

TRAINING



Determining the Effectiveness of Your Training Efforts

Statewide
Training
Advisory
Network of
Delaware



STRATEGIC INITIATIVES
CONSULTING GROUP, LLC

Prepared and Presented by:



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The facilitator: Pauline Higgins

Pauline Higgins is the President and Founder of **Strategic Initiatives Consulting Group, LLC**, which has been providing consulting support for various organizations in Organizational Development, Leadership and Skills Training and HR Consulting for over 20 years.



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SICG Clients include:

- State of Delaware
- USDA
- EPA
- Pfizer Pharmaceuticals
- The New York Times
- Hallmark Entertainment
- NASA

Before founding SICG, Pauline was the Senior Vice President, Management and Organizational Development for First USA – a Bank One Company. She created and managed their Organizational Development and Leadership Development department. She was responsible for the identification, assessment and development of talent within the organization. Ms. Higgins acted as an internal consultant to senior management on various issues, including: teambuilding, organizational assessment, continuous improvement efforts, process consultation, conflict resolution and developmental initiatives. As a part of her responsibility, she created an Intranet-based automated manpower planning, development, and succession planning system.

Prior to joining First USA, Ms Higgins worked for CIGNA Corporation as Vice President, Organization and Management Development in a similar role. Before joining CIGNA, Ms. Higgins worked in various Human Resource and Organizational Development roles within Automatic Data Processing (ADP), which included directing the efforts of their Human Resource and Training functions across 15 regions along the East coast, including Canada and Puerto Rico.

Education:

- Masters Degree - Human Resource Management & Organizational Development
- Bachelors Degree - Psychology
- Internship - Organizational Development
- Myers-Briggs Certification

Sample of External Seminars Conducted:

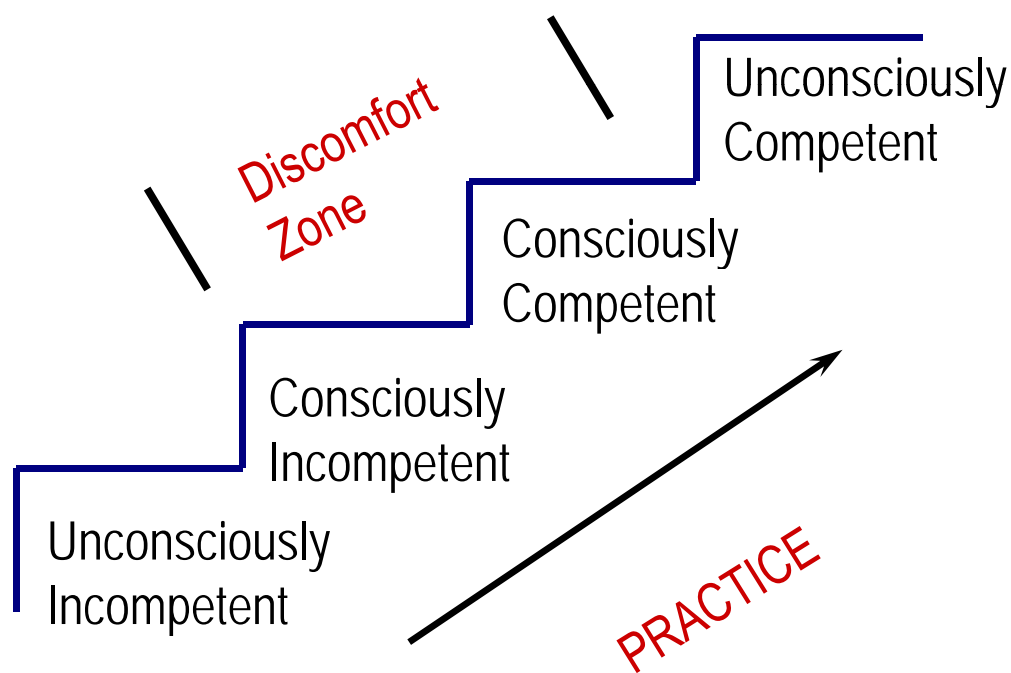
IQPC - International Quality & Productivity Center, ATD, SHRM – Society for Human Resource Management (among others):

