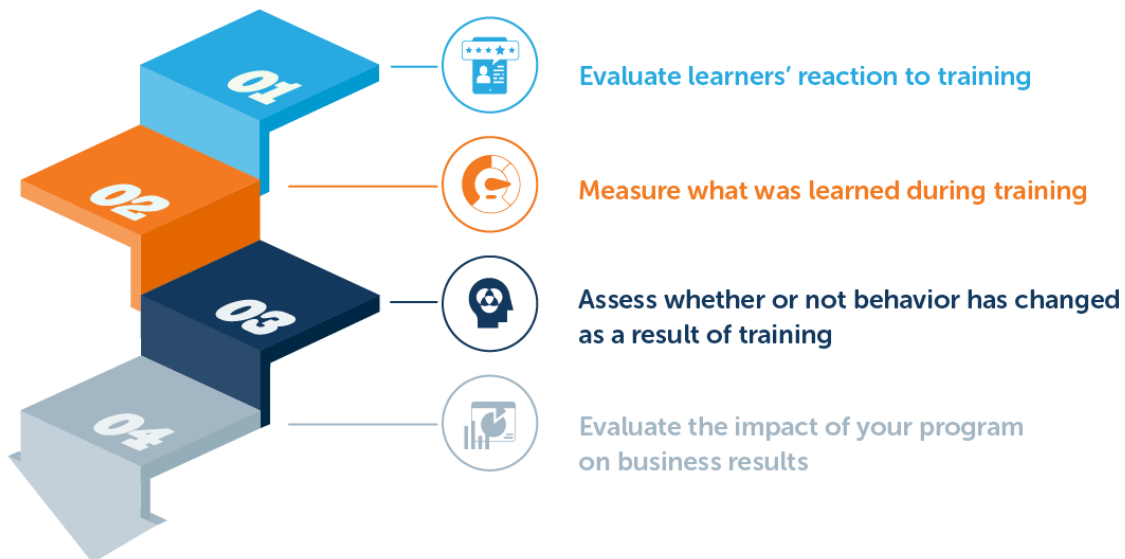# FACULTY OF JURIDICAL SCIENCES

Lecture-30

Training Effectiveness

Training effectiveness measures the impact of training on the trainee's knowledge, skills, performance, and the company's ROI. The training's goals and objectives should be determined before training occurs, allowing these to be clearly and accurately measured.

- Kirkpatrick's Four-level Training Evaluation Model

- The Phillips ROI Model

- Kaufman's Five Levels of Evaluation

- Anderson's Model of Learning Evaluation

- Summative vs Formative Evaluation

Kirkpatrick's Four-level Training Evaluation Model

01 — Evaluate learners' reaction to training

02 — Measure what was learned during training

03 — Assess whether or not behavior has changed as a result of training

04 — Evaluate the impact of your program on business results

This method of evaluating training programs might be one of the oldest, but it's still one of the most well-loved. Why? Because it **breaks the evaluation process down into 4 simple levels** – or rather, steps. Here's how it works:

Step 1: Evaluate learners' reactions to training. This is commonly measured after training. Ask learners to complete a survey about their overall satisfaction with the learning experience.

Step 2: Measure what was learned during training. Use assessments to measure how much knowledge and skills have changed from before to after training.

Step 3: Assess whether or not (and how much) behavior has changed as a result of training. The best way to measure behavior change is through workplace observations and comparing 360-degree reviews from pre- and post-training.

Step 4: The final and most important step is to evaluate the impact of your employee training program on business results. Here, it's common to measure results like productivity, quality, efficiency, and customer satisfaction ratings.

In modern times, professionals have suggested that this process should actually be reversed. After all, step 4 is the most important one. If you agree with this approach, **start by identifying the results you want to achieve, and work backward from there**.

Whichever direction you choose to apply the steps toward, the eLearning industry has come to rely on Kirkpatrick's model for good reason. Its logical, staged approach is easy to apply, and once the evaluation is complete, you'll have a deep and wide understanding of employee learning during training.

The Phillips ROI Model

This model is the same as Kirkpatrick's (see technique above), but with an extra step. The fifth step of the Phillips ROI model is to evaluate the program's return on investment (ROI). To do this, you need to **measure the difference between your training cost and training results**.

When the results of training are so great that they exceed the cost, then you've achieved a positive training ROI. You can pat yourself on the back and continue the great work.

