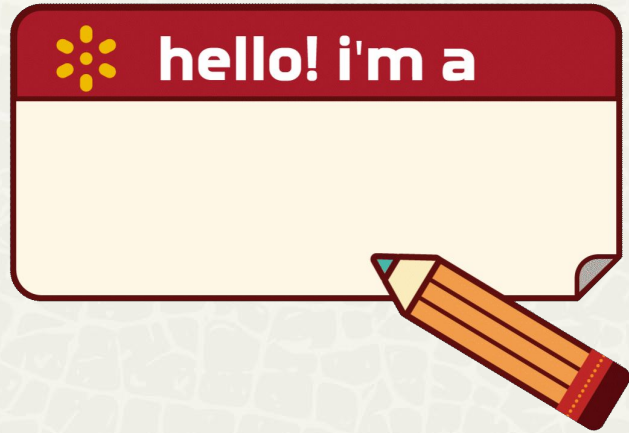
This folder contains the workbook examples

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**Does anyone feel comfortable to share what they've written, and for me to use them as an example for the next section?**

# Workbook 1 (b)

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6 minutes

Answer the questions and fill in the second part of the form “Scaffolding & container”

Doesn’t have to be everything! This is just about making a start.

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### Assessment questions

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### Scaffolding & container

Based on the above, what kind of people are we looking for, and what skills will they need to learn?

Based on the above, what actions do we need to take? How can you mitigate the risks identified above?

	People & Skills ■ ... ■ ... ■ ... ■ ... ■ ... ■ ... ■ ... ■ ... ■ ... ■ ...		

# Workbook 2

This is an optional follow up...

... and it's just a way for you to start building a more practical plan of how to get started.

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## Recruitment

- To who, and how, will you do this?
- Are there people that you specifically want to attract?
- How long do you need to leave for recruitment?
- How will you communicate with people?

## Write content

- What skills do you want to teach?
- What topic areas do they need to be familiar with?
- Are you able to teach this yourself, or will you need assistance? (if so, how much will that cost?)
- Will all content be delivered during your contact time? Will some be delivered before, or after the course?
- What will the days look like?
- What different training methods will you use?

## Logistics

- Are you delivering this course in person, online, or hybrid? (What are the costs involved in this? What's best for your intended cohort?)
- How much time do you need to plan the course?
- Are you offering financial or other support - food, childcare, data packages?
- What tech will you need to support the event?

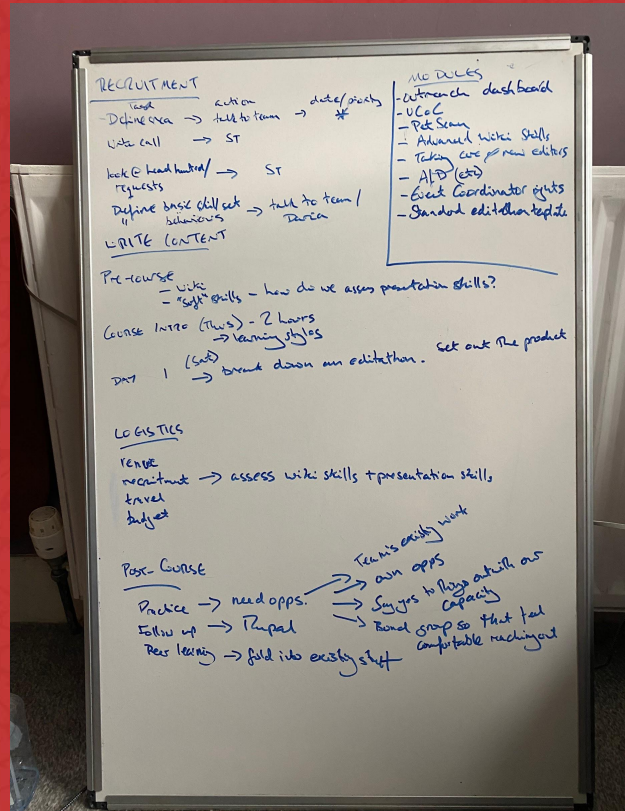
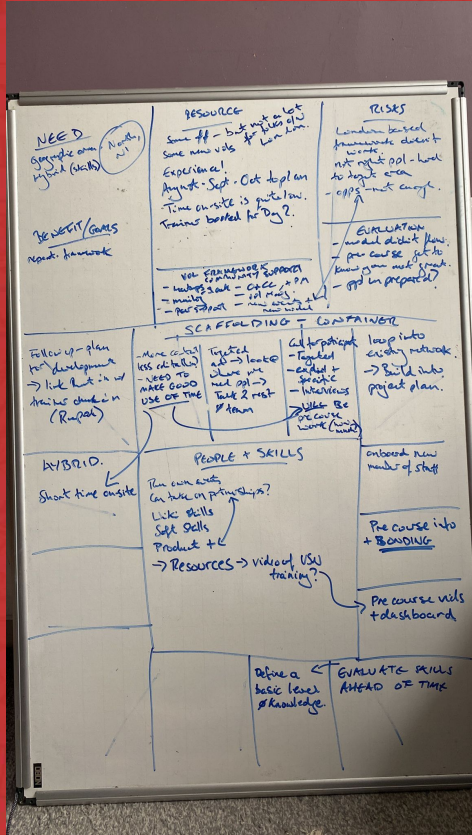
## Post-course

