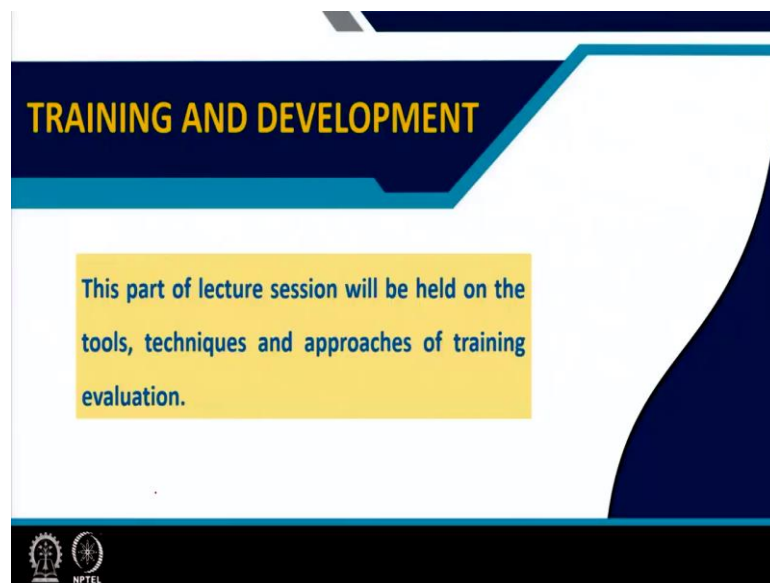


Training and Development
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Module – 06: Training Evaluation

Lecture - 29
Tools and Techniques of Training Evaluation

Welcome to lecture number 29 and this is the 4th lecture of this module 6. In the previous lecture we discussed about training evaluation process we started discussing about you know training lead analysis and we also discussed about what are the principles to be followed and what type of different type of you know training evaluations are there and then what are we going to use do with the end result of the training evaluation.

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Today we are going to discuss about what are the Tools and Techniques which are available to conduct the Training Evaluations. Since we discussed about a lot of processes now, we are going to see ok what type of a tool an instrument or a technique which I should use to evaluate my training program.

So, we have been discussing about what are the processes of conducting you know training evaluation, but we are going to pay close attention to what tools I can choose based on a type of training program we offer. So, we are going to learn about various

tools and techniques we generally used in evaluating a training program. So, that we will be able to achieve the objective of the training programs ok.

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Introduction

Training evaluation is conducted with a view to obtain information on the effectiveness of the training program. It is to check whether the training event has met its objectives and whether the participants are able to implement their learning their jobs.

The result of evaluation helps training professional to modify future training strategies to meet objectives and implement learning to job performance.

L.O. Effectiveness → Change
Learn/Participation
Ineffective
Shortcomings

NPTEL

Now, so, training evaluations why training evaluation between learning it about? But again, you understand training evaluation is conducted for the main reason is to see whether the training program resulted in changes in the participants who participate in the training program. We also wanted to understand how effective the training program was. So, the two reasons one is about effectiveness of a training program and about the change this resulted in change we are talking about change in the participants.

Participants are the learners we referring to ok. So, this is why training evaluation is important and also primarily it also try to see whether the objectives the learning objectives of training programs are met or not whether the participants are able to use this effective training program into translating into a change which we are referring to. So, this is also one of the reasons that when you know we have to conduct a training evaluation.

And the result of training evaluation is always helping the organization to you know address some of these shortfalls or shortcomings of a previous training program. We always see that you know out of the training evaluations some would have observed that there are shortcomings or probably you say where ineffective methods have been used or

probably some felt like you know some section of the training program was not effectively delivered.

Now, through these evaluations you will be able to identify ok, how to improve upon the earlier training programs can we improve and provide a better training program for my employee because it has a larger goal of it is going to impact my business goal and a strategy goal of an organization. We cannot be just simply treating it as a just a simple training program conducted for 5 days because the kind of an impact or an outcome it is going to have been largely going to be on an organizational level.

So, it is always important that through evaluation you identify what are the shortcomings what are the shortfalls of the pre existing training program. So, that we fix those gaps or inefficiency in the delivery of the training program or modeling of a training program ok.

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The slide is titled "Levels of Conducting Training Evaluation". It contains the following text:

Levels of Conducting Training Evaluation

There are three major levels of training evaluation which are conducted based on four different criteria, these are- reaction of trainees, behavioral changes, knowledge acquired, and job performance. However, the level of training are-

- Pre-Training Evaluation
- Intermediate Training Evaluation
- Post-Training Evaluation.

Handwritten notes on the slide include:

- "for and Final" written above a horizontal line.
- "TNA" written above a vertical line.
- "Goals/Objectives (Needs)" written in a circle.
- "Training Process" written in a circle.
- "Job Performance" written next to a vertical line.
- "Career, Personal, Professional" written next to a vertical line.
- "Outcomes/Impacts" written next to a vertical line.

The slide also features a small video inset of a man in a blue and white patterned sweater, and the NPTEL logo at the bottom left.

Now let us understand different levels of conducting training program programs. So, when we conduct the you know a training evaluation there are majorly three levels of training evaluations are conducted. So, before we go to understand ok what are those levels of training evaluation. We should understand based on four different criteria's we are trying to evaluate you know in different levels one is about the reactions of the trainees ok.