- Maximizing Your Recruiting and Staffing Solutions to Hire & Retain Top Talent
- Performance Measurements for Strategic Planning
- Using the Balanced Scorecard as an Agent of Change
- Reengineering the Human Resource Function
- Linking Career Development with the New Corporate Agenda
- How to Link Compensation & Rewards to the Balanced Scorecard
- Transforming the Human Resource Function into a Value Added Business Partner
- Creating and Sustaining a Culture That Drives Employee Engagement
- Motivation and Change

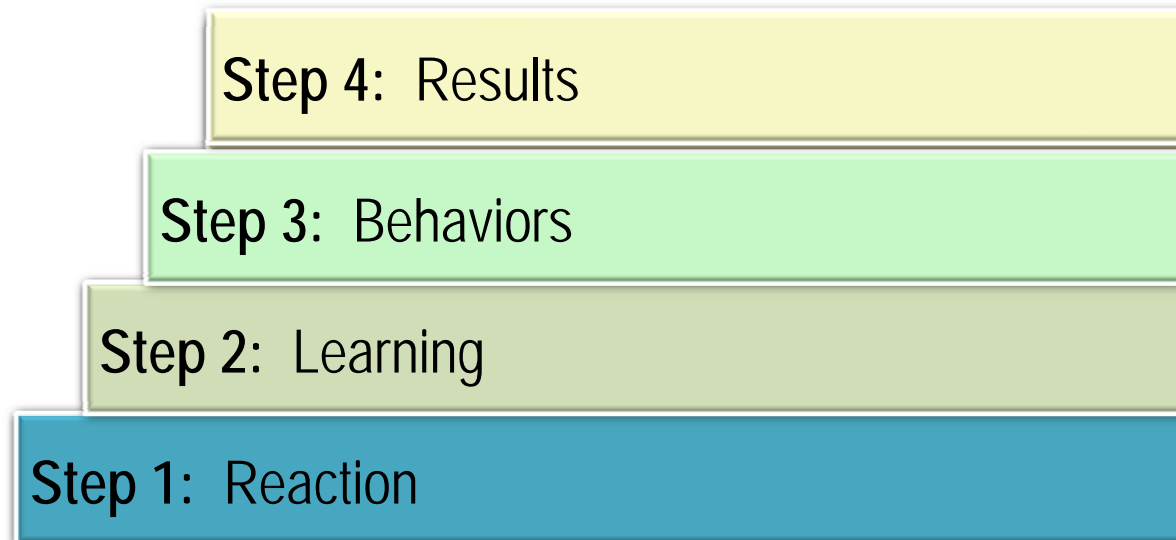
Some topics we will explore:

- The benefits of measuring the effectiveness of your training
- Kirkpatrick's levels of measurement
- Methods to measure training
- What measures will work in your business/agency

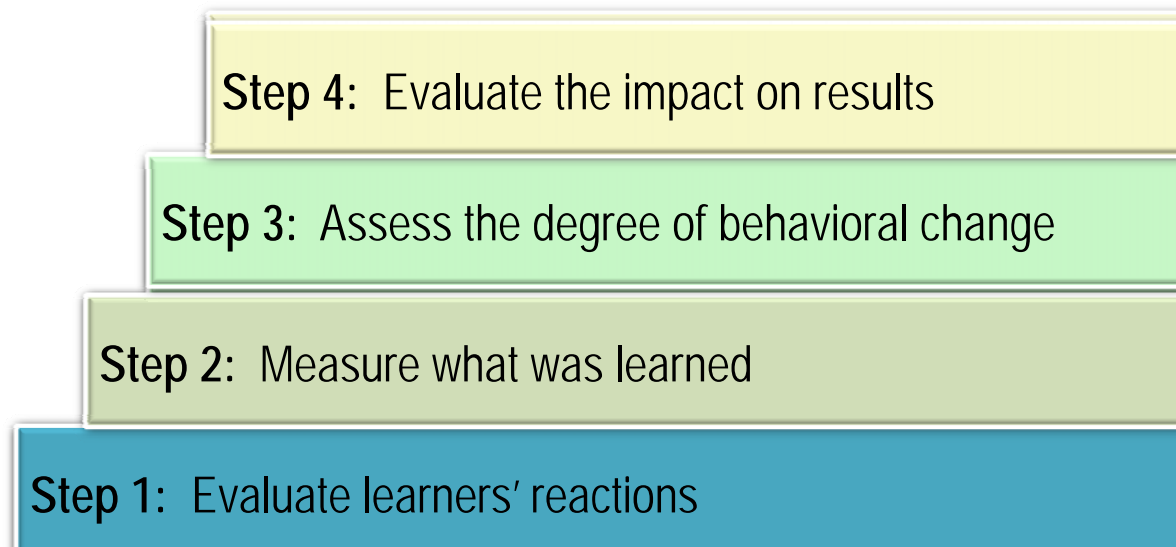
Stages of Skill Development...