When the cost of training is larger than the results, something needs to change. But what?

Well, the awesome thing about using methods like the Phillips ROI model is that it's **easy to spot the areas that need improvement**. Let's look at an example.

Imagine that you measure positive results at steps 1 and 2 of the evaluation process, but not at steps 3 and up. This tells you that learners enjoyed the training experience (step 1), and that they demonstrated new knowledge and skills when they were tested after training (step 2). However, when it came to changing their behavior in the workplace (step 3), something went wrong.

You might do some investigation and discover that managers aren't encouraging employees to practice their new skills on the job. Maybe they're even discouraging it. Once you fix that broken link in the chain by getting managers to support training, your ROI improves. Useful, right?

Kaufman's Five Levels of Evaluation

Kaufman's model is another one of the training evaluation methods that takes Kirkpatrick's approach a step further. You can think of this model as Kirkpatrick's with a twist. This is what it looks like in practice:

Step 1a: Measure the resources that were invested into your training program, like time and costs in developing materials.

Step 1b: Evaluate learners' reaction to the training process. (This step is similar to the first step in Kirkpatrick's model.)

Step 2: Assess whether or not the training objectives for individual learners or small teams were met. For example, did they learn new skills? The focus here is on individual (or micro) benefits of training.

Step 3: Measure the practical impact of the benefits in Step 2. For example, are employees applying their new skills on their job? This is similar to Kirkpatrick's third step.

Step 4: Measure the greater (or macro) benefits for the business, like increased profitability or reduced costs. Think of this as step 4 of Kirkpatrick's model.

Step 5: Evaluate the effectiveness of your employee training program in relation to societal benefits. For example, how did training improve your company's ability to add value to its clients or society as a whole?

The main advantage of using Kaufman's Five Levels, rather than Kirkpatrick's Four Levels, is Step 1a. Evaluating the benefits of training against the resources invested in training gives you ROI. And the great thing about ROI is that it can be a very **persuasive tool when requesting more training resources** from company leaders.

We know what you're thinking: this model could be difficult to apply in reality, particularly when it comes to step 5. If you're wondering how to evaluate a training program in a way that's more focused on your business strategy than society as a whole, this next one's for you.

Anderson's Model of Learning Evaluation

This is one of the training managers' favorite evaluation techniques for training, because it helps them **keep their business strategy a priority**. And what happens when your training directly supports your strategic priorities? Success!

The easiest way to explain this technique is with an example. So here it goes.

Suppose that a private healthcare facility only has enough staff and equipment to treat 100 patients with the level of care they promise. Now, suppose that their training manager develops a program to help the marketing team win new patients.

If the training is effective, and many new patients are admitted to the facility, the business is at risk of taking on too many patients. The increased volume might have a negative impact on the level of care patients receive, which could damage the facility's reputation.

On the other hand, a training program that gives nurses the knowledge and skills to avoid waste, and thus reduce costs, would benefit the business. So, quite simply, this model ensures that **training is delivered (and evaluated) where it's needed the most**.

If you're interested in this technique, then follow the three stages of Anderson's Model:

Stage 1: Evaluate your current training programs against the business' strategic priorities. If we return to the healthcare facility example above, we'd realize that there is a misalignment between the training program that aims to increase patients, and the strategic priority to deliver high-quality care for patients.

Stage 2: Measure the contribution of training to strategic results. For example, a training program that helps nurses reduce waste could be measured by the percentage of decrease in material costs at the healthcare facility.

Stage 3: Find the most relevant approaches for your company. Here's where you decide whether the ROI is worthwhile. This final step will depend on your company's approach. For example, you might compare the contribution you measured in stage 2 to the resources that were invested in training. Or, you might ask whether the percentage of decrease in costs was big enough: did it meet your expectations?

If you're not satisfied with the ROI measured in stage 3, then it's time to make some improvements to your training programs.

Summative vs Formative Evaluation

A thorough evaluation will give you the best insight into the drawbacks of your training. So, it's important to know how to assess a training program both while it's being developed (formative evaluation), and after it's been delivered (summative evaluation).

Let's dive a little deeper.

Formative techniques of training evaluation aim to catch problems (and fix them) early on, before they negatively impact learning. For example, before a new course is delivered, you might run a user-acceptance test to ensure that the platform is user-friendly. Or, you could ask a subject matter expert to evaluate the course content against the difficulty level of assessments.