So, what my trainees feel about the training program? So, did they feel happy about a training program or are they feel satisfied about a training program are they felt like you know ok this is what you know I do not find it effective or rather it is not you know providing what we expected out of a training program. And behavioral changes whether is there a change we are observing on the participant or an employee who participated in a training program.

Does the employees who participated in a training program are showing any behavioral change post the training program and knowledge acquired. So, what type of knowledge the employees who participated in a training program or per se we call it participants who participated in a training program, did they occur any additional knowledge after the training program. And of course, how about their job performance, is the job performance has been improved because of the training problems.

Now, look at these are the you know criteria under which the evaluation generally done. You know observe the reactions and also see the behavioral changes and of course, we will be looking at a knowledge improvement or enhancement or acquiring a new knowledge and also see the job performance.

Now, what are the levels at which the training program is conducted. If you remember and recollect training is a continuous process now if you look at what are the levels under which the evaluations are correct. One is about a pre training evaluations pre training evaluations we are talking about before the training program is actually been conducted, we should conduct an evaluation to understand whether the training program designed which is actually trying to meet the goals or an objective which are arrived from a training need assessment.

That is what we are essentially trying to understand in a pre training evaluation. Pre training evaluations which is about ok I conducted a training need analysis from there I arrived at certain goals or objectives. Now, this objective or let us say need I identified the need it can be goal need or objective whatever it is.

Now I designed a training program training program is designed. Now I am trying to evaluate ok does the training program in terms of content, in terms of material, in terms of trainer expertise whether all these are sufficient in addressing these needs or not. This is very important why because in case if you find there are inefficiency or in case if you

find those are not adequate enough or insufficient it is always better to you know address it before the training program has been delivered.

After the training program it will be very difficult to otherwise what will happen, we can only correct it post the training program only for a different participant. So, it is very important or else what will happen it will have an additional you know resource requirement from an organization to repeat the training program or maybe conduct a shorter training program to fill in those gaps which are you know happened occurred in the exist previous training programs that is why the pre training evaluation is important.

Next you know intermediate training evaluations during the training program. So, you just check whether the training programs goes as planned as scheduled, the trainers are able to effectively transfer the knowledge to the employees impart the specific training program and you know able to impart the knowledge or skills which are expected out of the training program.

Then post training evaluation once the training program is completed then you will conduct an evaluation to see how effective the training program was what was my learners' reactions, how did they feel were they able to learn something, were they able to carry out carry back to their workplaces, will they be able to transfer the learning to a workplace; so, it is like this. So, first then this is the whole period of training this is a second intermediate evaluation and this is the final one which is about end of the training evaluation.

And also, we will also observe on the outcome or impact also. Post training program they have to transfer to their job performance right. So, this is were also be part of the evaluation to be considered ok.

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Levels of Conducting Training Evaluation

In addition, Kirkpatrick, D.L.(1996). has proposed four sequential levels of evaluation as noted below:

- I. Reaction: How do participants react to the training program;
- II. Learning: What have participants learned;
- III. Behavior: how has the behaviour of participants changed after training programme; →
- IV. Results: What is occurred as the final results; →

→ *Measuring*
↑ *Helps very*
↑ *Ratings* → *Customer Appreciation*

NPTEL

So, let us try to understand in detail what we are talking about the four criteria. So, Kirkpatrick have actually proposed four sequential level of evaluations. It is kind of a sequence level; one is about initially what is the reaction of my participants to the training program.

So, we have conducted a training program how did they react did they feel you know really did they have found that you know training program was effective or it is a useful or not useful or they felt you know it which is you know I was very happy to participate in a training program.

I felt like you know it is very good that I got an opportunity to you know spend my times in this training program or are they feeling otherwise; where they found this really ineffective, they are not happy about the content or they are not happy about the trainer or the material resources or probably maybe the you know training facility wise. So, this reaction is very important.

Then next is about you have to evaluate on the learning. What have my participants learned out of the training program which is very important because we are conducting a training program to ensure my participants or my employees are going to learn something new or going to improve what they already know already. So, now, you have to evaluate on what did they learn out of this training program.

Then comes the next one is about a behavioral change. How was the you know behavior of the participant changed after the training program? Did you observe any change in their behavior post the training program at their current workplace or with their peers with their co-workers and colleagues and supervisor or the way they perform a job is there a behavioral change which are observed post the training program.

For example, let us say you have conducted a training program on time management how effectively you will manage the time and post the training program you are observing that you know people who are participating in a training program. So, they are able to manage time so well, they become so effective and efficient in the way they schedule their work and all their day jobs then you are actually seeing some changes on their behavior.

Then comes the result. So, what does occur as a final result. What has actually resulted in the because of they participated in a training problem does it actually improve their productivity or probably we talk about efficiency increased efficiency or better ratings better ratings or customer appreciation may be customer appreciation or client appreciation right these are all some of the indicators in which we are trying to see what is the result of this training program ok.

