

Post-Training Performance Evaluation and Return on Investment in Training

Keshava Sharma
Airports Authority of India

Outline

- Introduction
- Evaluation
- ROI Framework to Evaluate Training Impact
- Training Audit
- Effectiveness of Training

Evaluation

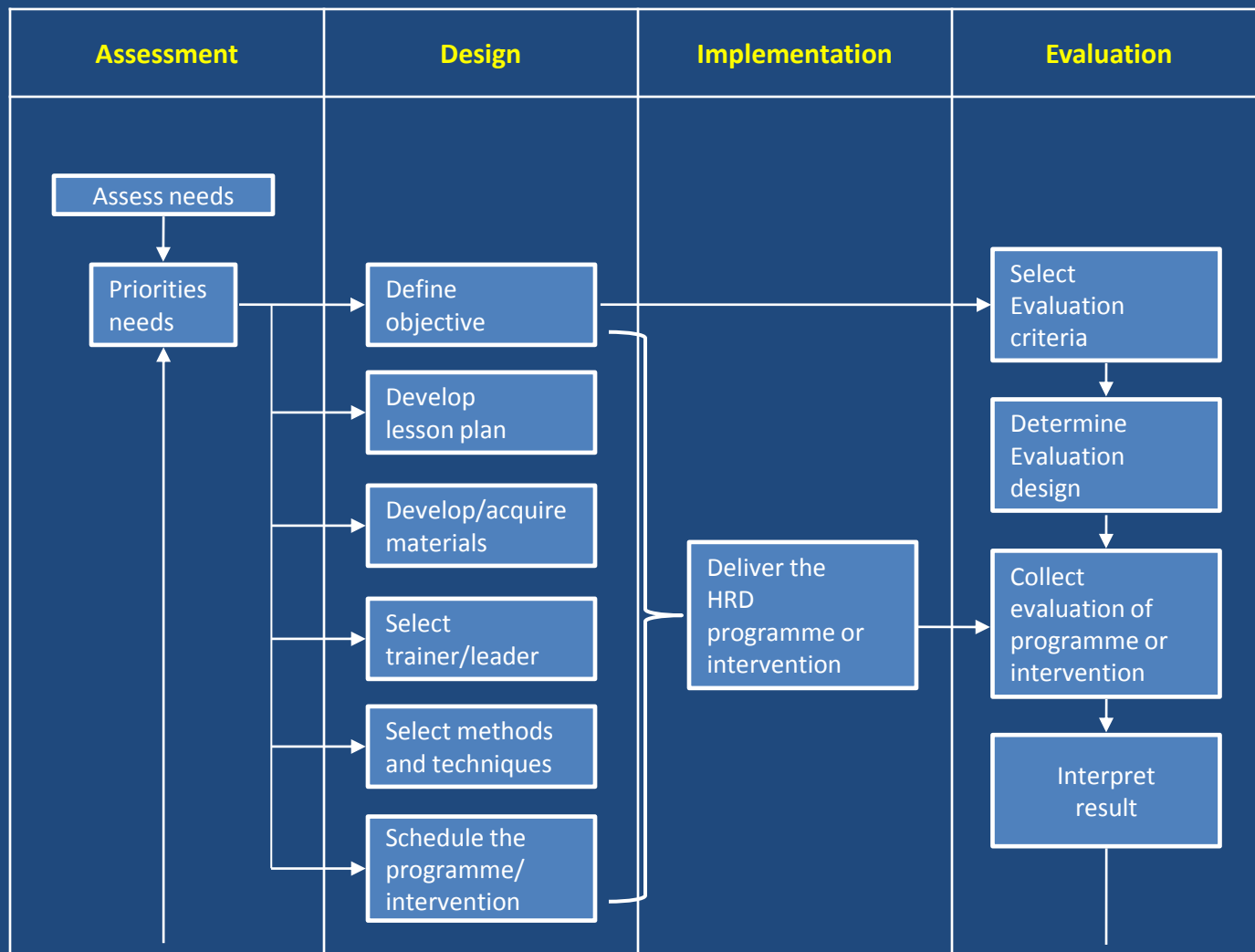


Fig. 1 Training Process Model

Evaluation

- Evaluation Criteria

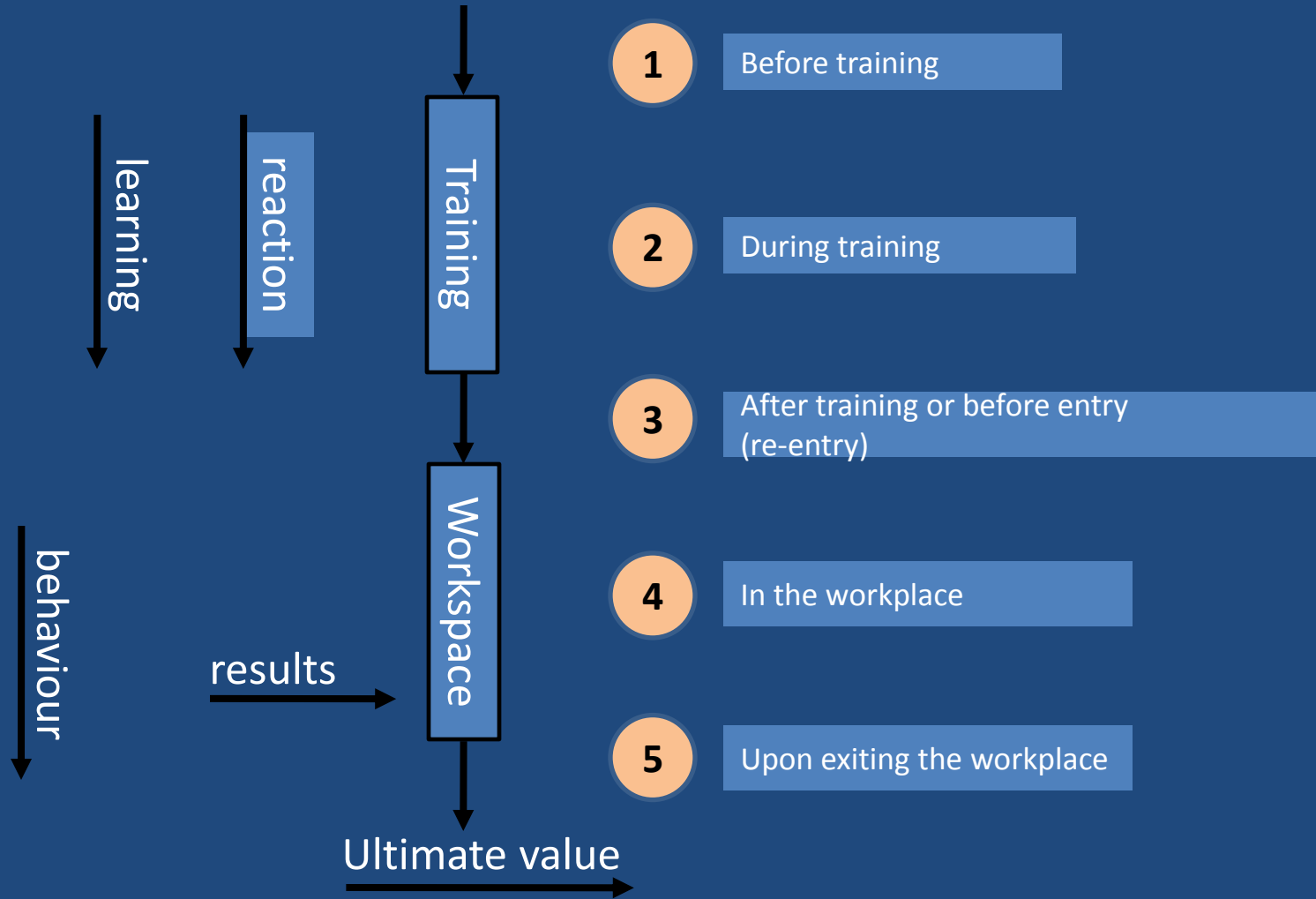


Fig. 2 Structure of Training Evaluation

Evaluation

Table 1. Tools for Evaluation

Tools \ Learning	Reactions	Learning	Behaviour	Results
Delegate questionnaire or reports	✓	✓	✓	✓
Manager questionnaire or reports	✓	✓	✓	✓
Written test or examination		✓		
Practical test or demonstration		✓	✓	
Customer survey			✓	✓
Employee survey			✓	✓
Interviews	✓	✓	✓	✓
Performance appraisal		✓	✓	
Observation		✓	✓	
Company financial results				✓
Company results on other relevant performance indicators				✓
Results on team / departmental performance indicators				✓
Results on personal performance indicators				✓
Top management opinion	✓	✓	✓	✓
Recognition as Investor in people				✓

Evaluation

Table 2. Coverage of Evaluation

Dimensions	Areas of Evaluation
Context	<i>a) Pre-training Factors</i> <ul style="list-style-type: none">i. Preparationii. Learning motivationiii. Expectation
