

WAYS TO EVALUATE TRAINING

1. Ask: How does the training contribute to the organization's goals? Does your training solve "performance problems"? The problems to be solved must be identified and agreed upon in advance. Management must agree on what constitutes improvement before the training begins.
2. Ask: Does the training achieve learning objectives? In other words, what can the trainees do now or what do they know now that they couldn't do or didn't know before?
3. Ask: Does the training have perceived value? Do the trainees, their managers, and the people who provide the budget feel that the training is practical, relevant, and useful. You must decide whose opinions count and how they are expressed.
4. Identify the tasks the job requires, including under what conditions, along with performance standards. Pre- and post-test participants on their ability to meet those standards.
5. Evaluate the effectiveness of instructors and others involved in delivering the training.
6. Evaluate the timeliness and frequency of opportunities to perform the new skills and behaviors back on the job.

7. Evaluate the timeliness, frequency, and appropriateness of on-the-job feedback and support.
8. Use the experimental approach. Compare trained versus untrained or pre- and post-trained participants or some combination of both.
9. Use the critical-incident approach. Collect specific incidents or stories that support how the training improved performance.
10. Use the problem-solving approach. Rather than offering "generic," one-size-fits-all training, design and deliver training geared to a specific, identified, agreed-upon problem.
11. Evaluate the program's opening. Did it get agreement of needs, state objectives, and establish learner accountability?
12. Evaluate the learning experiences. Were they "real-life"? Relevant? Involving? Did they provide learners with feedback?
13. Evaluate communication. Was the presentation clear to all learners? Did the nonverbal aspects support the verbal aspects?
14. Evaluate instructor attitudes. Were they inoffensive to all learners? Did they stimulate the interest of all learners?
15. Evaluate training objectives. To what extent did participants achieve the pre-specified objectives?
16. Identify the strongest features of the training program.
17. Identify the weakest features of the training program.
18. Have participants list new ideas they picked up as a result of the program - or new behaviors they will practice.
19. Ask supervisors to answer the above question for the participants.

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