Objectives

• Explain the fundamentals of evaluation
• Define Kirkpatrick’s Evaluation Hierarchy
Content

• Fundamentals of evaluation
• Benefits of training evaluation
• Kirkpatrick’s Evaluation Hierarchy
• Training evaluation methods
• Closing the Adult Learning Cycle
• The importance of evaluation – transfer of training
The Purpose Of Evaluation Is To Determine Whether Or Not The Training Achieved The Desired Objective.
Benefits of Training Evaluation

• Helps participants to monitor their own improvement
• Builds morale, by empowering participants with knowledge
• Maximizes the training ROI (return on investment)
• Assists with identifying the effectiveness of different forms of teaching (such as classroom based or web based)
• A training that has been run, but NOT evaluated means that we cannot be certain of its actual value
Training Evaluation

Instructions

• What do you think is the importance of evaluation for the following:
  o Training
  o Trainer
  o Content
  o Learners
Training evaluation possible answers

Evaluation of the Training
• Find out from learners what worked and what didn’t

Evaluation of the Trainer
• Strengths
• Weaknesses
• Bad habits
• Overall effectiveness

Evaluation of the Content
• Flow and structure
• Balance between practical activities and theory

Evaluation of the Learners
• Transfer of learning and knowledge to the workplace
Fundamentals of Evaluation

Here are some additional reasons:

• Ensure that the objectives of the course are met
• Ensure that the training is meeting the needs of the learners
• Identify what level of knowledge or skill the learners are able to perform
• Gives us feedback on how to improve our courses
• Establish the effectiveness of the trainer
• Enhance the quality of the training material
Kirkpatrick’s Evaluation Hierarchy

**Pre-Training Analysis**
- Performance
  - Behaviour
    - Learning
      - Course Design

**Post-Training Evaluation**
- Results
  - Behaviour
    - Learning
      - Reaction
## Kirkpatrick’s Evaluation Hierarchy

### Post-Training Evaluation

<table>
<thead>
<tr>
<th>Reaction</th>
<th>How well the trainees did liked the course? This will often be a measure of how well you taught the material. This is usually referred to this as happiness sheets.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning</td>
<td>How much did the trainees learn on the course? (What was identified as learning in the pre-training analysis?). In other words, how much do they know? This usually relates to the knowledge component.</td>
</tr>
<tr>
<td>Behavior</td>
<td>Are the learner’s applying what they have learned back at work? Are they actually using what they were taught? This will measure if the course taught the right things</td>
</tr>
<tr>
<td>Results</td>
<td>If behavior changes, then results at a higher level should change as well. At this level we focus beyond the individual to the organization or department. This is the transfer of learning.</td>
</tr>
</tbody>
</table>
Course Efficiency & Effectiveness

Course Efficiency
How well was the course taught? Things like the manner of the trainer, the structure of the course, time management, and the method of instruction all fall here.

Course efficiency will be determined during learning and course design levels of pre-training analysis. It will be measured during the reaction and learning levels post-training.
Course Efficiency & Effectiveness

Course effectiveness

• Whether the course taught what is was designed to teach.

• If the course taught the right things, then it should have had the impact on the job that you wanted. Did the course meet the original behavior requirements? If we taught the right things, then the correct behavior should be in place and the performance problem should start to show some positive change.

Donald Kirkpatrick Says That Post-Training Evaluation Can Only Be Valid If It’s Measured Against Pre-Training Analysis.
Instructions
Identify various training evaluation methods for the following scenarios:

• Evaluating training effectiveness
• Evaluating transfer of learning from classroom to workplace
• Evaluating trainer effectiveness
Evaluation of Training Effectiveness:
• Assignments on key course topics to test learning.
• Self evaluations to test learning.
• Course evaluations to rate course effectiveness.
• Exams to test knowledge and skills gained during course.

Evaluations for Transfer of Learning from Classroom to Workplace:
• Individual projects where skills and knowledge gained are put to use.
• Coworker/manager evaluations to identify change in behavior/skills.

Evaluations of Trainer Effectiveness:
• Trainer evaluations where learners evaluate the effectiveness of their trainers by identifying their weakness, and strengths.
The final stage of the adult learning cycle is doing. This is where the learner returns to the workplace and can confidently apply what they have learned throughout the training. It is essential that this step is completed, otherwise the learning will not be cemented. This is where the transfer of training comes into place.
The importance of evaluation – Transfer of training

Experts Estimate That Less Than Twenty Percent Of Training Investments Lead To Some Organizational Benefit

“Problem of Training Transfer”

20%
The importance of evaluation – Transfer of training (contd.)

• A transfer plan is a plan to ensure that learning is transferred to the workplace.
• Typical transfer tools include:
  o An assessment on the job
  o A workplace project
  o An exam
  o Or a case study based on the workplace

All these tools ensure that learning is cemented and the adult learning cycle is completed.
The importance of evaluation – Transfer of training (contd.)

- During delivery of the course, ensure that there is regular discussion about how ideas and techniques can be applied back at the participant’s workplace.
- Develop action plans (short & long term) at the end of training for learners to use in the workplace.
- Conduct a pre-course briefing and post-course debriefing with the participants.

The key “nuts and bolts” measure of the effectiveness of any training is the extent to which the learning is actually applied back in the workplace – and translated into improved work performance.
Lesson summary

- Explain the fundamentals of evaluation
- Define Kirkpatrick’s Evaluation Hierarchy