

# Training Evaluation:

## Analyse the effectiveness of your Learning Development & Training Programs

**Zenworkz Training Evaluation** is provided as a web-enabled measurement process used to track any LD&T program. It provides you with information on the effectiveness, impact and value of either behaviour or new skills application in the workplace, during and after implementation.

## Learning Development and Training Programs must aligned to the challenges of your business

Businesses and shareholders are no longer just concerned with productivity and efficiency but also the challenge of providing sufficient skilled staff to meet customer demand and replace the potential knowledge loss of retiring baby boomers.

Additionally:

- The cost of recruitment is high.
- The risk of recruiting the wrong person is higher in any labour market.
- Successful and measurable development to retain existing staff is both the lower cost and lower risk option.
- Greater investment in LD&T means increasing scrutiny.

## Limited Research

In 2004 American Society for Training and Development study, 74 per cent of US companies evaluated training at Kirkpatrick's level one (**reaction**); 31 per cent at level two (**learning**); 14 per cent at level three (**behaviour**); and only 8 per cent at level four (**results**)<sup>1</sup>.

Research published by the UK's British Learning Association in May 2006 found that 51% of respondents said that learning and training was evaluated several months after the learning or training intervention.

A recent UK Learning and Development survey<sup>2</sup>, says that change is on the agenda in 2009. The survey found that because of the current recession, companies are only now planning to move towards more alignment of strategic business objectives, greater scrutiny of learning development and training programs, and a greater emphasis on the role of line managers as coaches and implementers of learning results back in the workplace.

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<sup>1</sup> Donald Kirkpatrick recognised international expert in training program development and evaluation, introduced his four-level model in 1959 and is still in use today.

<sup>2</sup> Training Reference.co.UK 2009

**Tried and true methodologies already exist that enable businesses to effectively measure their LD&T – so why aren't we using them?**

- Information (data) related to Kirkpatrick's Levels 1- 4 are often collected across vertical business responsibilities and lines.
- The data is fragmented, complex and hard to collate.
- Measurement occurs mostly for individual events.
- Businesses experience difficulty measuring the effectiveness of LD&T to strategic goals compared to measuring other asset expenditure.

**The Benefits of Learning Development and Training Evaluation**

**Getting the focus back on the business** - emphasising the importance of developing the skills, behaviour and knowledge within a business by providing data aligned to business goals, which reflect the existing learning development and training strategy.

**Where the business benefits** - bringing alignment between LD&T managers and executives to focus on tracking progress towards agreed common goals.

**Improving decision making** - by ensuring that managers in the business have access to essential information for decision making.

**Tracking progress** – by encouraging scrutiny of individual learning development and training programs through an easy to use, interactive interface.

**Know the skills, behaviour & knowledge developed in programs is having an impact back in your business.** Identify where managers are acting to coach and support participants to enable them to apply new skills and behaviour in their workplace environment.

**Understanding the value of programs** - providing the basis for future learning development and training planning by identifying where a program is effective, where differences exist and what are the emerging issues. Recognises the importance of learning development and training by profiling any learning and development program within a business.

**Make comparisons** - by providing the evidence to build a compelling case for upgrading or improving current learning development and training strategies. Also, provide an objective framework for trainers to identify where their programs are effective and could improve.

**Use LD&T Evaluation to:**

- Track and objectively measure impact and effectiveness of LD&T related to the business goals.
- Measure all LD&T, not just individual events.
- Identify evidence early, while LD&T programs are in progress, for value, impact and effectiveness.

## **ZENWORKZ - informed business transformation, performance and evaluation**

- Identify where participants are improving, understand how they are improving and how it impacts the business.
- Gather information to support the planning of future learning and development programs.
- Access measurement data without filtering by stakeholders.
- Provide objective performance feedback to training professionals and providers.
- Overcome the variations in LD&T quality.
- Identify "problem" areas to focus attention.
- Build an ongoing knowledge bank of what LD&T is effective for your business, your people and your shareholders.

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