Strategy #2

Leverage the Post-Training Evaluation Data

(Presented By A. Abu Salim)
Overview of Training Evaluation

Findings

Obstacles to Conducting Evaluation

Challenges

Our Task

Proposed Level 3 Evaluation Approach
Training Evaluation

Defined As:

- Systematic analysis of training to determine whether it has met its business objectives in an effective and efficient way

Desirably:

- Valid
- Reliable
- Accurate
- Practical
- Relevant
Evaluation Process

Step 1: Identify Purpose of Evaluation

Step 2: Select Evaluation Method

Step 3: Design Evaluation Tools

Step 4: Collect Data

Step 5: Analyze and Report Results
Purpose of Evaluation (TDG)

- Evaluate effectiveness of the training
- Diagnose any failures in meeting the performance objectives
- Revise the training material as required
Training Evaluation Cycle Relationship

**OBJETIVES**

- Step 1 Preliminary Study
- Step 2 Job Analysis
- Step 3 Target Population Analysis
- Step 4 Design of Curriculum
- Step 5 Design of Modules
- Step 6 Production and Developmental Testing

**EFFECTS**

- Post-Training Evaluation
- Validation Delivery
- Implementation
- Step 7 Evaluation

**LEVELS**

- Level 1
- Level 2
- Level 3
- Level 4

**OBJECTIVES**

- Organization Objectives
- Job Performance Objectives
- Training Objectives
- Desired Reactions (Objectives)

**IMPACTS**

- Impact on operational performance
- Impact on job performance
- Impact on learning
- Trainees’ Reactions (Impacts)
Evaluation Tools

Used to collect data

- Questionnaires
- Interviews
- Tests
- Focus Groups
- Observations
- Performance Records
Collecting Data

Who?

When?

How?
Analyzing & Reporting Results

Analysis

• As simple as possible
• Allows required conclusions

Reporting

• Who needs to know what?
• Format?
Importance of Evaluation

• Provides feedback to facilitate quality control
  (improve training program)
• Improves cost effectiveness
• Improves efficiency
• Ensures that training supports the stakeholders' needs (value of training to the organization)
Organizations measured the following:

- 90% of companies surveyed measured trainee reactions
- 80% measured student learning
- 50% measured on-the-job behavior
- 40% reported measuring results (the most important)
Obstacles to Conducting Evaluation

- Lack of time;
- Lack of support;
- Not having the right skills or tools;
- Not planning ahead;
- The inability to link training to business objectives.
Challenges

• Consistent data collection;
• Proper analysis;
• Accurate interpretation;
• Effective reporting using data to make decisions and sustain excellence;
• Overcoming the challenges will ensure VALIDITY & RELIABILITY of Training Evaluation.
Group work

- Based on work from Tactic #2:

1. Identify data collection methods over 1 year post-training

2. Identify possible decisions based on results for level 3 (e.g., are trainees performing consistently on the job post-training? What do the results say about future training needs?)
Instructions: 20min

Select a spokesperson to present

a. Discuss the challenges and the Strategy;

b. Decide on solutions and best practices to execute the Strategy;

c. Present your solution
Level 3 Evaluation

Line Manager / Supervisor Measures Ex-Trainee’s Capability to Perform on the Job

- Formally by Testing
- Informally by Observation
Necessary Conditions for Change to Take Place:

- Individual must have desire to change
- Individual must have required knowledge and skill
- Suitable work environment is provided
- Individual must be rewarded for changing
**Proposed Evaluation Form**

**Training Effectiveness Level 3 Evaluation (To be filled by supervisor)**

<table>
<thead>
<tr>
<th>Course Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Dates: From: To: Training Duration in Hours:</td>
</tr>
<tr>
<td>Name of Staff Member: Name of Evaluator:</td>
</tr>
</tbody>
</table>

Please rate the following parameters of the listed trainee (within 3 months of completing their training) Using an effectiveness rating scale as explained below

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Rating</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Improvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill Improvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timely Delivery &amp; Speed of Job Related tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in job related issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvement in meeting KPI’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Rating</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments or suggestions to improve the training provided (If Any)
### Proposed Level 3 Rating Criteria

<table>
<thead>
<tr>
<th>RATING</th>
<th>CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Understands the subject completely and utilizing the knowledge/skill with full confidence at work place</td>
</tr>
<tr>
<td>3</td>
<td>Understands the subject fairly and utilizing the knowledge/skill with confidence. Needs further guidance on subject rarely</td>
</tr>
<tr>
<td>2</td>
<td>Subject understanding is satisfactory. Utilizing knowledge/skill but requires support and guidance occasionally</td>
</tr>
<tr>
<td>1</td>
<td>A little understanding on the subject. Very less implementation of knowledge/skill gained through the training</td>
</tr>
<tr>
<td>0</td>
<td>The gain in understanding the subject is observed as ‘not at all’</td>
</tr>
</tbody>
</table>
Thank You