



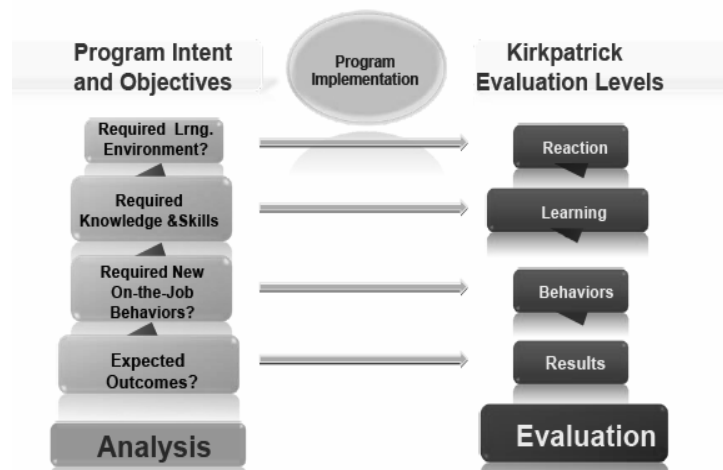
Training Effectiveness Measurement

What gets measured gets managed more effectively

In most organizations Training is often confused with activity and has yet to provide convincing metrics to top level executives being asked to invest in it. Training professionals **have** to demonstrate value and engage in business partnership in order to answer basic questions on investment payoffs, profitability, capability of the workforce, and organization culture. Given the global average of One L&D Manager to every 1200 employees, bandwidth is certainly a challenge. More importantly a logistically convenient & reliable model eludes most L&D managers.

Addressing the Challenge of measurement

While there have been a number of approaches to measuring training effectiveness, the Kirkpatrick framework is possibly the most well known. Under this framework, training effectiveness is measured at the Reaction, Learning, Application of Behavior and Business Outcome level.



Mentor is a learning management services organization and has taken up the challenge of enabling HR and Training teams to provide training effectiveness metrics to the boardroom. Over the last five years of existence, Mentor has used the Kirkpatrick framework as a foundation and evolved systems and processes to provide data and analysis to:

- Improve efficacy of learning delivery in organizations.
- Demonstrate value to stakeholders & transferring ownership for learning to them.
- Help Prioritize & Optimize learning investments

How does Mentor do it?

LEVEL 1 – EVALUATING REACTION

Feedback is gathered in the usual form of a smiley sheet either online or paper/pencil model & the following parameters are Indexed and reported for each program:

1. **Overall effectiveness:** Understanding whether the participants perceived that the training program was effective overall.
2. **Facilitator Performance:** Understanding how effectively the facilitator managed the training delivery, participants' expectations and their motivation to apply the learning at work.
3. **Process Performance:** Understanding the relevance of the program content to the participants' job and whether the design and methodology used were effective.
4. **Orientation index:** Comparing Facilitator Performance with Process Performance. The lesser the difference between the two, the greater would be the training effectiveness.



Sample L1 Report



LEVEL 2 – EVALUATING LEARNING CHANGE

Instrument based evaluation

Skill tests are designed & administered Pre and Post learning delivery identify the change in learning during the training. The test comprise of situation based questions to test application of skills. There is a complimentary measure of beliefs required to apply learning at work as well. As a hypothesis this model tests “if the learner knows what he **needs to do** in a given situation and if he **believes it should be done**.”

The questions are designed to test the learner in line with the identified learning objectives – which in turn are the behaviours/actions we want to see as outcomes - and come with scoring and interpretation guidelines. Data from the tests indicate level of learning attained in each learning objective and can be used to plough back information into further individual training plans.

Note: Please find below a sample Pre and Post Tests and Scoring Template and a sample L2 Report



Sample L2 Test



Sample L2 Report

LEVEL 3 – EVALUATING BEHAVIORS

If learning has happened, it is likely to be attempted at work within 12 weeks. Mentor uses a supervisor audit assessing attempts to change in the identified workplace behaviours/actions as the methodology. The audit is designed & communicated to the participant’s supervisor when the learning activity happens. The supervisor is triggered to complete the Audits 60 -75 days post training and participants are evaluated based on the behavior tracker. The survey instrument is validated by the stakeholders and then administered physically or virtually.

LEVEL 4 – EVALUATING BUSINESS OUTCOMES

Mentor carries out analyses to correlate business data to Level 1,2 & 3 data obtained. Multivariate analysis is carried out to sieve out external factors affecting business results. However, this depends on the ability of the client to provide accurate MIS on L4 parameters identified.

Mentor Service Delivery Model for Learning Metrics

Mentor assists organizations measure training effectiveness with the following services:

- *Design of Pre- Post tests and Audits for every Course - 7 Days before course commencement*
- *Provide Reaction and Learning (Level 1& 2) reports for every Batch or training event in the course - 2 Days from receipt of data after event completion*
- *Provide Behaviour/Skill Change and Correlation to Business Outcome (Level 3& 4) reports - Measure between 60-90days after Event; Collate data for all Events in a Course; Analysis within 90 days of last Event; Collate data for all Events in a Course*



- *Monthly Training Scorecard - Transcripts & Analysis at Employee, Group, Function & Corporate Levels as desired on the 3rd working day of each month for previous month*

The typical tasks involved in administering complete Learning Metrics for a course are;

Course Level	Understand the Course deliverables, Outline
	Understand the course contents, skills built, behaviours that will be modified, business results that will be impacted
	Client Facing Interviews for content clarification (if required)
	Build L2 assessment
	Review L2 assessment
	Validate assessment
	Build L3 Audit Template
	Review L3 Audit Template
	Validate L3 Audit
	Upload L3 Audit online,
	Receive & Verify Business Result data (L4)
	Client Facing Interviews (if required)
	Consolidate L1, L2, L3, L4 data
	L4 report
Validate L4 Report	
Batch Level	Receive & Verify L1 data - Feedback Forms, L2 data - Summary Sheets
	Data Entry & Collation
	L1+L2 Report Creation
	Report Validation
	Send L3 Audit link to target audience, reminder emails
	Data Collation
	L3 Report Creation
	Report Validation

Mentor Pricing Model for Learning Metrics

Typical costs are;

Design of L2 Tests & L3 Audit – One time cost per course	: Rs. 30,000/-
L1 & L2 Reports – Cost of Report per training event/batch	: Rs. 4000/-
L3 & L4 Reports – Cost of Report per course	: Rs. 9000/-