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Training Evaluation Tools and Techniques

Training evaluation tools are those used to collect relevant data on the training programme with variety of forms. These may be categorized as follows:

1. Questionnaires
2. Interviews
3. Focus group
4. Observations
5. Tests
6. Performance records

The slide features a central diagram with six yellow ovals, each containing a number and a technique name. A red checkmark is present next to each technique name. The background includes icons of gears, a hard hat, and a molecular structure. A small video inset of a presenter is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Now we will be trying to learn about the different tools of training evaluations and techniques. So, training evaluation tools are one; what is the tool? Tool is one which

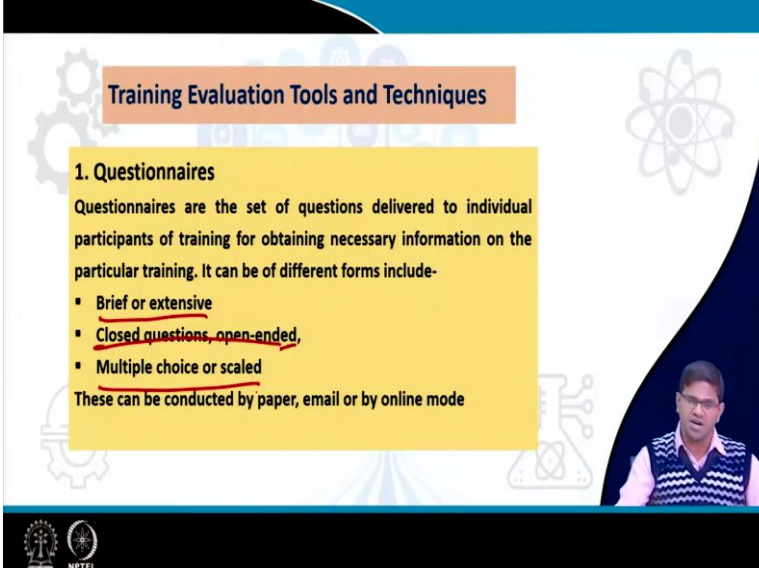
used to collect a relevant data or information on the training program. So, there are multiple methods are the tools which are used we were going to see in detail what are those in largely; you collect this data or information about a training program.

Through a questionnaire or you might conduct an interview or you might go for a focus group or group of people together you will interact and then trying to find out about the training program or by observations we will see in detail.

See observation by observing how well they are performing, how well they are able to know do their job or during the training program how well they participated in a training program how good the trainer interacted with the trainees, then conducting a test to check the knowledge level the ability to retain the concept and under the reproducing capacity of the knowledge they learnt and the performance records.

Look at the performances of the employees through the observations of the performance record. For example, productivity the number of you know goods or services produced quality of the delivery quality of the product these are all some of the ways in which you will be able to evaluate the training program effectiveness ok.

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The slide is titled "Training Evaluation Tools and Techniques" in an orange box. Below the title, a yellow box contains the following text:

1. Questionnaires
Questionnaires are the set of questions delivered to individual participants of training for obtaining necessary information on the particular training. It can be of different forms include-

- Brief or extensive
- Closed questions, open-ended,
- Multiple choice or scaled

These can be conducted by paper, email or by online mode

The slide also features a small video inset of a man in a patterned sweater in the bottom right corner and the NPTEL logo in the bottom left corner.

Let us see the questionnaires. What is the questionnaires? Questionnaires is always a set of questions which are you know provided to individual who have participated in a

training program to obtain a specific information or a necessary information to assess the training program effectiveness.

So, you know maybe many of us would have participated in many surveys or questionnaires where a list of questions are provided, they would have asked you to respond to those question. So this question should be in a way that should be linked to the training program. So, the question maybe with respect to the quality of the training program, the content of the training program, the capacity of a trainer and then the materials provided whether the materials were.

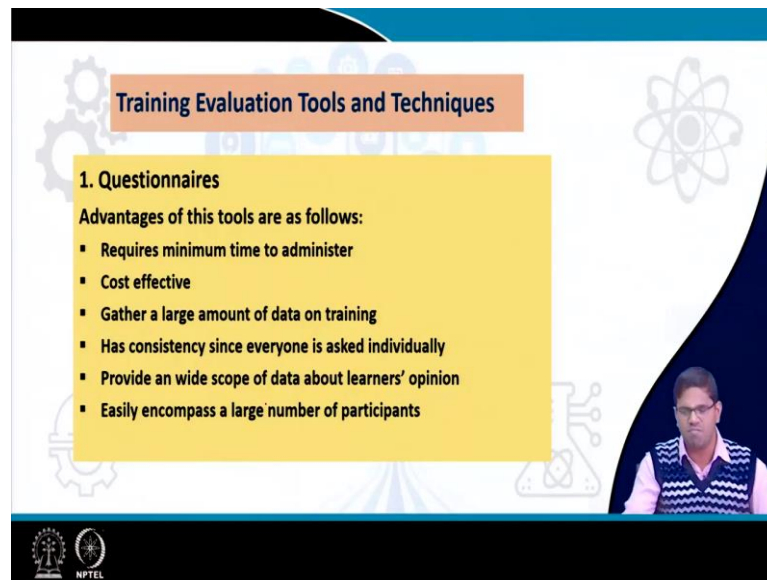
So, useful for you were able to follow where the trainer was appreciative, they are encouraging you to learn. So, all that perspective this questionnaire will be covering and you will be asked to provide information on those aspects. So, that becomes a critical information to evaluate a training program in all different perspectives.

So, this what will include it will have a brief or extensive information about the program or it can be a closed questions or open ended closed question in the sense you will give options; 1, 2, 3, 4 you click you know for example, high strongly agree to strongly disagree or I like dislike like yes, no type of questions.

Open ended sometime you know you just comment about the how did the in trainer deliver the program or the particular session. So, or multiple choice or a scaled one as we are saying you know its maybe on a liked scale of 1 to 5 you know disagree to strongly disagree to strongly agree.