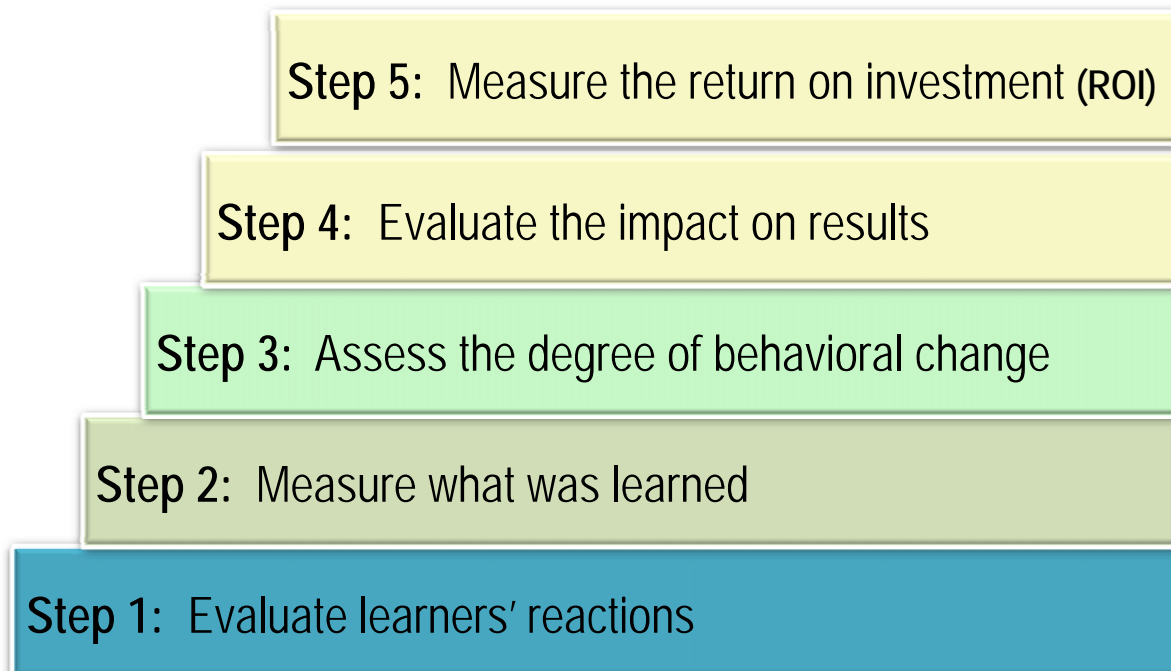
Kirkpatrick's Training Evaluation Model



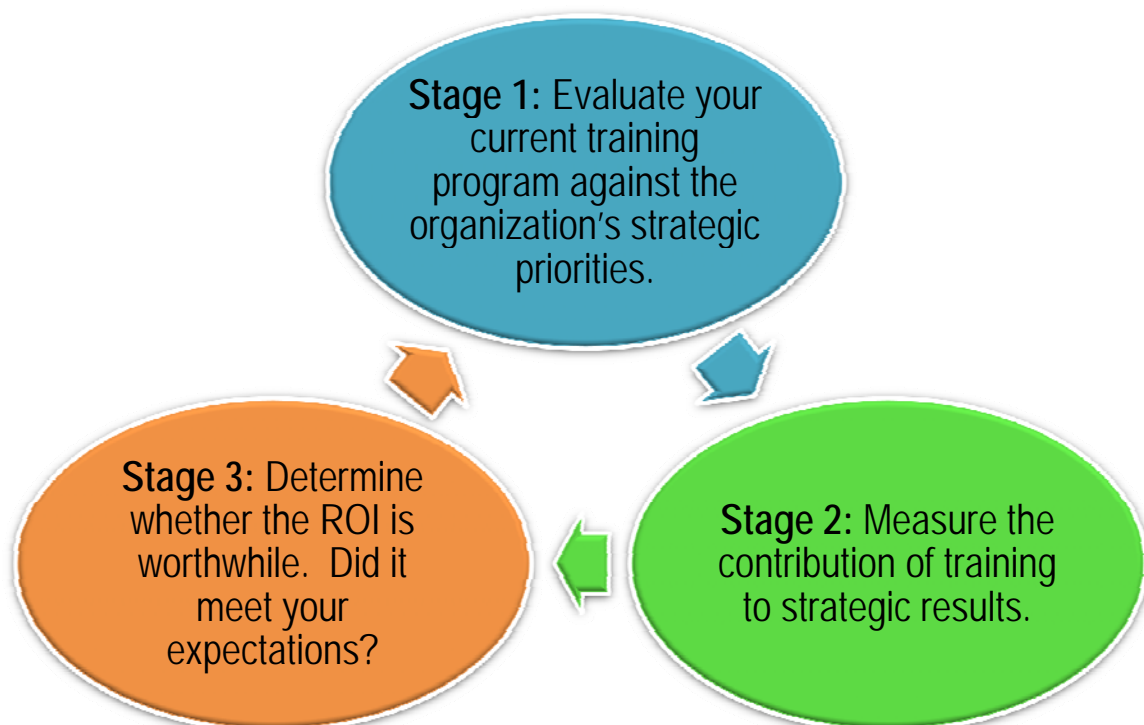
Kirkpatrick's Training Evaluation Model



The Phillips ROI Model

