Introduction

In the current climate of cost cutting and downsizing, training professionals are under increasing pressure to provide positive, measurable evidence of the contribution of training. After all, you don't want to spend time or money on training that doesn't provide a good return. This presentation will offer guidelines on how to evaluate the effectiveness of training at five levels. This evaluation approach has been advanced by two HRD experts, Donald Kirkpatrick and Jack Phillips.
Training Impact Evaluation: The Key to Knowing Your Return on Investment

**What is Training?**
- The systematic process of altering the behaviour of employees in a direction to increase/improve the achievement of organizational goals.
- It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Evaluation Defined**
  - In any review of evaluation it is first essential to define the term itself. So what is evaluation?
    - Evaluation is the systematic assessment of the worth or merit of some object
    - Evaluation is the systematic acquisition and assessment of information to provide useful feedback about some object
Training Impact Evaluation: The Key to Knowing Your Return on Investment

**What is Training Impact Evaluation (TIE)?**

- Impact evaluation is a tool for measuring a program’s effectiveness.
- Training Impact Evaluation (TIE) is the process of determining what impact the training has had on a training participant’s job performance and how that impact translates into organisational effectiveness. TIE, simply put, is an effort to track.
Once you have delivered training for your organization, you will want to measure its effectiveness. You simply do not want to spend time, effort, and money on training that doesn't provide a good return.

This is where Kirkpatrick-Phillips Five Level Training Evaluation Model can help you objectively analyze the effectiveness and impact of your training so that you can improve it in the future and be able to offer both a quantitative and qualitative report to management.
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level One:** This level is called *Reaction*. Reaction measures the participants satisfaction with the training (course/workshop). This level seeks to find out a number of things:
    - Did the instructor have a serious grasp of the topic?
    - Was the instructional pace right?
    - Were questions asked and accommodated and did participants satisfied with the answers given?
    - Were the learning activities structured in such a way to drive learning, trainee participation and critical thinking?
Kirkpatrick/Phillips Five Level Evaluation Model

Level One: Reaction - This level seeks to find out a number of things:

- Plans to use what they have learnt
- The quality of the hand outs - did they allow for easy grasp?
- Were the learning objectives properly constructed to facilitate effective training/learning?
- Were the objectives met?
- Was the venue- facilities comfortable?
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level One: Reaction. Why Measure Reaction?**
    - It helps us as trainers to understand how well the training was received by the participants
    - It helps us improve training for future participants
    - It helps the trainer to identify critical areas (topics) missing from the presentation
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- Kirkpatrick/Phillips Five Level Evaluation Model
  - Level One: Reaction. What the Research Show
    - The literature has established that HRD personnel too often stop at their evaluation at Level One
    - Phillips has argued that Level One evaluation does not guarantee that the participants have learned new skills or knowledge or will they use these on the job.
    - NOTE: It must be understood that data collected at this level reflects how the stakeholders reacted to the project (training) and if they found it relevant and valuable.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level One: Reaction.
  - Evaluation tools and methods for this level are:
    - Feedback forms.
    - Verbal reaction, post-training surveys or questionnaires.
Kirkpatrick/Phillips Five Level Evaluation Model

- **Level Two: Learning**
  - This level measures what the trainee has learned – how much has their knowledge increased as a result of the training.
  - One way to measure the level of acquisition of knowledge is to use the objectives of the workshop which are derived from (a) Training Needs Analysis which will indicate areas of weaknesses or (b) from information from the pre-workshop test.
  - The Trainer must decide what are to be measured. Is it knowledge, skills, attitude or all of them?
Kirkpatrick/Phillips Five Level Evaluation Model

