

“Evaluating the Effectiveness of Training”

ASTD Rock Valley Chapter Meeting October 19, 2005

By Roxann Blackburn

Steve Weech and Susan Clancy-Kelly facilitated a lively, interactive discussion of evaluating training. The discussion began with Kirkpatrick’s 4 level model and also included the additional 5th level of ROI/Business Impact as well as Steve’s addition.... Intangibles.

Having a variety of new and “seasoned” trainers and educators in the audience the discussion was fantastic! We started at Level 1 or Reaction brainstormed the value as well as methods used to determine reaction to a program. Level 2 or Learning evaluations are found in pre and post testing, simulations and skills progressions. The key with level 2 is making sure you are “testing” the right information--determined first by a needs analysis. Level 3 or Application is focused on developing an Action Plan. Making sure those being trained have a way of getting the new knowledge back into their work. An interesting suggestion was having participants leave the training with a “plan” of what they want to implement in the next 30-60 days and then provide follow-up to see if it truly happened.

As in most good discussions time began running short—so many ideas and experiences, so little time—and as we began discussion of Levels 4 and 5 Measurable Impact and Return on Investment the great ideas really came through! Steve provided some wonderful worksheets to assist trainers in demonstrating the impact and the “money” talk administration and the accountants like to see.

Our program ended with a brief discussion on Intangibles or “the benefits of training that are difficult to convert to monetary value, but have a high degree of ‘value’ to the organization.” (Weech) Intangibles are difficult to quantify, but we can see the value-added in increase and/or improved teamwork, job satisfaction, and employee morale.

Steve has allowed a copy of his handouts and worksheets to be posted to the RVASTD web site at [Meeting Handouts](#). An updated schedule for future meetings is available at <http://www.ManagersForum.com/ASTD/Core/Programs.htm>.

Sharing of ideas and experiences are key benefits of Rock Valley chapter membership—help us help you!

Attendees:

Stephen Weech – Facilitator
Susan Clancy-Kelly – Facilitator
Donna Steffey & Guest
Jodi Lenkaitis
Don Overbey
Dennis Bartch - Guest

Christie Mason
Rina Rothermal & Guest
Christina Kamer
Rene Megan
Roxie Blackburn
Laurie Gungel