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Evaluation Tactics: A tool to evaluate success of corporate training programme

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ABSTRACT

In the present competitive world effective, training & development programmes can bring good results to the firm. It is must on the part of management to extend money & efforts for introducing imaginative & systematic development schemes for employees. Management of today makes heavy investment in the training programmes. From management point of view, cost of such programmes is an important element since it needs high investments to execute the scheme. Therefore, it becomes necessary for the management to evaluate the training programme. Various techniques are used and models are developed by experts for this purpose. Despite heavy investment in training, organisations have frequently failed to measure adequately the value or success of training programmes. The paper aims to ascertain the importance of evaluation and implementation of evaluation tactics by various groups. An attempt is made by the researcher to find the present trend and study the effectiveness of these programmes.

Keywords : Management, training, evaluation, communication skills, public relations, group dynamics

Introduction and Review of Literature

Training evaluation is a critical component of analyzing, designing, developing and implementing an effective training programme. It focuses on the results of the training programme and not on the process of training. Performance evaluation of training is intended to check effectiveness, to ascertain the usefulness in improving career prospects of individual employee in the organisation and to identify the deficiencies and unnecessary aspects of the training. The trainer also affects effectiveness of training programme. He has to take care of purpose, objectives, requirement and interest of the participant. Evaluating the success of training programme is of utmost importance to the management as well as to the trainer. Some of the methods, which can be used to collect data about the effectiveness of training programmes, are as under:

1. Questionnaires:

Comprehensive set of questions to understand opinions, reactions, views of trainees etc.

2. Tests:

To find out whether trainees have learnt and implemented anything during and after the training programme.

3. Interviews:

Can be used to judge the level and usefulness of the training offered.

4. Studies:

Comprehensive studies, research or polls could be carried out to get opinions and judgements of trainers, superiors and peer-groups.

5. Human Research Factors:

Employee satisfaction, decrease in employee turnover, absenteeism, accidents, grievances, discharges, dismissals etc. are also benchmarks through which effectiveness of training can be evaluated.

6. Cost-Benefit Analysis:

The cost of training compared with its value or rate of return on investment in terms of superior performance can be used to evaluate.

Kirkpatrick Model

If organisations do evaluate their training programmes, most evaluations are conducted at the reaction level (Kirkpatrick level 1). E.g.: In USA, 86% of the Fortune 500 companies evaluated their training programmes only using the reaction level.¹ In Australia too, organisations often evaluate at level 1 only and seldom venture into level 2, 3 and 4.² The level Reaction (level 1) being very simple to implement and produces quick result could be one of the reasons most organisations not attempting evaluation at the other three levels of the Kirkpatrick model.

The CIRO Model

It is offered by Warretel, which can be used to evaluate the effectiveness of training & development programmes with the help of following elements of it.

This approach can be applied to all development programmes and will assist staff and their managers. It helps in identifying and evaluating any training & development activity either from the corporate programme or locally arranged (e.g. mentoring, on-the-job training etc.) programme.

Brinkerhoff Model

Brinkerhoff extends the training evaluation model to six stages as below:

1	Goal setting	What is the need?
2	Programme Design	What will work to meet the need?
3	Programme Implementation	Is it working?
4	Immediate Outcome	Did participants learn?
5	Immediate Usage	Are the participants using what they learned?
6	Impact and Worth	Did it make a worthwhile difference to the organisation?

Table 1: Brinkerhoff Model

Three Factor Comparison Method

1) Cost Factor: Based on total outlay 'cost per trainee' is estimated and compared. Cost of training is computed which involves training cost of man, materials, training aids which might include rentals, salaries, stationeries

and other consumables involved in training.

