

Training and Development
Prof. S. Srinivasan
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur
Module – 06: Training Evaluation

Lecture - 27
Training Evaluation

Welcome to lecture number 27, this is a second lecture of the module 6. In the previous lecture we discussed about understanding the concept of evaluation. In today's lecture we are going to be very specifically trying to understand Training Evaluation. In the previous lecture we were in general we discussed about the evaluation, certain principles of evaluation and different types.

Here we are going to specifically talk about evaluating a training program, understanding the definition of training evaluation, what are the different types of training evaluations are available and what are the ways in which you will be evaluating the training method, what type of an indications you are going to get from the evaluating the training programs. Let us get into the lecture.

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So, as I said yes we are going to learn about the training evaluations.

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Introduction to Training Evaluation

Analysing the training event by using appropriate evaluation tools can improve the outcome of future trainings to a considerable extend.

The evaluation process of training is essential, it must always be incorporated within the available framework of time and cost.

Handwritten notes:

- How -> Method / Tool
- Right -> Tool
- Reliable -> Valid
- Training -> 1. L.O, 2. Content, 3. Methods, 4. Delivery, 5. Evaluation
- Improvement

So, now understand why training evaluations. So, the analysing the training event by applying an appropriate technique or a tool will always improve the outcome of a future training program to considerable extend.

If you look at the intention is always with a, you know a positive mindset or a positive frame that yes you are evaluating a training program so as to know that ok, where we can actually improve upon so that we can deliver in an a most efficient in most successful way in this, so, going forward programs or a subsequent programs which is always you know one of the important integral objective of going for a training programs. And if you look at are we using an appropriate evaluation tool which is also very important.

So, that is why you know analysing the training event is very important, evaluating a training event is important, but; however, how you are evaluating. Now, how in the sense of method and tool so, which is very critical part of evaluations. Are we using a right method? We are talking about right method and right tool.

And in case of a tool is the tool reliable and is the tool valid, is it trying to measure what it is trying to measure and is it actually trying to be consistent when I measure in a different time interval or with a different people. And you know training evaluation is the

process of evaluation is very essential because it should be always a part of an available framework of time and cost.

So, when you are designing a training program if you recollect what we were discussed in a module 5, when we are talking about a training design the training evaluation should also be an integral part of a training design, when we talk about a training design T D refers to a training design, which is not only about learning objectives.

So, it is of course, its talk about a learning object, its talks about the content, its talks about the method you know, it talks about the delivery and it is also having the component of evaluation. So, the evaluation is integral part of any training program we plan. So, why?

This has two different objective. One is to see whether it is imparting what we are intended to impart and it also gives a scope for improvement that is why the evaluation is also an integral part of a training program. And it should be you know integrated including within the timeframe or the cost which we are planning for a training program ok.

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What is Training Evaluation?

Evaluation of training is an attempt to obtain information/feedback on the effects of a training and to assess the value of the training in the light of that information.

Evaluation provides feedback to help identify if training achieved the intended outcomes, and helps to make decisions about future trainings.

Basic Process -> Summary
5. No.

Now, what is training evaluation? The evaluation of a training or the training evaluation is an attempt to obtain information, whether to collect data or information through a survey or a feedback, on what? What are we collecting information and feedback on?

The effects of a training. So, how well what has happened post a training and assess the value of the training in light of that information. How good that training program? So, when we talking about ok, so, when you have passed through the training program are you participated in a particular training program.

What is the effect of a particular training program? Where you able to learn a new skill or where you able to improve your existing knowledge level or where you able to improve your ability to handle pertain certain instrument or a machineries or you know becoming very good at you know doing something on a coding or a programming, whatever these specific training program on, what is effect of the training program, was there a change, can be change can be result oriented change can be behavioural oriented change, can be competency oriented?

And see the value of the know training in terms of the information program, how good these training in terms of what type of you know changes it has created. And evaluation provides feedback to help identify if the training able to achieve what it intended to achieve. So, there are definitely a specific objective for a goal for a training program, the evaluation will give whether they were able to achieve the outcome.

