Program Training Evaluation

Name

Institution

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Introduction

The training program is the plan that is used by the management in companies to instill knowledge and skills to the employees to improve their performance in their organizational roles. Development is done in the companies to enhance the growth of the employees and their performance in their future. Once training and improvement programs are offered to the employees, evaluation is performed to define the efficacy of the training program, and The Kirkpatrick Model provides a strategy for analyzing and evaluating the development and training programs. There are four levels of evaluation that are discussed by the model, and the essay will discuss two levels that are used in developing the training program.

Reaction Level

Level one of assessment that is identified by the model is a reaction which focuses on the response of the training process by the involved parties (Serhat Kurt, 2016). The evaluation is done by asking the participants questions about the training. Through the questioning, the personnel can be able to tell whether the trainees enjoyed the training experience. According to Kirkpatrick, assessment is performed that helps in improving the model for future use and the achievement of the objectives. Through the responses of the participants, the management personnel can determine the investment for the next level. Some of the techniques that are utilized in level one evaluation are through interviews, printed or oral reports, and also through asking the trainee direct questions on their experience in training.

Learning Level

The other level of evaluation, according to Kirkpatrick, is learning in which assessment focuses on determining whether the individuals involved in the process attained new skills, knowledge and attitudes throughout the process. The level of learning evaluation exploration is said to be challenging and time consuming. In this level, an observation by instructors and peers is considered to find out whether the trainees learned from the training program (Serhat Kurt, 2016). Interviews and exams are also used to assess the effectiveness of training and development program used in an institution. A control group is also used at this level to evaluate the effectiveness of the program. In a control group procedure, two groups are involved, one goes through the training program while the second group does not go through the program. At the end of the session, the changes are observed on the two groups for the ones who go through the program and ones that fail to go through the program. The control group procedure helps in determining whether the individuals who get through the program gain the skills and knowledge from the training system.

**Measurement**

**Use of Questionnaire**

On this scenario, the level one measurement that will be used in measuring will be used is a questionnaire that will be designed and distributed to the trainees. The questionnaires will have questions that will directly address the feeling of the learners on the training they go through. Some of the questions included would be how effective is the program and how they feel about the program that is offered in the organization. It is through answering the questions in the questionnaires that the personnel can evaluate the reaction of the people towards the provided training and development program.

**Control Group Test**

In the second level of evaluation, a control group test is conducted to identify the effectiveness of the program to the workers. In a control group, the involved tend to understand the effects if the program was not implemented and in this level of evaluation, the control group will be used to determine whether the employees learned from the program that is applied. In this procedure, two groups of individuals are selected randomly. One of the selected groups is involved in the training program, while the second group does not go through the program (Sitzmann & Weinhardt, 2018). After a given period, changes in the two are observed, and the differences are noted. At the conclusion of the training period, the control group lacks skills and knowledge that are taught during the program while the other group possesses the attributes, skills, and knowledge that are taught in the implemented program. The difference in variables observed in the control group and the treated group will help to show the effectiveness of the training program in the organization.

**Pre and Post Evaluation Methodology**

Training evaluation is the methodology that is used to find out whether the desired effect is achieved in this case is pre and post evaluation. This evaluation is used in determining whether the trainees can implement what they learn in their professions. Practical assessment requires that management to ask themselves the following questions; what the learners learned from the training, the objectives of the learners, how the trainees can implement the learning successfully (Inex, 2018). Evaluation is done because it helps in determining whether the expected outcomes are achieved. The method of evaluation also plays a role in determining the relationship between the knowledge acquired through training and the need to transfer knowledge to the employees at the workplace. The evaluation process is performed since it helps the management in controlling the training program. If the expected results are not achieved as planned, the program can be terminated, and if results are achieved, the program can progress.

The process of pre and post evaluation starts before training in which the skills and knowledge of the learner are assessed before the training program, and in this case, the capabilities of the employees in the organization are assessed. In most cases, in the beginning, the candidates are unaware of the process and hey may perceive this as wastage of resources, but this is an essential stage of the process. Another phase takes place during the training process, which involves short tests at regular intervals to find out whether the training is effective (Inex, 2018). The evaluation process also involves the after training phase in which the skills and knowledge of the employees are assessed to measure the usefulness of the training program among the employees. The step of after training evaluation can determine whether the desired effect took place at the individual and department levels in the business. This methodology is utilized by the management in the organizations to ensure that a training and development program is effective.

**Evaluation against Results**

As mentioned earlier, the results of an intervention program are the ones ha help in defining the effectiveness of the training program introduced in the business. One of the results determined through the evaluation process is improved quality in performance for the individuals who undergo the process. The evaluation determines how trainees can produce quality work at the workplace. The evaluation results that are expected to communicate the effectiveness of the program are through the feedback of the trainees, the trainer, and the supervisor. The results are determined by the reaction of the trainee. If they enjoy the training program, then it is considered effective (Elnaga & Imran, 2013). The behaviors based on the skills gained by the individuals also show the effectiveness of the program implemented in the organization. The results based on what is achieved by the end of the program also show that the training program is effective, and it can be utilized to ensure quality services in the organization.

**Justification of the Methodology**

The evaluation plan of pre and post evaluation is an effective method in determining whether the training program is worth implementing. As mentioned in the essay, the skills and knowledge are assessed before the training, during the practice and after and this plays a role in determining whether the learners can acquire knowledge and skills as per the expected from the program implemented (Inex, 2018). The methodology can be used to identify the weak trainees in the program so that they can be given closer attention to achieve the goals of the training program. The plan helps to identify the areas that need to be covered by the end of the program so that the objectives of the training program can be achieved and better results acquired. The methodology is a better plan that can be utilized to terminate an application if it does meet the requirements and progress with a program that increases quality at the workplace.

**Evaluation Based on Employee Development**

The assessment of the effectiveness of the training program based on employee development is measured through the results attained. The measurement captures the behaviors of the employees before and after the training. Employee development has the following effects on the organization, and one of the results is increased production. If after training, the productive of the company grows, then the training program is said to be effective (Ankur, 2019). Effectiveness is also measured through increased retention of employees. The development programs in the organization improve the morale of the employees who feel committed to the organization and hence reduced turn over; therefore, the potential employees with knowledge and skills are retained in the organization. Effectiveness of the program is also measured based on the morale of the employees whose morale is seen through their commitment to their work. An increased business result such as increased profits is also a factor that is used in determining the effectiveness of a training and development program in the company, which is a result of the employee development training program.

References

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