So, those can be part of this a questionnaire. It can be done either through distributing the questionnaire on a physical mode or maybe it can be conducted on an online mode through a Google form or now survey material; there are so many online tools are available through which you know you will be able to collect information from the participants who participated in a training program.

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The slide is titled "Training Evaluation Tools and Techniques" in a blue header. Below the title, there is a yellow box containing the following text:

1. Questionnaires
Advantages of this tools are as follows:

- Requires minimum time to administer
- Cost effective
- Gather a large amount of data on training
- Has consistency since everyone is asked individually
- Provide an wide scope of data about learners' opinion
- Easily encompass a large number of participants

In the bottom right corner of the slide, there is a small video inset showing a man in a patterned sweater. The NPTEL logo is visible in the bottom left corner of the slide.

So, what are the advantages of this tool which is using your questionnaires? It requires minimum time to administer the large number of participants can be easily covered for instance if an organization conducts a training program for a large number of employees questionnaire method was there most convenient it require less time and it is a very cost effective it can gather a lot of information, you can do a quantitative analysis on all those information's.

And it has consistency since everyone is asked individually every individual is participating in the questionnaire independently and also provide wide scope of data about learners' opinion you will have the data then you will be able to quantitatively analyze and see ok how many people are satisfied about the training program how many people felt like you know whether the training program is effective or ineffective.

And they would have you know rated the trainer. So, though through this you know it has a lot of information which will provide a lot of you know input to the organization on the kind of a training program which been delivered to the participants

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Training Evaluation Tools and Techniques

2. Interviews

Interviews can also be used especially when qualitative information is needed about the impact of the training program. Interviews have three types from which a suitable one will be selected for each survey.

- Structured interview: the questions are set in advance.
- Semi-structured interview: the general content is pre-determined but additional exploration is allowed.
- Unstructured interview: free-flowing conversation rather than a specific set of questions

Handwritten notes on the right side of the slide:
- Content →
- Trainer —
- Method —
- Material —

NPTEL

Now comes the second method which is an interview. So, interviews which essentially to collect a qualitative information which is not in number now where in case of a questionnaire we collected in a quantitative number ok in terms of a percentage how many people felt you know training was useful how many percentages of people training was ineffective or effective.

Whereas here in interview where we are trying to collect a qualitative information to understand the impact of the training program. So, interviews can be conducted in three different forms; one is about a structured interview.

What is a structured interview? Where questions are already set. So, whoever is going to interview the trainees who participated in training programs. So, they have the specific set of question which are already decided redecided and that question will be discussed with a particular person who is trying to participate in the evaluation process.

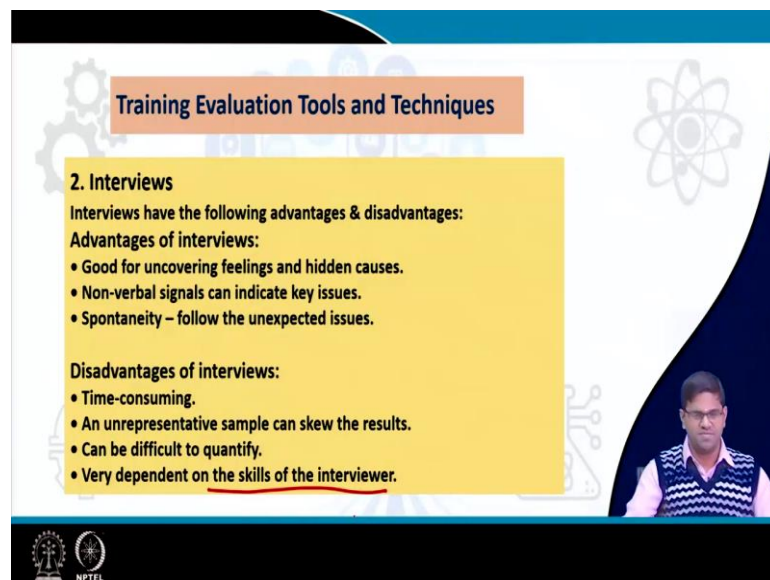
Then comes a semi structure where the larger aspect is fixed and, but you know it is also allowing some freedom to be flexible on the questions let us say you once you talk ok your interviews should focus on content and it should focus on trainer and it should focus on method it should focus on materials ok.

This is you know kind of a semi structure, but here you are having a flexibility you on content you are not specifically fixing a question, but you are allowed to ask questions

with respect to content with respect to a trainer with respect to method this is a semi structured interview.

Now comes unstructured where it is a free flowing conversation where you just you know start discussing with the participants of a training program. You can start from a content or you can start from a trainer whatever way you feel like it is if it may be it vary from one person to other person based on the you know the kind of information the participant provides. It gives very flexible and a free flowing information which is that is why we called an unstructured interview ok.

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The slide is titled "Training Evaluation Tools and Techniques" and is divided into two main sections. The first section is "2. Interviews", which lists the advantages and disadvantages of interviews. The advantages include being good for uncovering feelings and hidden causes, non-verbal signals indicating key issues, and spontaneity. The disadvantages include being time-consuming, an unrepresentative sample skewing results, difficulty in quantification, and dependence on the interviewer's skills. The slide also features a small video inset of a man in a patterned vest and a logo for NPTEL at the bottom left.