And also helps in making decision about the future trainings; so, help in making decision a very basic decision. Let us talk about a basic decision. So, what is the basic decision? The basic decision nothing but should you continue or no? This is a very basic decision, whether can we should we continue the training program or not.

When you find that you know the training program only taken your time and it is taken only your resources out and, but does not see not created any impact on a workplace then it goes through the, is simply a right decision of no for it.

So, how do you arrive at it? Unless otherwise you do not evaluate it, you will not be able to make a decision. Just imagine a situation or just imagine a case where there is no proper system of evaluation, where there in a place. What would have happened? They would have subsequently keep continuing the training programs then they realise the time and resources, where rather you know is not of so, use for an organization whether better development or a growth either for an employee or for an organization.

Now, let us say bottom up. I conducted a you know program deficiency; I need assessment I identified.

Now, I have coming up with the training objective. The training objectives of course, what is that intended to do? It is trying to achieve a goal of a specific goal of a particular division or department eventually it will contribute to the business strategy. So, either it can be a top-down approach or a bottom-up approach essentially it has to align with my organizational business goal ok.

So, the training evaluation is also trying to see whether it is aligned with my organizational goal or not ok.

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What are Needs for Training Evaluation?

- i. To determine whether training objectives are accomplished
- ii. To ensure that any changes in trainees are due to training not for any other
- iii. To identify who is benefited more from training
- iv. To assess the credibility of training that the organization has been benefitted
- v. To see the changes in training plan and its effectiveness to achieve goals of the organizations

Handwritten annotations on the slide include: a list '1 2 3 4' next to a gear icon; a flowchart with 'Tip' and 'Comp' boxes; a box with 'Behavioural Skill level' and 'Competency'; a 2x2 grid with 'T1', 'T2', 'X', and 'X'; and a box with 'AD' and 'X'.

Now, so, what are the needs for training evaluation? Why do you actually conduct a training evaluations? To determine of course, the very fundamental objective of a training programs to determine, whether the objectives are accomplished or not. You know 1 2 3 4 whether it is achieved or not. You know, let us simply put 1 2 3 4, I want to just mark tick mark of whether it is met or not simply.

Next is to ensure that any changes in trainees are due to training or not for any other. So, now we are trying to see let us say I have conducted a training program which is T ok now I am just giving in scenario. This is a training program ok these are all my

employees 1 2 3 4, this is a training period ok, T P refers to a training period. Now, they going through this and they are coming out of a training program ok same 1 2 3.

Now, I am seeing there are behavioural change, can be behavioural can be skill level, or can be competency ok. Now, I want to see these changes, is it really due to the reason they went for a training program or not. So, how do I do? If you remember in a previous lecture I said yes T 1, which is a before training T 2, after the training. I collect the information at T 1 time 1 which a time 1 I am referring to T 1, and T 2 refers to time 2.

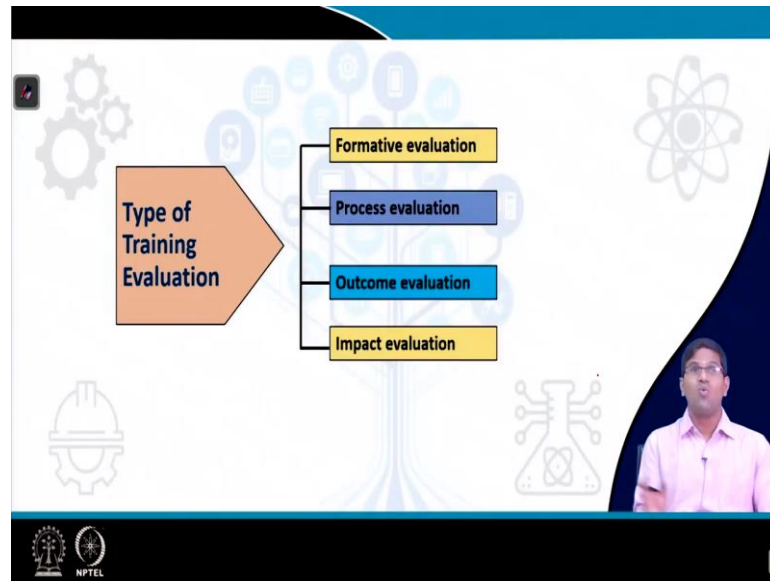
Now, I see is there a difference. I need to attribute, whether this change is actually because of the training or not. In case if this change I am not able to see relate because of the training program. Let us say T 1 is you know they had a different. let us say this is a X score and similarly the X score, then I do not see there is attributed towards this or probably that change in the behaviour maybe because of their workplace changes, maybe the technology change, or they that is may be different reason. Why?