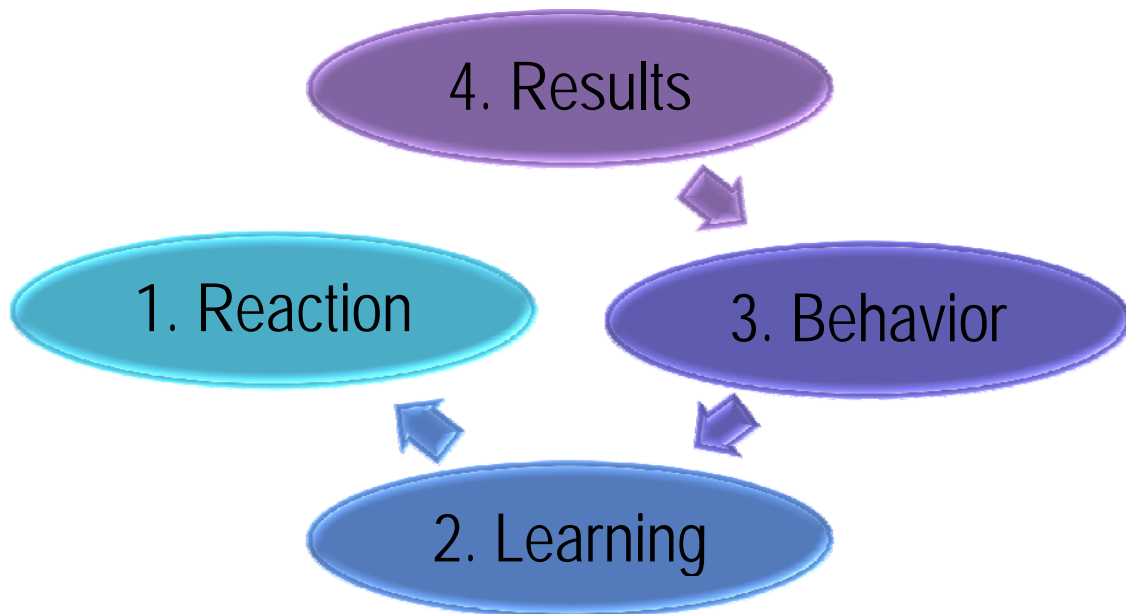


Anderson's Model of Learning Evaluation



When Planning...

Start by identifying the results you want to achieve...
And work backward from there.