Training Evaluation Tools and Techniques

2. Interviews

Interviews have the following advantages & disadvantages:

Advantages of interviews:

- Good for uncovering feelings and hidden causes.
- Non-verbal signals can indicate key issues.
- Spontaneity – follow the unexpected issues.

Disadvantages of interviews:

- Time-consuming.
- An unrepresentative sample can skew the results.
- Can be difficult to quantify.
- Very dependent on the skills of the interviewer.

Now what are the advantages of the interview? These interviews are a one of the major advantages it provides a very qualitative very insightful information which covers some of the feelings and you know hidden causes on some of the aspects of a training program.

And you know nonverbal signals can indicate key issues maybe you know somebody who is not really happy by when you are conducting an interview you will be able to observe through their nonverbal queues, they may show that you know they are not really excited about a training program and spontaneity because the flow are unexpected issues.

So, all those information can be tapped and then also granular level information can be tapped through the interviews. Now what the disadvantages it is time consuming as I was

explaining on a previous one with the questionnaire you can cover a large number. In case if you want to cover the same number in an interview method it is going to take a lot of time of a company and also it is a resource dependent and it will be very difficult for you to you know carry out the interview with so many employees.

So, it is a time consuming process and sometimes what will happen in case because of the reason owing to that you know difficulty to reach out the large number you might choose some people. Some people may be the one who were enjoy the training program, what will happen? You will essentially get the training program so good or otherwise let us say you have spoken to people who are who really did not like the training program at all.

What will happen when you only conduct an interview those set of people you will have a very skewed result. You know someone section will say absolutely bad about a training, one section will be so excited about the training program. So, it is very important how do you choose the representativeness of the candidates or a participant for the interview method which is one of the disadvantages of it.

Sometimes the results will be very skewed based on that you are going to take a decision whether maybe you will stop the training program or maybe you will continue the training. So, both of them are a little risky aspect when you are not choosing a representative sample then can be difficult to quantify quantifying the qualitative interviews a little tougher.

But now with the you know recent tools and techniques where people are talking about you know sentiment analysis all that is actually trying to help even to you know understand from the qualitative interview with an excerpt of the interviews to you know find out whether they have a positive perception about a training program, a negative perception about a training program that there are some tools which can help now.

And they are very dependent on the skill of an interviewer how would the interviewer the interviewer is trained then he or she can get more information about a training program vice versa otherwise it cannot happen if they are not trained or not skilled enough then they cannot get more information from the participants ok.

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Training Evaluation Tools and Techniques

3. Focus group discussion

Focus group discussion is also used specially when qualitative information is required about the effectiveness of training programme. It is used to collect necessary information from group of trainees at a time.

Online focus groups (e.g., using web-based discussion boards) can be used when participants cannot be brought together at the same location in a given time.

The advantages are

- It is cost effective ✓
- Coverage of trainees are large in size at a time
- Reliability of information shared are judged by group

8-10 to 15

NPTEL

Now, comes the next method which is a focus group discussion. What is the focus group discussion is generally a group of people who will be a discussed its again a qualitative information as like an interview method in interview method we go individually where in focus group discussions we have a group of individuals who participated in a training program.

They will participate in the discussion facilitate a discussion where the facilitation comes from the management or the trainers or maybe the team who conducts a training program. They will facilitate the conversations to understand the effectiveness of the training program ok.

So, now, online focus group with the you know virtual meetings are happening, so many platforms are available you will be able to you know connect to people who participate in a running program post their office hours or through different platforms. So, then you will be able to conduct this focus group.

What are the advantages? it is less it is cost effective because it is not as like an interview where you need to go individually here you can go in group some representative samples you will collect and a coverage of a trainees are large in size at a time because you may you know talk to people 8 to 10 people at a time.

Instead of you know ten different interviews you just compare these advantages. So, and a little bit of the information shared are judged by the group because somebody says and other members also part of the discussion they might confront, they will share the other perspectives of the training program the you know reducing the skewness of the results are the one of the advantages of going for a focus group discussion.


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Training Evaluation Tools and Techniques

4. Observation

The observations enables training to be evaluated and improved, and to accurately inform self assessment at an individual and organisation level. Observations also enable examples of good practice to be identified and promoted to help continuously raise the standards of training for all trainees. It helps in the following ways:

- Checking the venue, start time and level of trainees
- Understanding any barriers to learning for each trainees
- Identifying examples of good practices and promoting
- Organise appropriate peer assessment
- Gathering information on actual behaviour



Now, comes the observations; observation is also one of the most effective methods which is actually helps in you know evaluating the training program and it can also improve because when you observe you will have to observe ok how the training program is delivered and you will enable to identify the good practices and promote to you know help continuously raise the standard of the training program.

See observations helps in terms of you know during the training program, how well the trainer was able to interact with the participants or the whether there is an opportunity provided to everybody, post the training program whether my employees are able to show some changes on the behavior all that is possible through an observation method.

So, it helps in a lot of ways; one is about checking the venue start time level of trainees, all that you will be able to through observations you will check ok. So, whether the training facilities are properly fixed and understanding any barriers to learning to for each trainee you will be able to see some learning you will just see when nobody is

participating then you could understand either the content is too heavy for them or probably the trainer is not able to connect to the audiences.

So, through observations you will be able to understand, identify some of the good practices where more participation that can be encouraged and organize appropriate peer assessment will be possible and gather information on actual behaviour by observing the actual behaviour you will be able to understand the effectiveness of the training program.