This will tell me an input on whether to continue the training program or not. If I see there is no change or with the changes which are not because of a training program because of the various other reasons or maybe because of the peer or maybe the supervisor is teaching them on a specific skill set then what I am trying to rule out is that you know training is not added value for my organization.

So, you need to understand, whether the change in the trainees is due to the training program or not. It is about whether because of the passing through this, which this changes are occurring or not. To identify it who is benefitted more from training and to see ok within you always find you know, let us say the 40 people are participating in a training program. You find not all 40 will show some changes.

You will see some sections some X number will be showing a change, now you need to see who is this X number of employees and to say you know who is getting benefitted because of the training program. To assess the credibility of the training that the organization has been benefitted because of a training program ok and to see the changes in training plan and its effectiveness to achieve the goals of an organization. These are the purpose or the needs for conducting a training evaluation ok.

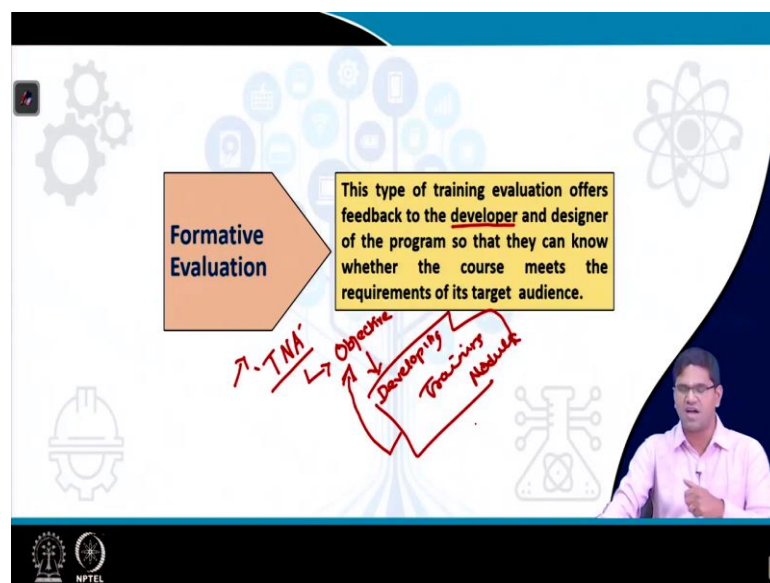
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Now, what are the different types of training evaluations? If you see this type of training evaluations you will be able to relate that you know. In the previous lecture we discussed about as per the time of evaluation, what time the evaluation is conducted. So, if we you will be able to relate to that.

Now, it is a formative evaluation process evaluation outcome evaluation and impact evaluation. Let us see what is this formative evaluation ok.

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So, this type of training evaluation what is it actually offers? It offers a feedback to the developer means who is going developing a training program the team, learning development team, or the experts or the supervisors or management team who is developing it.

So, developer and designer of the program so, that they know whether the course meet the requirement of the target audience. It is kind of a format formative evaluation talking about in the formation stage, you know you will evaluate about the training need assessment how well the training need assessment is conducted. Now, out of this you have arrived some objectives and now for that you have developing a training module ok.

Now, you are trying to assess whether this training model module which is able to achieve this objective and you know this is what we are trying to see so, that it helps a you know trainer or a developer to understand ok, how good this training module to the specific target audience you are talking about, you know we are talking about who is going to be the participants for a particular training program.