Input	<i>b) Training Inputs</i> <ul style="list-style-type: none">i. Curriculum including strategy (sequencing)ii. Specific eventsiii. Specific sessions
Context	<i>c) Training Management</i> <ul style="list-style-type: none">i. Areas of satisfaction/dissatisfactionii. Training facilitiesiii. Other facilities
Process	<i>d) Training Process</i> <ul style="list-style-type: none">i. Learning climateii. Training methods (pedagogy)iii. Other facilities

Evaluation

Table 3. Cont'd

Dimensions	Areas of Evaluation
Outcome	<i>e) Participant Development</i> <ul style="list-style-type: none">i. Conceptual developmentii. Learning of skillsiii. Change in values/attitudesiv. Change in behaviorv. Application
Outcome	<i>f) Organizational Development</i> <ul style="list-style-type: none">i. Job effectivenessii. Team effectivenessiii. Organizational effectiveness
Context	<i>g) Post-training Factors</i> <ul style="list-style-type: none">i. Costii. Organizational supportiii. Organizational factors hindering or facilitating use of training

Evaluation

Models of Training Evaluation

Levels	Posers
a) Reaction of trainee	What they thought and felt about the training.
b) Learning	The resultant increase in knowledge or capability.
c) Behaviour	Extent of behaviour and capability improvement and implementation/application.
d) Results	The effects on the business or environment resulting from the trainee's performance.

Table 4. Kirkpatrick's four levels of Evaluation of Training Impact

Evaluation

Kaufman's Five levels of Evaluation of Training Impact

Levels	Posers
a) i) Enabling ii) Reaction	Availability and quality of human, financial and physical resources input. Methods, means and process acceptability and efficiency.
b) Acquisition	Individual and small group mastery and competency.
c) Application	Individual and small group (products) utilisation within the organisation.
d) Organisational output	Organisation contributions and pay-offs.
e) Societal outcomes	Societal and client responsiveness, consequences and pay-off.

Table 5. Kaufman's Five Levels of Evaluation of Training Impact

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ROI Framework to Evaluate Training Impact

Phillip's five Level ROI Framework to Evaluate Training Impact

Levels	Brief Description
a) Reaction and planned action	Measures participant's reaction to the programme and outlines specific plans for implementation.
b) Learning	Measures skills, knowledge or attitude changes.
c) Job application	Measures change in behaviour on the job and specific application of the training material.
d) Business results	Measures business impact of the programme.
e) Return on investment	Measure the monetary value of the results and costs for the programme, usually expressed as a percentage.

