Course 8: Training Evaluation

Evaluation:

How will you know if the training program is meeting/has met the needs of your learners?

Primary questions to answer when evaluating training:

•How can you assess if the learning outcomes are being addressed adequately during the development and delivery of training?

•How can you evaluate the effectiveness of a training program immediately after the delivery of training?

•How can you evaluate whether the learning from the training is being applied in a work setting after students complete a training program?

When to Evaluate

Evaluation of training can be separated into two primary categories:

•<u>Formative</u>: Occurs while the training is being designed, developed, and delivered. Allows trainers to determine what needs to change in their training plans and delivery.

•<u>Summative</u>: Usually completed immediately after training is conducted to evaluate the extent to which learners enjoyed and believed they received valuable learning. Can also be conducted over the course of weeks or months after training.

Evaluation Methods: Formative

There are several ways to evaluate the effectiveness of training during design, development, and delivery.*

•Needs Assessment Analysis
•Content Expert Evaluation
•Beta Test of Training
•Pre and Post Training Questionnaire
•Trainer Assessment
•Student Questionnaire
•Class Interview

*See handout entitled "Instructional Evaluation Methods: Formative vs. Summative Evaluation"

Evaluation Methods: Summative

There are several ways to evaluate the effectiveness of training after a training has been conducted.*

•In-class Questionnaires
•Post Training Questionnaires
•Post Training Debrief
•Interviews
•Journals
•Observations

*See handout entitled "Instructional Evaluation Methods: Formative vs. Summative Evaluation

Questions to Consider

When considering formative and summative evaluation methods for your own training program:

•What kinds of evaluation are likely to be easiest to implement? Most difficult?
•What kind of evaluation are learners most likely to respond to? Least likely?
•What logistical issues do the various forms of evaluation pose for trainers and learners?

*See handout entitled "Instructional Evaluation Methods: Formative vs. Summative Evaluation"

Training should be assessed at different levels of evaluation in order to determine its overall effectiveness:*

•Level 1: Did the participants enjoy the training?

•Level 2: Did the participants believe they learned something from the training?

•Level 3: Did the training influence how learners perform in their jobs?

•Level 4: Did the training impact the larger organization?

•Level 5: Was the training cost-effective?

*See handout "Instructional Evaluation Methods: Levels of Evaluation," based on Kirkpatrick, D., Evaluating Training Programs: The Four Levels, 1994, San Francisco: Berrett-Koehler.