

Evaluation of Training

COURSE GUIDE

INTRODUCTION

Investment in training can only be justified if it leads to improved performance. This applies to public and private organisations, departments of government, NGO's and, especially to individual employees and beneficiaries. For training to make an effective contribution to improved performance, and to help people to develop their potential, it should be based on all four stages of the Systematic Approach to Training (SAT). The fourth and final stage of this requires that training is evaluated. This enables the management of the time, money and resources invested in helping people and organisations to improve performance and develop their workforce.

Evaluation should concern all those involved in training and development - funding agencies, client organisations, heads of departments; also, employees at all levels and beneficiaries. All will have views about the quality, effectiveness and utility of training carried out on their behalf. Are their views known? How are such views, with substantive data, collected and used to check quality, effectiveness and efficiency of training services? Only when this is done can decisions be made about initiating improvements.

The Evaluation of Training (EoT) course establishes a framework within which decisions can be made. Should a particular course continue to be run? How can it be improved? What response has been made to TNA consultancy reports? How effective is distance learning in meeting government's intention to provide 'training for all'? These are typical questions that should be asked when carrying out EoT, with different people expressing and exchanging a variety of views.

DESIGNED FOR

The Evaluation of Training course is intended for institutional and departmental trainers; stakeholders in client organisations; and officials representing funding agencies. The course is especially suited to those who have a direct responsibility for the development, administration or management of an organisation's EoT function.

COURSE STRUCTURE

The development of roles, responsibilities, systems, procedures and the use of appropriate techniques are essential features of EoT activities. This requires a general understanding of the systematic approach to training, and how EoT is linked to Training Needs Analysis, the Design of Training and its Implementation. The course has three distinct features, each helping participants to develop their skills and understanding of EoT:

1. **Distance Learning.** This provides a general background to issues which will be faced when carrying out EoT activities.
2. **Workshop.** Run over a period of five days, where participants can develop an understanding of their role and responsibilities, also EoT systems and procedures requiring development. During the workshop EoT techniques, exercises and a case study will be used to provide learning opportunities, and a basis for self-assessment.
3. **EoT Project.** On completion of the workshop, each participant will undertake a personal EoT project with a suitable client organisation. This will be carried out over a period of three weeks and a report submitted for assessment.

COURSE STYLE

The EoT Course is intended to help participants develop their competency to carry out EoT tasks, commensurate to their role, responsibilities and status in their respective organisations. This is not a 'taught' course. Rather, it is a series of practical learning activities - usually simulated by using exercises and case studies. Participants are therefore expected to take active responsibility both for their own learning and contributing to group activities.

Distance Learning	The purpose of the Distance Learning is to introduce the concept of EoT, in relation to the Systematic Approach to Training. The material also outlines issues they will face when carrying out EoT assignments. The expectation is for participants to have studied the material, completed assigned tasks and being prepared to contribute to workshop activities.
Workshop	As the workshop is based on an intensive series of team activities, it requires full-time commitment, including some evening study. We therefore assume course participants will be either residential or within easy commuting distance.
Project	On completion of the workshop participants will be required to complete an agreed EoT project for submission and assessment by course tutors. Participants who satisfactorily complete their project will be awarded a certificate of competence, recognised by the Department of Personnel and Training.

OBJECTIVES

At the end of distance learning participants are expected to:

1. Define the Evaluation of Training (EoT).
2. Describe potential benefits to be obtained from EoT.
3. Define internal external validation and their contribution to EoT.
4. Describe performance and resource parameters influencing EoT.
5. List factors influencing the achievement of a desired standard of performance.
6. Contrast 'effective' and 'efficient' training, in relation to EoT.

At the end of the workshop participants will be able to:

7. Describe current approaches to EoT.
8. Describe concepts of EoT suggested by Easterby-Smith, Hamblin and Kirkpatrick.
9. Apply EoT models to a typical training function.
10. Resolve issues influencing EoT for a particular training programme.
11. Apply the EoT matrix to a particular training programme.
12. Select EoT to achieve specific purposes.
13. Carry out a role analysis for an organisation's EoT function.
14. Review their own training and development function.
15. Analyse their own role in EoT.
16. Agree an EoT project proposal for completion following the workshop.

At the end of their EoT project participants are expected to:

17. Complete an EoT project in a selected area of training activity.
18. Prepare a report to management on their findings and recommendations.
19. Submit a written report of their project for assessment.
20. Be certificated by DoPT to carry out EoT projects.

TIMETABLE FOR THE WORKSHOP

The Workshop is run over a period of five working days, starting at 10.00 on Monday and concluding at noon on Friday.

Participants, working as members of teams, should expect evening activities. The following is an indication of how we allocate the time, although may be adjusted to suit a particular course.

WEEK 1	CONTENT
Monday	Personal / Course introductions Objective test Review distance learning Learning log EoT Matrix Immediate Reactions - evening team task
Tuesday	Progress review - oral test Review evening task Case Study - introduction - proposal (ECDL/ICDL) - apply matrix - issues EoT matrix and tools - evening team task
Wednesday	EoT matrix and tools - task review Learning logs review Case Study - intray introduction - intray tasks in teams - intray answer assessment - evening team task assessment criteria
Thursday	Case Study - individual intray exercise - role analysis - review Personal role analysis Project proposal briefing
Friday	Project proposal tutorials Course review Valediction

PROJECT

Distance learning, followed by the workshop gives participants an opportunity to develop skills and understanding of the process and techniques used for carrying out EoT. The project is intended to continue this development and to confirm their competence. They are required to carry out a practical EoT project of benefit to their institution or organisation. The choice of a suitable project is left to participants and their management to decide, although it should be concerned with a genuine area of training where an evaluation is desirable.

The course tutor will require the following details of the proposed project:

- Name of participant.
- Client organisation where the EoT will be carried out.
- Issues likely to be encountered
- A brief description of how the completion of the project will be of benefit to both the client organisation and the associated training institution.

Please note that the final date for accepting the project will be agreed with the tutor. Participants who complete their project successfully will be 'EoT Certificated' by the Department of Personnel and Training.

Assessment of the project will be based on the Project Assessment Form. This gives the criteria to be used for assessment, although we will give emphasis to the imaginative application of these features, as we do not intend them to impose a rigid set of rules. The criterion score for an acceptable project is 70%.

If a project is not up to the required standard, we will refer it. Tutors will give participants advice about how they can improve their project with an invitation to resubmit it. Please note that the course provision allows for one referral, only.