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The slide is titled "Training Evaluation Tools and Techniques" in an orange box. Below the title, there is a yellow box containing the following text:

5. Tests
The same set of questions prepared for interviews/questionnaires may be given to the training participants on the first day of training before all the sessions start and those are to be collected on the last day of training after all the sessions have been completed.
This can be categorized as

- Pre-test: To understand the background, education, basic skills and objective of attending training from the learners
- Post-test: It is to learn the extent of learning to which the learners set their objectives.

Handwritten notes in red ink on the right side of the slide include: "Knowledge level", "Pre-Test", "Quiz / Test", and "20/20" with "4/6-16" below it. An arrow points from "Pre-Test" to "Quiz / Test". A video inset in the bottom right corner shows a man in a blue and white patterned sweater.

At the bottom left of the slide, there are logos for IIT Bombay and NPTEL.

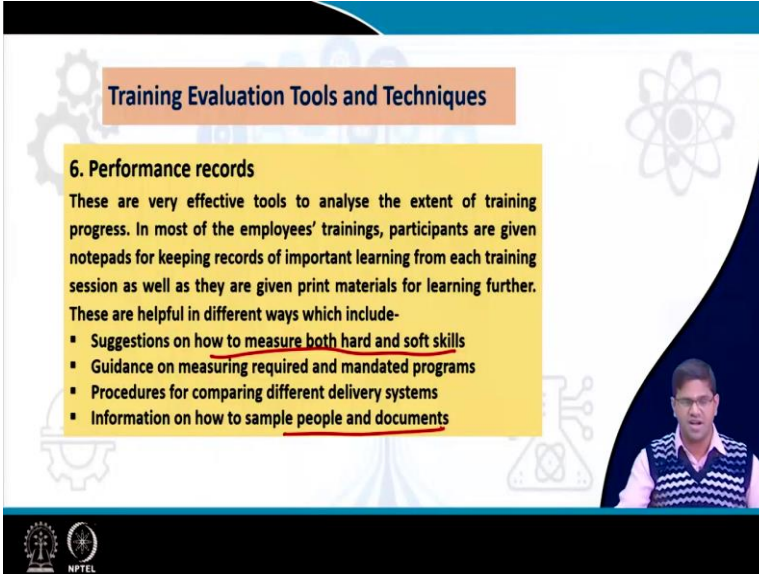
Now, comes test; test is a you know same set of questions prepared for interviews questions may be given to a training participant. On the first day of the training program before all sessions starts and then also you will collect the information on the last day of the training program, they you will be able to know understand pretest and post test as I was explaining one of the lectures that ok.

You collect the knowledge level of the employee on particular ok knowledge level pretest post test you collect the information ok. So, you will be able to understand after this what is the impact of this you know whether there is a change in their level of their understanding, level of their knowledge level of their skills, are their expertise are their competences through this method you will be able to observe a by the score.

For example, by conducting a quiz may be a quiz, a quiz in the beginning specifically on a tool that you are going to offer through a training program. So, you will say ok out of

20 people have scored 4 to 5 then after the training program you are seeing that out of 20 you are able to find you know 16 to 18 is an average score then you are able to see how effective the training program is.

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The slide is titled "Training Evaluation Tools and Techniques" and features a yellow box with the following text:

6. Performance records
These are very effective tools to analyse the extent of training progress. In most of the employees' trainings, participants are given notepads for keeping records of important learning from each training session as well as they are given print materials for learning further. These are helpful in different ways which include-

- Suggestions on how to measure both hard and soft skills
- Guidance on measuring required and mandated programs
- Procedures for comparing different delivery systems
- Information on how to sample people and documents

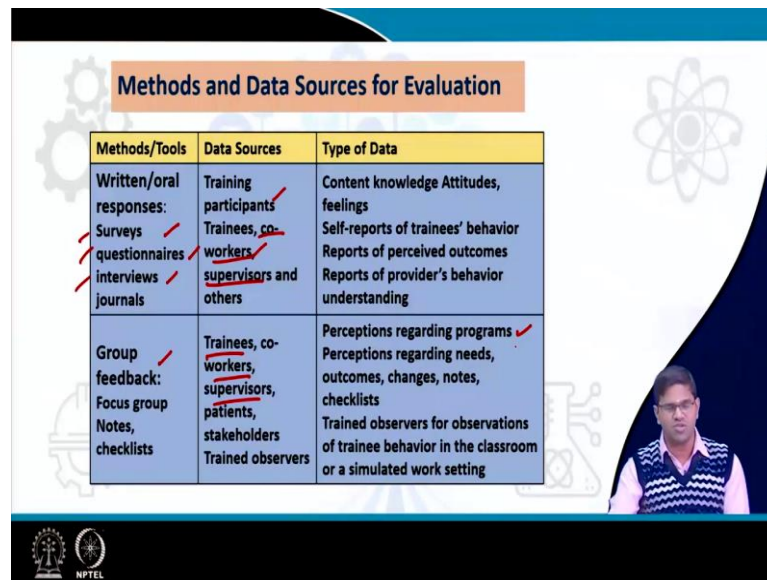
The slide also includes a small video inset of a man in a patterned vest and a logo for NPTEL at the bottom left.

This is one of them a tool to evaluate the training program. Then comes with the performance record. This is also very effective tool to analyze the effectiveness of training program where participants are given notepads for keeping the records of important, learning from each of the training program and they are also given a printing material for further learning. So, this you know we then after that you know you will be able to record those performances.