So, the formative evaluation will help in understanding ok, whether the content is adequate enough, the content is customised in meeting the requirement of the target audiences. So, this will actually stop the catastrophic effect of not going with a proper training program to the specific audiences, or a target participants, ok.

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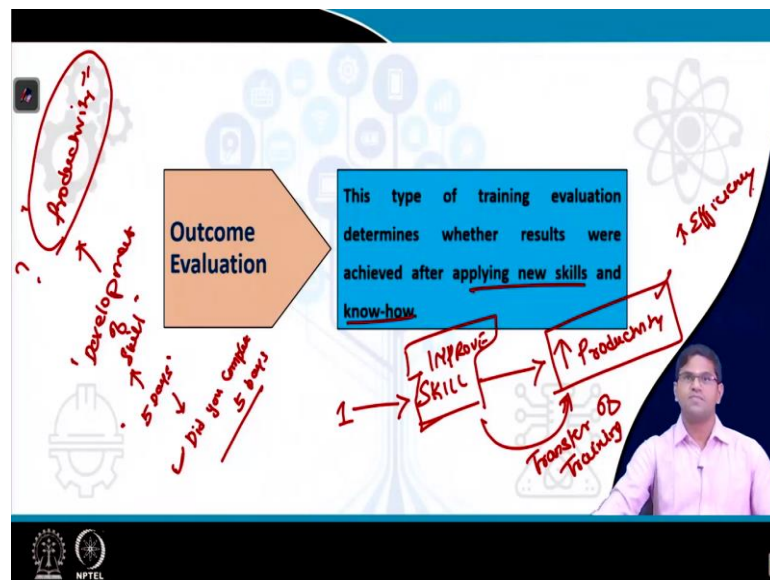
The slide features a central orange arrow pointing right with the text "Process Evaluation". To its right is a yellow box containing the text: "This type of training evaluation deals in information related to events occurred during training. It is about imparting and receiving feedback verbally." Below this box, there are handwritten red notes: "5 Days" above "End is Day 1" with an arrow pointing to the right. The slide also includes various icons (gears, atom, hard hat) and the NPTEL logo at the bottom left. A small inset video of a presenter is visible in the bottom right corner.

Now, come second is a process evaluations. It is about a process of a training program. now this type of training evaluation deals in information related to the events occurred during the training. So, which is about ok, the specific events whatever the events occurred during the training program, or each of the lecture sessions which are occurred in a training program, so, this provides information on those events during a training program.

So, it is about imparting and receiving feedback verbally. For example, you are conducting a training program for 5 days ok. And you know on the on the day 1, end of the day end of day 1 you just you know talk to the participants, orally trying to get information about how did they like the delivery of the training content, where it ok to go with whatever method they are following, are they feeling that now they are not able to you know learn effectively, or they feel like you know it is not so, interesting or motivating or energizing to them to you know participate in a training program.

So, this will actually provide an input on what has been happening on each of the events or some processes happening in a training program.

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Now, comes the second one is about third one is about outcome evaluations. This is about you know type of training evaluation, which determines whether the results were achieved after applying the new skills and know how. Which is about you know outcome which is not about the training objective.