Step 4-5: Evaluate the impact on results and ROI

Begin By Determining the Ultimate Results the Training Should Achieve:

Preparation Questions to Develop Tools at this Stage:

- What is the return that DE State should be able to see as a result of the investment in this effort?
- What organizational results is the training tasked to achieve?
- How can we measure whether the effort was worthwhile for the organization?

Some Benefits of Evaluation at Level 1: Results

- Ensure value-added outcomes of your efforts
- Demonstrate the value of training within the organization
- Demonstrate a good return on investment (ROI) for the organization
- Determine whether major course corrections to training efforts need to occur

Determine the indicators of effectiveness



Step 3: Assess the degree of behavioral change

Next, Determine the Specific Behavioral Changes that Will Occur If the Training Is Successful:

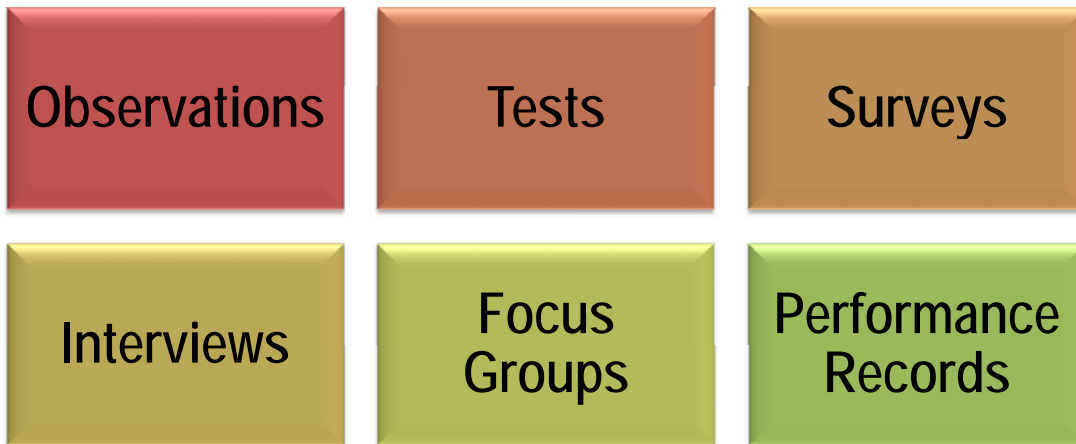
Preparation Questions to Develop Tools at this Stage:

- What on the job behaviors need to be demonstrated in order to achieve success?
- How can you objectively determine whether the desired skills have been learned and applied over time?

Some Benefits of Evaluation at Level 3: Behavior

- It will reveal where people might need help.
- It will reveal other issues that exist as barriers to learning, such as:
 - ... When conditions are unfavorable to applying the skills, ex: organizational or team culture obstructions
 - ... Little opportunity to apply new skills
 - ... Lack of management support

Choose appropriate training evaluation tools – to be applied post-training



Step 2: Measure what was learned

Next... Identify the Specific Skills and Knowledge that Need to be Obtained for the Training To Be Successful and Determine How You will Measure Success:

Preparation Questions to Develop Tools at this Stage:

- What knowledge and skills need to be learned to ensure success?
- How can we measure the level of skill development and knowledge obtained?

Some Benefits of Evaluation at Level 2: Learning

By Focusing on measuring what your trainees have and haven't learned and what they think they'll be able to do differently as a result:

Gain Information Regarding:

- ... Their confidence level and motivation
- ... Level of skill development
- ... Attitude toward and knowledge of the content
- ... Level of confidence and commitment

Step 1: Evaluate learners' reactions

Next... Identify the Specific Skills and Knowledge that Need to be Obtained for the Training To Be Successful and Determine How You will Measure Success:

Preparation Questions to Develop Tools at this Stage:

- How should we design and deliver this training to ensure that the participants enjoy it, find it relevant to their jobs, and feel confident once the training is complete?
- How will we know that these objectives were met?

Some Benefits of Evaluation at Level 1: Reaction

Level 1: Reaction

- Allows you to understand how well the training was received.
- Enables you to make improvements to future programs:
 - ... Content
 - ... Activities and Training Methods
 - ... Facilitation Style and Technique