- Level Two: Learning
  - Once the objectives have been decided on the trainer must design the type(s) of tests or measures to be used.
  - Measures can be multiple choice, role play, demonstration, group evaluations, simulations, research and presentation or any other measure that will indicate to the trainer and the trainee that learning has taken place or the extent to which trainees have grasped.
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- Kirkpatrick/Phillips Five Level Evaluation Model
  - Level Two: Learning
    - Why measure Level Two?
      - It's important to measure this, because knowing what your trainees are learning and what they aren't will help you improve future training.
      - Once training is finished, test your trainees a second time to measure what they have learned. This can be done using interviews or verbal assessments and even observation.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Two: Learning
    - Why measure Level Two?
      - One of the critical things a trainer should do, especially if training is done in-house, is to collaborate with the manager/supervisor from where trainees have come to develop some kind of instrument to capture trainees prior performance and post course performance so that remedial training intervention can be had.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level Three: Behaviour, Application and Implementation:**
    - Level 3 evaluation assesses whether (and how much) participants applied the new knowledge and skills on the job. The extent to which the new learning is applied in the workplace (or changes behaviours) determines Level 3 success.
    - To change behaviour, management must ensure that work conditions are favourable – negative attitude of the supervisor,
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Three: Behaviour, Application and Implementation:
    - To change behaviour, management must ensure that work conditions are favourable –
      - Negative to positive supervisor’s attitude
      - Ensure the availability of resources
      - Management of interpersonal conflict
      - Reciprocal feedback system
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Three: Behaviour, Application and Implementation:
    - To evaluate behaviour the following tools/methods can be utilised:
      - Observation and interview over time are required to assess change, relevance of change, and sustainability of change.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Four: Results/Impact
    - Measures the extent to which business have improved due to the performance of the employee after the training experience.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level Four: Results/Impact**
    - Measures would typically be business or organisational key performance indicators, such as:
      - Volumes, values, percentages, timescales, return on investment, and other quantifiable aspects of organisational performance, such as: numbers of complaints, staff turnover, attrition, failures, wastage, non-compliance, quality ratings, achievement of standards, growth, retention, etc.
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level Four: Results/Impact**
    - The challenge here is to identify which and how relate to the trainee's input and influence. Failure to link to training input type and timing will greatly reduce the ease by which results can be attributed to the training.
    - Annual appraisals and ongoing agreement of key business objectives are integral to measuring business results derived from training.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - **Level Five: Return on Investment**
    - When a company has invest in training, its manager, who is responsible for its operation and profitability, wants to know that the investment is positively affecting the company’s bottom-line – profits.
    - With this in mind the training manager has to be able to show in dollar terms the impact of training. This is done by calculating training’s ROI.
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• Kirkpatrick/Phillips Five Level Evaluation Model
  • Level Five: Return on Investment
    • What is Return On Investment (ROI)?
      • ROI is a performance measure used to calculate the efficiency of investment or to compare the efficiency of a number of different investments
      • ROI is a performance measure determining the economic benefits of the training efforts of the organisation.
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment

- To Calculate ROI see *formula below*:

\[
\text{ROI} = \frac{\text{Benefits} - \text{Programme Costs}}{\text{Programme Costs}} \times 100
\]
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment

Calculating ROI

- Worked out example:
  
  \[
  \text{ROI} = \frac{\$310,000 - \$92,000}{\$92,000} = \frac{218,000}{92,000} = 2.36 \times 100 = 236\%
  \]

  The Return On Investment is $2.36 for every dollar invested, or 236%. It is also expressed as 2.36:1
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- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment
  - Identifying the Intangibles
    - *What are Intangibles?* Intangible benefits are those positive results that either cannot be converted to monetary values or could involve too much time or expense in the conversion to be worth the effort
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment
  - Identifying the Intangibles
    - *Include Intangibles in Reports*
    - Whenever the training personnel is making his/her report to management, the intangibles must be combined with the monetary benefits. They create a balanced assessment of results.
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment
    - Identifying the Intangibles
      - *There are two types:* 1) Behavioural - Examples of these are – improved teamwork, increased organisational commitment and increased cooperation
      2) Business Impact: Examples of these are – increased customer satisfaction, employee satisfaction, customer retention and improvements in time to customers
Training Impact Evaluation: The Key to Knowing Your Return on Investment

- **Kirkpatrick/Phillips Five Level Evaluation Model**
  - Level Five: Return on Investment Identifying the Intangibles
    - *How to Measure Intangible Benefits?* Collect data before and after training and analyse the resulting improvements in business performance. Use instruments such as Attitude surveys, Customer surveys, Interviews with supervisors and employees.