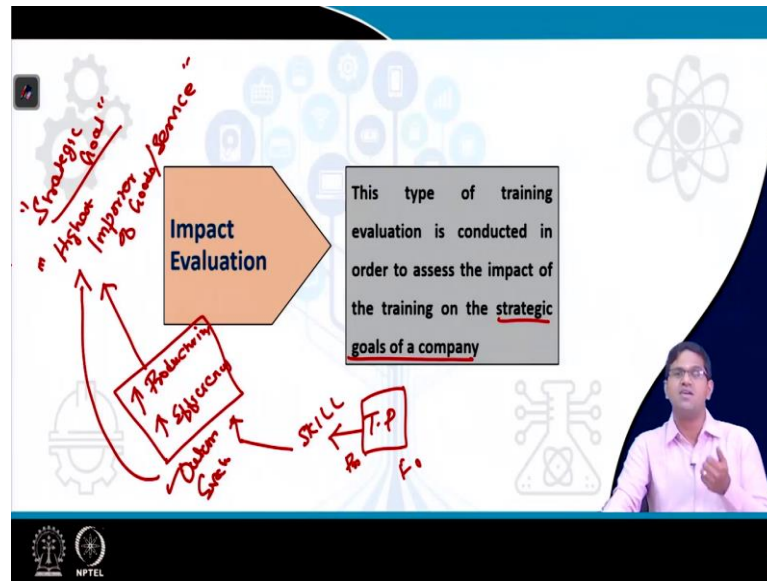
So, let us say you are conducting a 5 days training program. One is about see the basic evaluation is about did you complete? Did you complete 5 days? Did all events go well on all 5 days? This is not then outcome evaluation. What we are talking about? See this is where we are talking about you know process evaluation whether all 5 days went well smoothly went down no glitches you know all went as per the schedule you know all of that.

Now, we are talking about the 5-day training program as a specific objective, right. The specific objective you are about to talking about development of a skill let us say. This is an example. This is a development of a skill which is important for productivity ok. So, now my outcome evaluation is talking about this aspect of its productivity. Does my training program ok so, this stage 1 which is created a skill or trying to improve the skill, ok, does it lead to improved productivity?

So, what I am trying to reach? This stage I am trying to see whether the productivity is improved or not by applying the newly learned skill or improved skill levels of the employee through the training programs. That is how the outcome evaluations, we are not concerned about any immediate result of a training program, we are looking at the outcome, whether it is actually resulted in a transfer of training. If you can connect now you will be able to appreciate the concept we were transfer of training which are this.

So, whether they able to apply transfer to their workplace which resulted in improved productivity or can be efficiency ok yeah.

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Now, comes the next one is about impact evaluations. This type of training evaluations conducted in order to assess the impact of a training on a strategic goals of a company ok. Now, let us connect the previous slide. Let us say I am talking about increased productivity, which is an outcome evaluation right or increased efficiency.

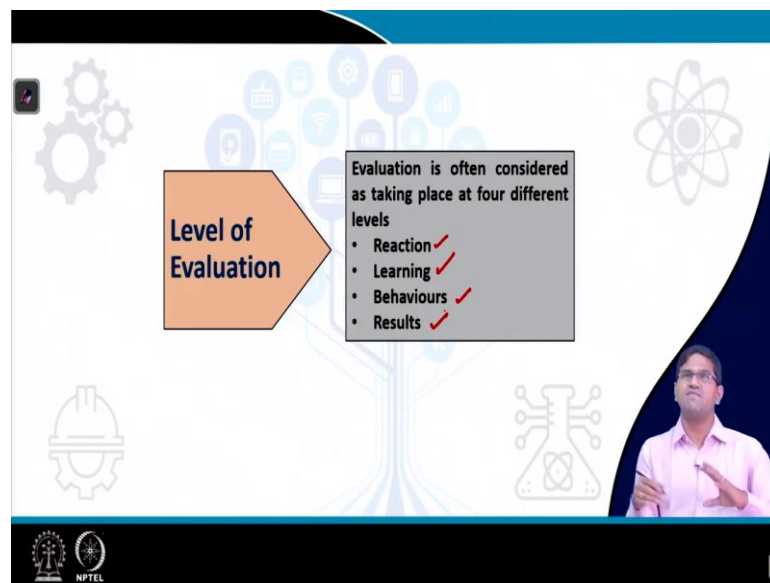
Now, how I am connecting this? Now after this, what is the impact it has on my strategy goal? Which may be probably we become a you know highest importer of a particular goods or a service, this is my strategic goal ok. Now, you see the higher level of connection just from a training program just now connect.

So, what are we interested in? Seeing the impact evaluation, I am talking about a training program training, program aimed at improving the skill. This skill talking about improving the productivity efficiency, this towards the strategic goal of the organization. So, I am evaluating at every stage. This is about a formative stage evaluation, then here I am talking about post you know process evaluation.