Table 7. Philip's Five Level ROI Framework

ROI Framework to Evaluate Training Impact

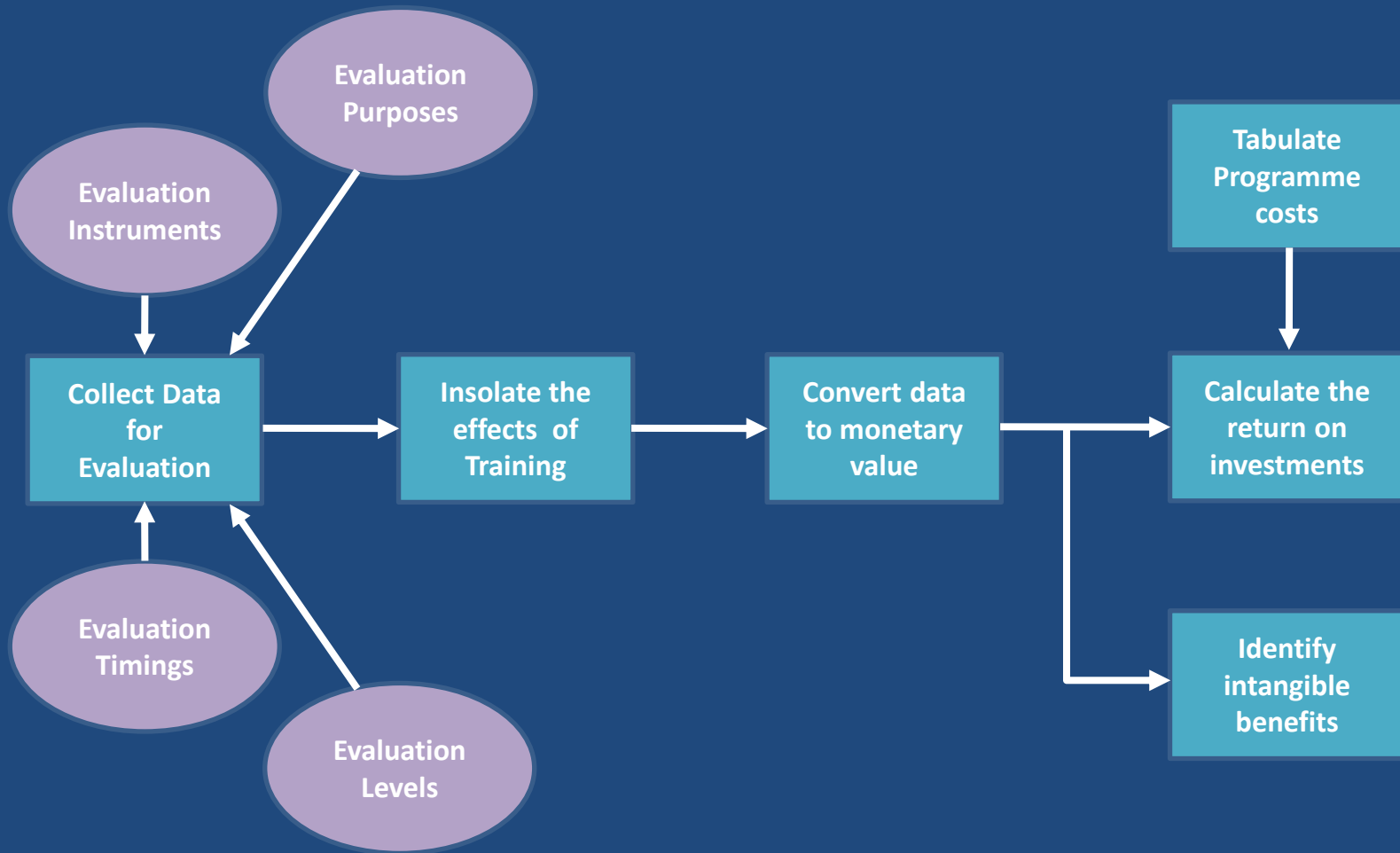


Fig. 3. ROI Process Model

Outline

- Introduction
- Validation
- Evaluation
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- Effectiveness of Training