- How will you follow up with participants?
- How will they practice what they've learned?
- Will they receive additional training after the initial course?
- How can they reach you if you have a query?
- How do you want them to report to you?

Planning area	Action / person	Date / priority
Recruitment		
Write content		
Logistics		
Post-course		



# This is what my 2023 plan currently looks like...



**Any  
questions?**

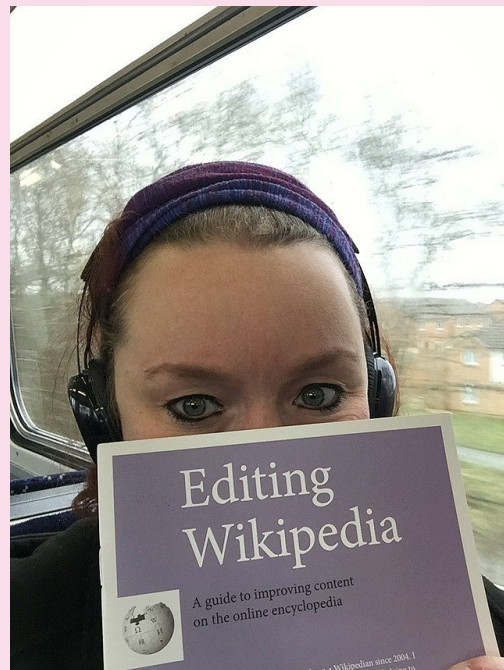


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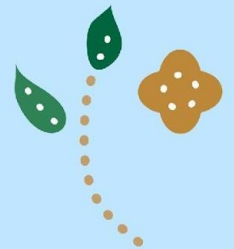
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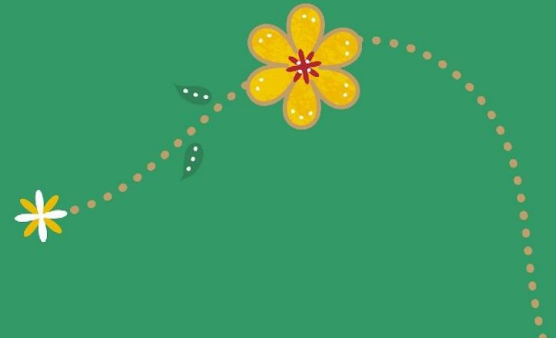
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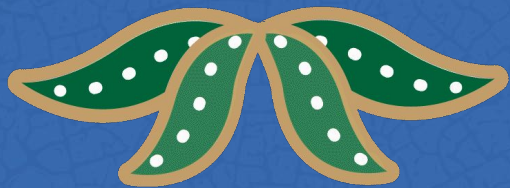