Now, I am talking about you know outcome evaluation. Now, I am interested in seeing whether this outcome actually resulted in an impact evaluation, which is whether it is actually connected to the strategic goal of an organization. You see the connection. We may look at very you know with the granular level, we do not look at you know how this training program is actually connected to the larger higher level of a strategic goals. This is how the evaluation happens.

So, it is kind of a chain we are trying to connect. So, just through a training program we are developing a skill, the skill leading to a better efficiency productivity that in turn leading to a you know let us say our strategic goal of highest importer of a particular goods or a service. This is what it is aims to focus on when you are talking about it impact evaluation, what is the impact this training is has on the organizational strategic goals.

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The slide features a central orange arrow pointing right with the text "Level of Evaluation". To its right is a grey box containing the text "Evaluation is often considered as taking place at four different levels" followed by a bulleted list: "• Reaction ✓", "• Learning ✓", "• Behaviours ✓", and "• Results ✓". The background is white with various icons (gears, a tree of icons, an atom, a hard hat, and a circuit board) and a small video inset of a man in a pink shirt in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now, let us also see the different levels of evaluations. The evaluation is often considered you know taking place at four different levels ok, one is a reaction, learning, behaviour and results. So, let us see what is each of these levels of the evaluation.

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The slide features a central text box defining 'Reaction' as an assessment of learner feelings, achieved through oral/written feedback and open/closed questions. Below this, a Likert scale is shown with handwritten labels: 'S. Agree', 'Agree', 'Neutral', 'Disagree', and 'S. Disagree'. To the left, a red-bordered box contains the handwritten text 'Training 23'. The slide is decorated with icons of gears, a lightbulb, and a network diagram. A presenter is visible in the bottom right corner, and the NPTEL logo is in the bottom left.

First is about a reactions. So, reaction is nothing but it is trying to assess what does the learner means the participants of the training feel about a training program. So, this can be done by oral or a written feedback or by through open-ended questions or closed ended questions, it is just to trying to get the reaction how did the learners feel about a training program.

So, this can be you know orally you can ask did you like the training program? Feedback you know maybe somebody can talk come and talk about the training program deliver sometime people may not speak the truth when there was learner or a trainer is already there.

Probably you will send a questionnaire. So, questionnaire will be like you know maybe a five-point liker scale I you know strongly agree, agree, neutral, say disagree, strongly disagree ok. So, now you know do you like the content of the training program, somebody can say disagree somebody may say strongly agree. So, this kind of a feedback to understand how did my learners feel about a specific training program.

So, maybe you know this is about a liker scale maybe another is can be on important scale, how important the training material which have given it to you or maybe the method of training which had been implemented or you followed during the training program.

So, this is about I trying to understand that reaction of the learners, how do they feel about a specific training program. Where they are like the training program where they feeling at the usefulness of the training program where did they find the training content useful to them?

Did they like the content of a training or a method followed in the training or did they like the trainer? They maybe you know evaluating trainer 1, 2, 3 and they say ok who are a better trainer. So, this will help an organization to see, whether they can engage the same trainer for the next training program or not.

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Level of Evaluation

- Learning

In this level assessment is made to understand what facts, knowledge and experiences did the learner gain by observation/reviewing data from simulated reports, plans, exercises etc.

✓ Tool
✓ Technology
✓ Machine
✓ Negotiation Skills
✓ Interpersonal Skills
✓ Team Management

Now, comes to the next level of a learning is about learning level. So, what is that learning level of evaluation is about? In this level of assessment is made to understand what facts or a knowledge or experience did the learner gain by participating in the training program or through the exercises, which are conducted in a training program which is about learning content.

First one is about a reaction feeling, what did they feel about a training program. Now, comes the next level of the evaluation, it is about learning, what did they learn. Did they learn a specific skills set? Did they learn about a knowledge? Or did they have a new experience of the training program by participating in a specific activities or going through the particular module, sitting through the lecture sessions or workshop being

conducted, what was the learning they are taking back, because they participate in a particular training program?