Training Audit

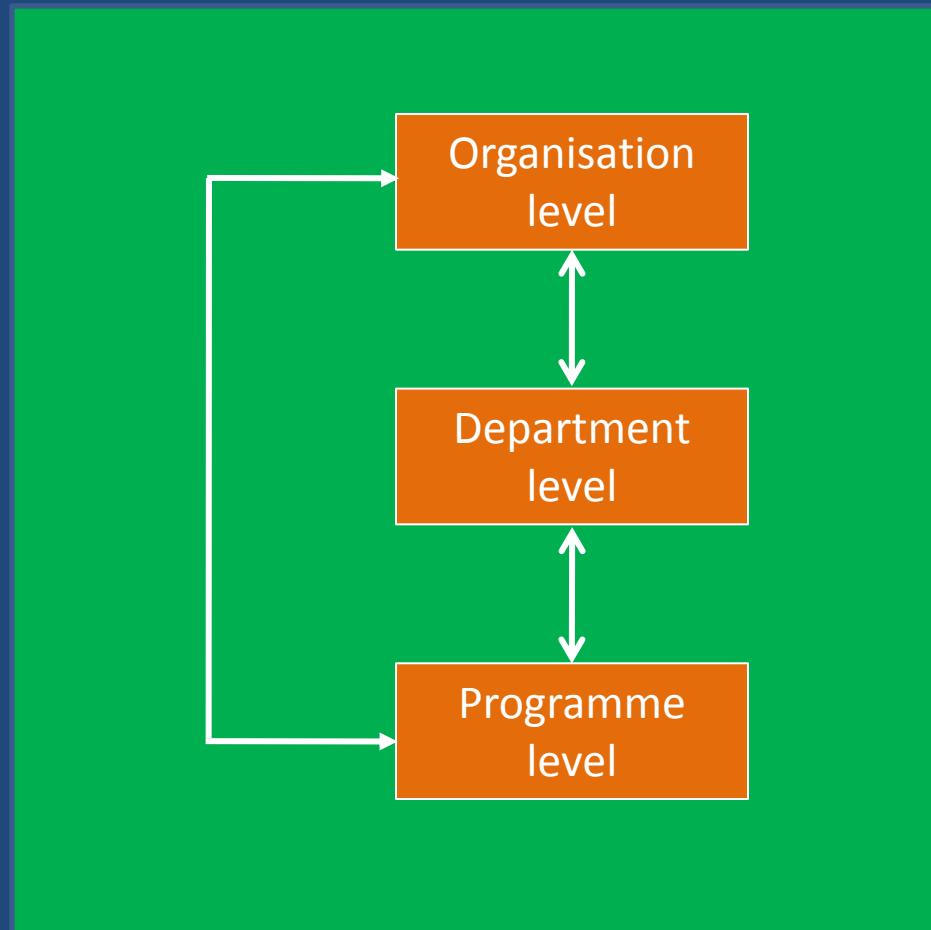


Fig. 4 Level of the Training Audit

Training Audit

Steps in Training Audit

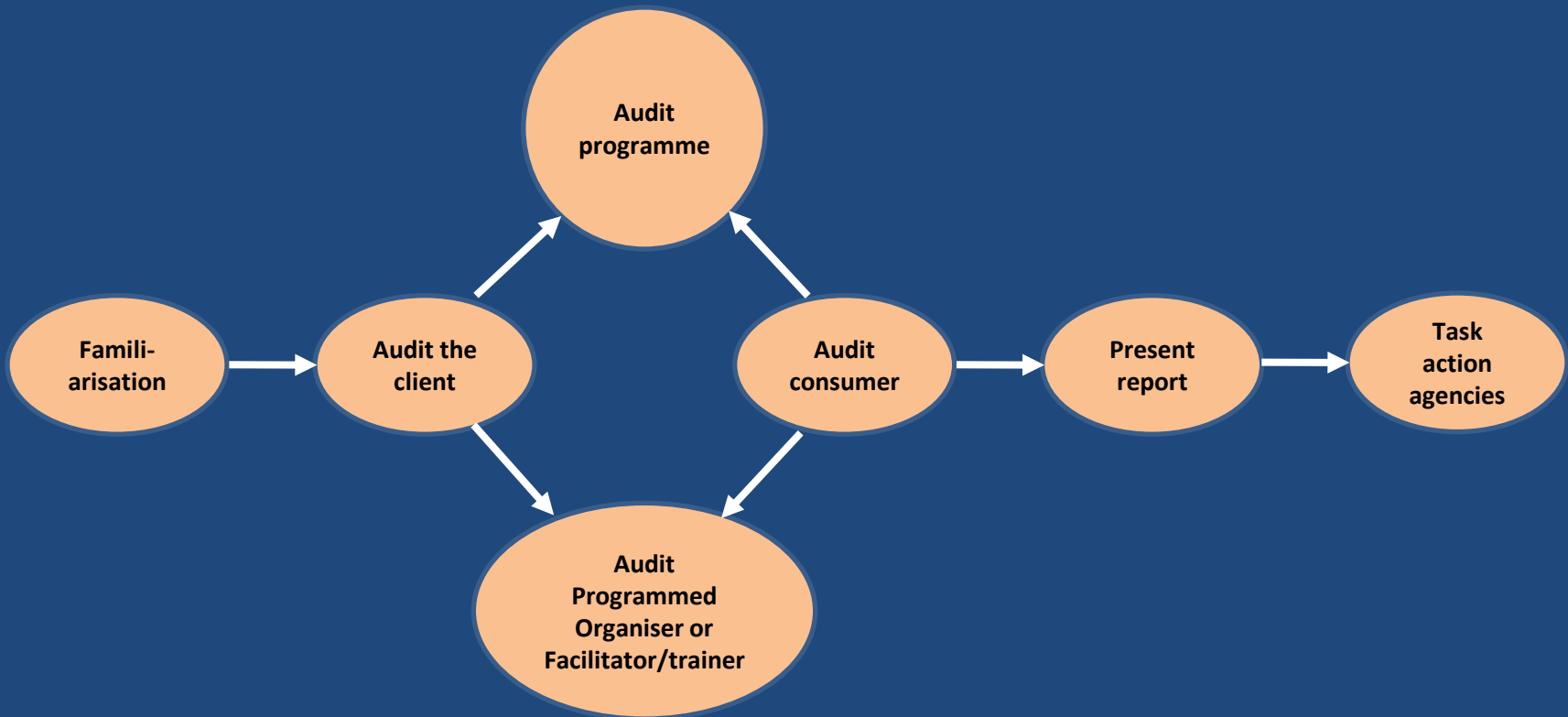


Fig. 5 Training Audit Model

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Effectiveness

- ## Effectiveness of Training

A training programme is designed and administered by synchronising a variety of factors involving creativity, hard work and financial resources of various partners of training like training administrators, trainers, training institutions, learners and beneficiary organisations. All these partners have definite interest in the programme and therefore would like to appraise and evaluate the effectiveness of the training for variety of purposes.