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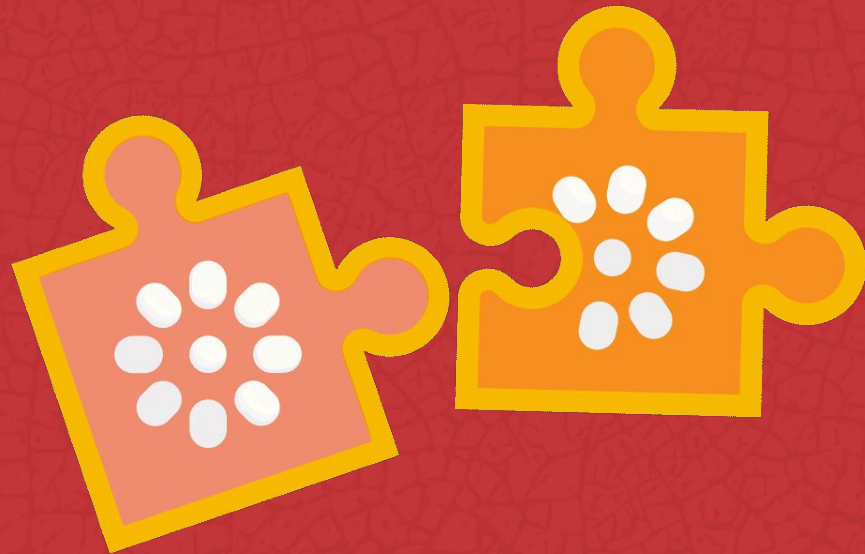
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# Speakers



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Tuesday, August 17 (19:30-20:30 UTC)

# Speakers



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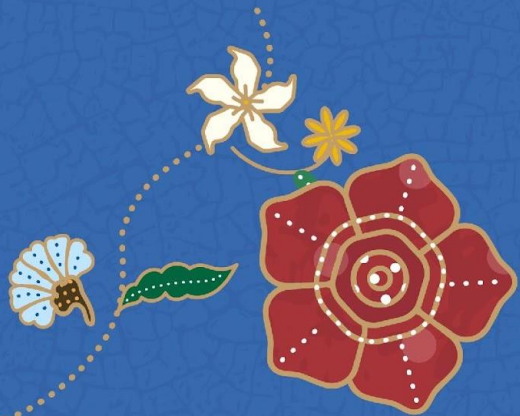
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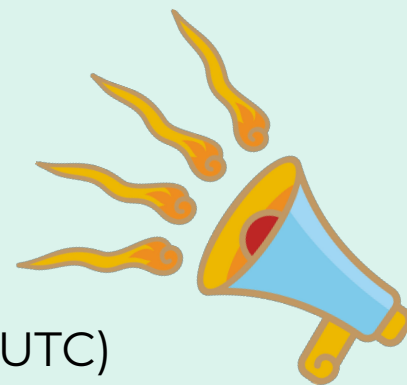
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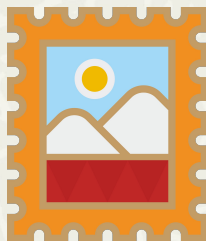
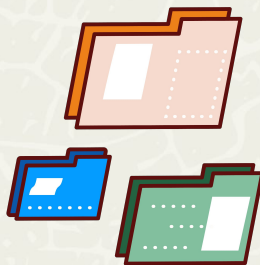
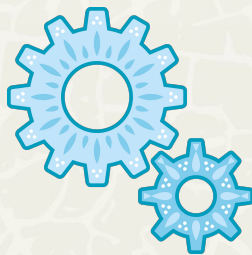
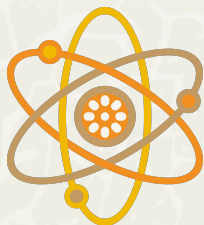
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