This is on I measuring the learning aspect of the training program ok. So, the specifically focus on what type of learning they are making. Maybe probably after the training program they would have said ok, I become so expert on using the tool or maybe you know I am become so, used to specific technology or probably one training maybe focused on machines new machinery ok machines how to handle the machine ok.

Then somebody maybe become on a soft skill you know negotiation skill or you know interpersonal skill or probably you know team management how do you manage a team. So, you have learnt about certain you know skills there are techniques to handle the conflict or a team management. This can be based on what type of a learning they have taken on I by participating in a training program through exercises or presentations or a projects and whatever methods being used in the training program ok.

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The slide features a central orange arrow pointing right with the text "Level of Evaluation". To its right is a grey box titled "Behaviours" containing the text: "This level of assessment is conducted to learn about what skills did the learner develop and what new information can the learner use on the job." The slide is annotated with handwritten red text: "Transfer of Training" with an arrow pointing to "Workplace", "CPAs" with arrows pointing to "Polite", "Cold Calls", and "heads", and "Generalization" with an arrow pointing to "Manufacturing". The slide also includes icons of gears, a hard hat, and a person, and the NPTEL logo at the bottom left.

Next is about behaviours. So, this is talking about assessment to be conducted on a learner, whether what type of a skill did they you know the learners used to develop or what type of new information learners used on the job. So, this is about you know looking at what type of a behavioural change, which are happening which is about you know improved knowledge on using the particular skill or probably what type of you

know new skills they are applying in the workplace. This is again you know related to transfer of training ok.

So, you know what type of you know skills are behavioural changes which are occurred in their workplaces, which is with respect to the workplace settings. So, it can be you know generalization of the transfer of training or on the maintenance of the transfer of training, if you can recollect to the concept we discussed. So, this is focusing on whether that is reflected what type of a behavioural change or the application of the skill or a new method of handling their workplaces been happening.

So, this is trying to see whether those changes being reflected in the workplace. For example, somebody went for a training on CRM which is a Customer Relationship Management training program ok. So, after the training program you come back and then see they become so polite with the during the call with the clients or you know they were so successful in going for cold calls or talking about you know taking leads through phone calls. And you know there are lesser complaints from the you know lesser complaints from the customers or a clients.

So, this is all some of the behavioural things, which we are trying to see through the training evaluations, which are reflected in their workplaces ok.

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The slide features a central orange arrow pointing right with the text "Level of Evaluation". To its right is a grey text box with the following content:

- Results
- This level can be exercised in order to know What results occurred; did the learner apply the new skills to the necessary tasks and what results were achieved.

Handwritten red notes are present below the text box, showing a flow: "Tool/x" → "x Test" → "Skill" → "Apply Skill" → "Job/Task". There are also two boxes containing "1-2" and "3-4-5" with arrows pointing to them from the "Apply Skill" and "Job/Task" respectively. The slide includes a small video inset of a man in a pink shirt in the bottom right corner and logos for IIT Bombay and NPTEL in the bottom left corner.

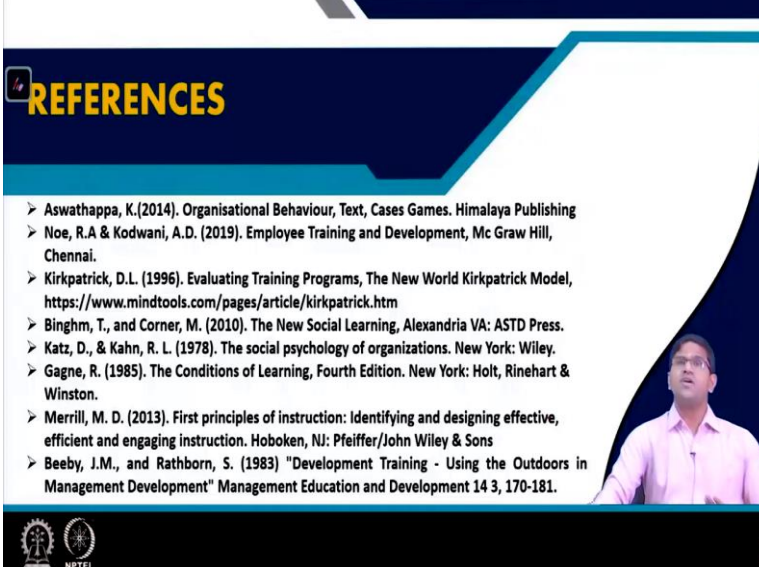
Then the last one is about the result based. This level can be exercise to know what result occurred because when they participated in a training program did the learner apply the new skills to the necessary task what results we are achieved? This is about again related to the result based ok, where they let us say somebody learnt a skill.