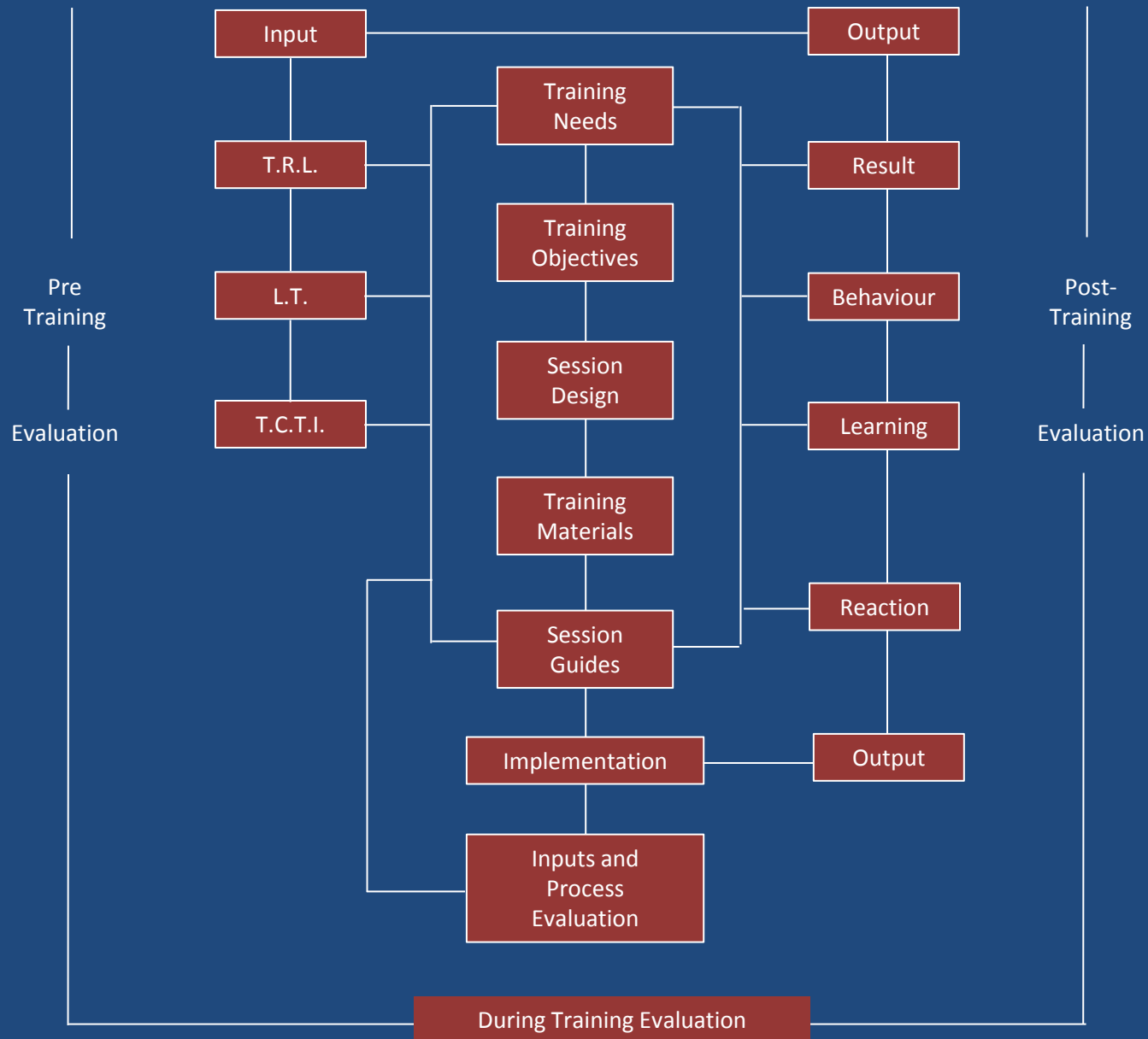


Fig. 6. Evaluation of Training

Table 8. Factors for Training Evaluation

Areas of Evaluation	What to Evaluate
1. Pre training Factors	(a) Preparation
	(b) Learning Motives
	(c) Expectations
2. Training Events and its Management	(a) Curriculum
	(b) Specific sessions
	(c) Areas of satisfactions/dissatisfaction
	(d) Training facilities
3. Participant Development	(a) Conceptual development
	(b) Learning of skills
	(c) Change in Values / Attitude
	(d) Change in behaviour
	(e) Application
4. Organisational Development	(a) Job effectiveness
	(b) Team effectiveness
	(c) Organisational effectiveness
5. Post-training Factors	(a) Cost
	(b) Organisational Support
	(c) Organisational factors hindering or facilitating use of training
6. Training Process	(a) Learning climate
	(b) Learning methods
	(c) Trainer team effectiveness