These are helpful in multiple ways which includes suggestion to how to measure both hard and soft skills you will be able to see the performance of the individuals, post the training program also, guidance and measuring the required and mandated programs. A procedure for comparing the different delivery system, information on how to sample people and documents.

So, the performance record is also very important way of evaluating the training methods ok.

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Methods/Tools	Data Sources	Type of Data
Written/oral responses: Surveys questionnaires interviews journals	Training participants Trainees, co-workers supervisors and others	Content knowledge Attitudes, feelings Self-reports of trainees' behavior Reports of perceived outcomes Reports of provider's behavior understanding
Group feedback: Focus group Notes, checklists	Trainees, co-workers, supervisors, patients, stakeholders Trained observers	Perceptions regarding programs Perceptions regarding needs, outcomes, changes, notes, checklists Trained observers for observations of trainee behavior in the classroom or a simulated work setting

So, I we are just trying to summarize everything on a tabular format. If you look at you know written or oral responses in a broader way you will be either through survey, questionnaire or interviews method you will be able to you know understand the training effectiveness.

What are the sources of the data? For example, you want to conduct survey to questionnaire our interviews it is about you know training participant, coworkers, supervisors and others ok. So, why the training participant will talk about the training program then coworkers and supervisor able to talk about their behavioral change the skill change right.

They are observing their fellow colleagues then they know ok after the training program are they showing any change in their improved performance ok. So, the type of data you can collect about knowledge, feelings and about the behavioural aspect, their performance aspect all that information you can collect.

Now, coming about focus group you know group feedback method you know you who can respond again a trainer similarly coworkers, supervisors, stakeholders everybody can participate in that and then you will be able to talk take information about perception about a program and perception regarding the need outcomes results how effectively the training program were able to offered changes which resulted in. All that can be observed in this group method ok.

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The slide features a table with three columns: 'Methods/Tools', 'Data Sources', and 'Type of Data'. The 'Methods/Tools' column lists 'Document review' and 'Personal records & Institutional records'. The 'Data Sources' column lists 'Records and Documentations'. The 'Type of Data' column lists 'Data on trainees note book, provider's performance, population level performance data'. A hand-drawn red diagram shows a grid with four quadrants labeled Q1, Q2, Q3, and Q4, with a red checkmark in the Q1 quadrant. The NPTEL logo is visible in the bottom left corner.

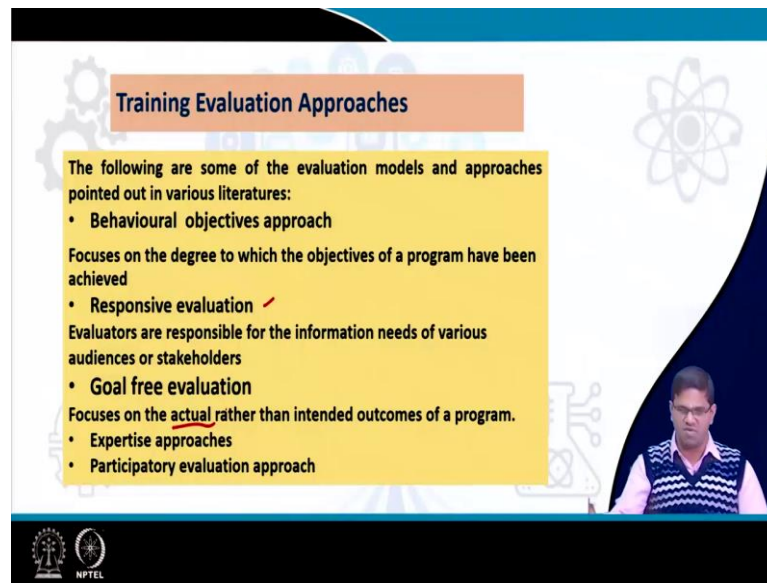
Methods/Tools	Data Sources	Type of Data
Document review: Personal records & Institutional records	Records and Documentations	Data on trainees note book, provider's performance, population level performance data

Then document review; you can see personal records and institutional record personal record you are talking about ok somebody's performance record is always you know record let us say every quarter; quarter 1, quarter 2 and quarter 3, quarter 4. All quarter you will be able to observe the training performance or probably within a quarter 1, 2, 3; 3 month's data are available.

Similarly, 4, 5, 6, 7, 8, 9 10, 11, 12 all these months data are available and within this month you know you can see week wise also; all the data are available. You will be able to observe that. So, through what where is source it will be like records and documentations a where you will be able to understand the performance and improvement happened on the employees post the training program.

So, which is just a simple example I have given a quarter wise 1 to 3 months and week wise also you will be able to observe where there are an improvement change in their level of their performance their ability to carry out a performance or by the indicatives of or the key performance indicators are shown better improvement that can also be an indicated for training effectiveness ok.

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Training Evaluation Approaches

The following are some of the evaluation models and approaches pointed out in various literatures:

- Behavioural objectives approach

Focuses on the degree to which the objectives of a program have been achieved

- Responsive evaluation ✓

Evaluators are responsible for the information needs of various audiences or stakeholders

- Goal free evaluation

Focuses on the actual rather than intended outcomes of a program.

- Expertise approaches
- Participatory evaluation approach

The slide also features a small video inset of a man in a patterned sweater speaking, and the NPTEL logo at the bottom left.