This evaluation talks about the application of the skill, whether they apply the skill in a specific job or a task ok. Let us say there is a training program on a tool X ok, now after the training program, where the learner able to apply this you know handling the tool particular X tool they were using it successfully in a job or a particular task they are doing ok.

So, this is you know what type of result is being resulted, whether their productivity improved, their performance improved, their performance rating is improved, let us say on a performance rating they used to be on let us say 1 to 5, they are always either 1 or 2. Now, after the you know training program their performance improved 3 to 4 to 5 move to this cycle of it, earlier it was used to be either 1 or 2. Now, were they showing any result of applying these particular skills they learnt in the workplaces?

So, these are the different levels of you know evaluations, which we talked about a reactions, feeling, reaction then we talked about you know results and we also talked about the behavioural changes we talked about.

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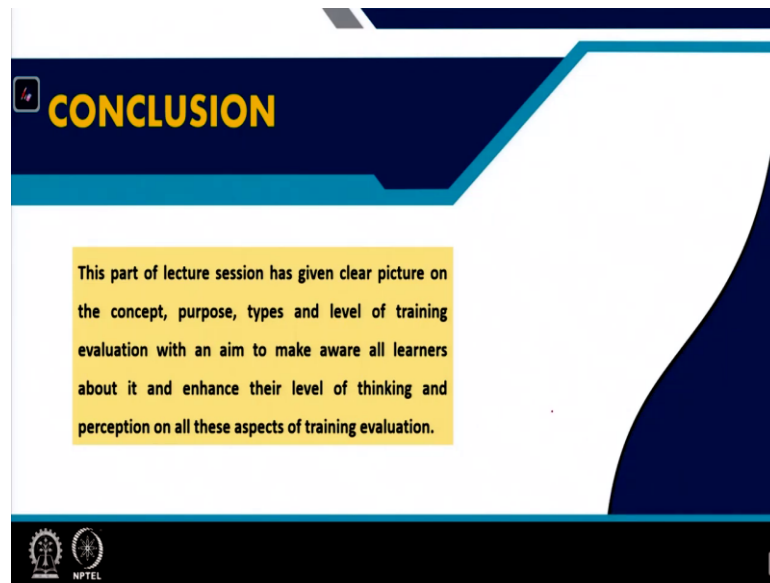


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The slide features a dark blue header with the word 'REFERENCES' in yellow. Below the header is a list of references. In the bottom right corner, there is a small video inset showing a man in a light pink shirt speaking. At the bottom left, there are logos for NPTEL and a small circular logo.

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So, in today's a lecture we discussed about you know what is training evaluation, why training evaluation, what are the need of a training evaluations and we also learnt about different types of training evaluations. We talked about formative, process, outcome and impact.

We understood the connection of how training program leading to develop a particular skills set, which eventually leading to an improved productivity or a performance then how it is connected to the larger organization goal of a strategic goal. So, you will be able to understand and appreciate ok, why it is important for this training program to be you know paid close attention to it.

And we also learned about you know different levels of evaluations, which you talked about from reactions, feeling and behavioural and the result oriented. So, we will be seeing the, training evaluation process in the subsequent lectures.

Thank you.