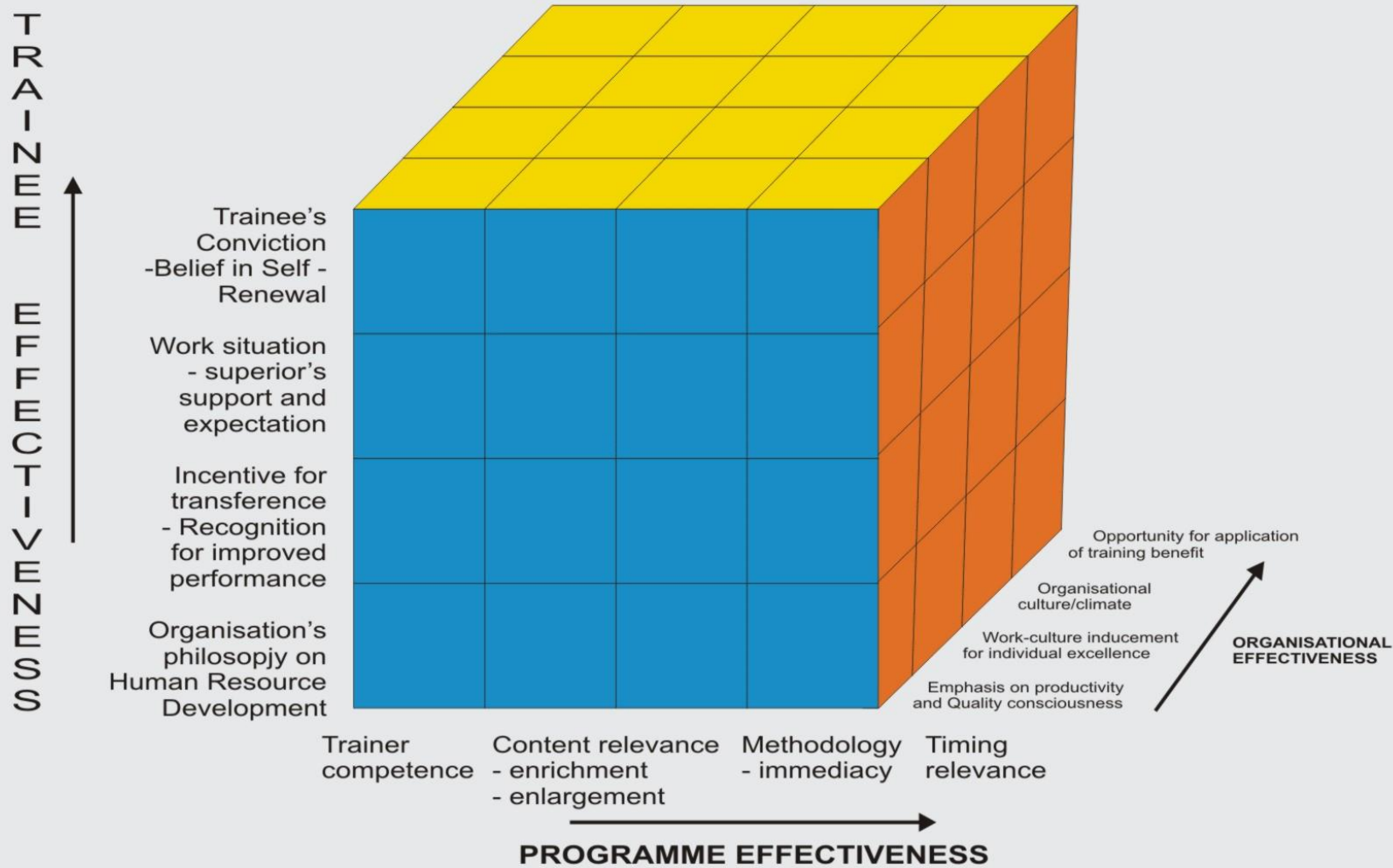


Fig. 10.8 Dr. S.V. Narayanan and Dr. B. Janakiram's Conceptual Model of Training Effectiveness

Thanks for Your Attention!
Any Questions?