Now so, some of the evaluations models or approaches are behavioural approach where its focuses on you know what type of behavioural change which are my training programs able to achieve. And responsible evaluations so evaluator becomes responsible for the information needs of various audiences and stakeholders.

So, responsive evaluations somebody has to be responsible to collect all the information from the all the stakeholders who participate in a training program. Goal free evaluations focuses on actual rather than intended outcome of a program. So, meaning that you know it is not talking about comparing with the expected outcome rather they just see what is their current performance.

What are they actually doing? So, it is not about you know benchmarking the existing one where the expert approaches or participatory valuation approach are useful when you want to understand how well they are performing currently. So, not against the expected outcome what you are intended, but what has actually happened it is not about comparing you know our desired versus the expected versus the current performance whereas, it is only focusing on current performance ok.

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Training Evaluation Approaches

- **Expertise approaches**
The purpose is to provide professional judgments of the quality of programs based on expert opinions.
- **Participatory evaluation approach**
Emphasize the engagement of stakeholders in the evaluation process so that they may better understand the evaluation, the program be evaluated and ultimately use the evaluation findings for decision-making

NPTEL

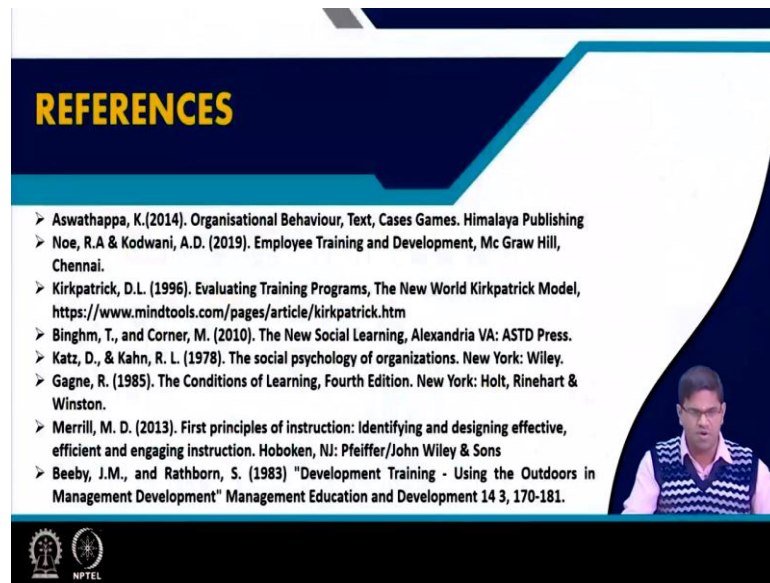
Then the next one is an expertise approach. The purpose is to provide you know professional judgment on the quality of the program based on the expert opinion. So, the experts could see the you know the content of the program delivery of the program what has happened through that you know they will be able to say ok this training program is useful because they are an expert to worked in this particular domain and area for a quite a long time.

They are proven to be an expert. So, they can actually comment on the quality of the training program and by looking at the content as well they will be able to suggest ok these can be modified this is good. So, then participative value approach were engagement of all stakeholders in the evaluation process.

So, that they may better understand the evaluation and the program be evaluated utilize the evaluation findings for decision making. So, it is very important you engage all stakeholders you some representative of the participants trainers and the management people.


So, that you know you will understand ok why this training program how it is going to be evaluated and so, that the result or outcome of the evaluation is being used for a better decision making in an organization set up ok.

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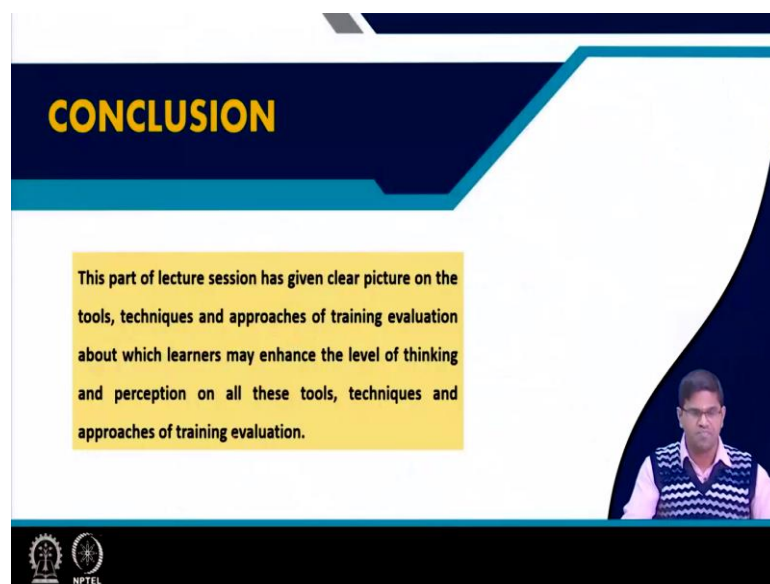


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CONCLUSION

This part of lecture session has given clear picture on the tools, techniques and approaches of training evaluation about which learners may enhance the level of thinking and perception on all these tools, techniques and approaches of training evaluation.



So, today lecture we discussed about various tools and techniques which are available for evaluating the training program because this way you will be able to understand the effectiveness of the training program, how well you will be able to document and observe the effectiveness of the training program. So, we will see the other aspects of the training evaluation in the next lecture.

Thank you.