- 2) Change Factor: Comparison is made on knowledge/ skill or attitude of a trainee as he possessed both before and after training. Changes are recorded on performance and behavioral aspects as well. These figures are measured by conducting pre-testing and post-testing.
- 3) Impact Factor: This measures the change of results before and after training on aspects such as productivity, rejection rates, number of accidents, motivational factors wherever such attributes can be quantified directly or indirectly

Virmani B. R. and Seth P.3 said that evaluation of training must be consistent with the purpose, objectives and the goals of training activity. They propose three stages which are (a) pre-training evaluation (b) context and input evaluation and (c) post-training evaluation

According to Sloman Martyn4 following is the status of organisations having the follow up practice:

Sr. No.	Practice of follow up	Public Sector (%)	Private Sector (%)
1	Yes	50	83
2	No	33	17
3	Sometimes	16	-

Table 2: Follow up practice

Study of Bernhard, I. and Ingots C.5 reveal that approximately 30% of corporations conduct no formal evaluation of their training & development programmes. A study of training in Britain revealed that 85% of British employers make no attempt to assess the benefits gained from training. Even if adequate time and money were available; it is likely that more than 20% of managers would not evaluate their training programmes.

Objectives of the Research

The objective of the study confined to scientific and rational investigation into the different aspects as shown below:

- To study the general trend of evaluation of the management training programmes and the basic factors influencing the need for it.
- To study the weightage given by the manufacturing sector and the service sector towards the evaluation tactics.
- To identify the reasons for high or low effectiveness of management training programmes.

Methodology

For studying the evaluation pattern of corporate training programme, a research has been conducted and the data has been obtained from different corporate houses of Mumbai. An attempt is made to obtain the primary data from 205 trainee participants and 25 trainers from different corporate houses of Mumbai. The data provided information about the nature of programme attended, objectives and quantum of achievement, opinion on the different aspects of the programmes in general and different parameters in specific, views of participants on training evaluation etc. The major findings based on observations, interview and tabulated data throwing light on 'evaluation' are given in this paper.

Research Findings

Objectives of Attending Training Programmes Learning new techniques, widening the knowledge, developing managerial and communication skills and enhancing self-confidence and self-esteem are the major objectives from the point of view of trainee and trainer.

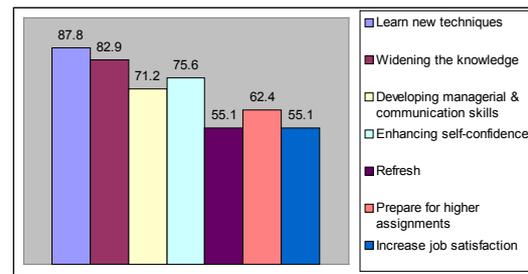


Figure 1: Objectives of Training

Trainee participants were asked about the fulfillment of objectives of attending the programmes. It is one of the important indicators to evaluate the effectiveness/ success of the programme. It reflects the 'gain' from such development activity of the organisation.

Responses of the participants are narrated below: Achievement of Objectives:

As per the sector wise analysis, around 55% managers of manufacturing and service sector have agreed on achieving their objectives of attending the programmes. According to the size of the business, only 47.8% of managers belonging to the medium sized business realized their objectives fully. 42.9% did not get an opportunity of attending the training programmes in last two years, but out of 57.1% who attended, 63.6% felt complete achievement of their objectives.

Training and development programmes can be used to increase the success rate of the organisation. Utility aspect of the training programme indicates the usefulness of the training. Corporates of today plan their training programmes in selected and specific area (as per need) for the development of their employees. To ascertain the degree of importance and usefulness, participants under the study were asked to give their views. 7

They have rated usefulness on various elements of the training programme as below:

- a) Communication skills : (All figures are in %)

	Sector			Size of business		
	General	Manufacturing	Service	Large	Medium	Small
a) To increase communication skills						
Not replied	8.8	7.6	14.5	9.8	10.9	6.5
Highest importance	50.7	56.1	43.5	46.3	56.5	51.9
Medium importance	23.4	21.2	27.5	28	19.6	20.8
Lowest importance	17.1	15.2	14.5	15.9	13	20.8

Table 3: Communication skills

From the table given above, it is very obvious that managers from different sector of industries and different sized business houses have found improvement of communication skills being one of the highest uses of training programme.

- b) Public relations :

Use of training programme to improve public relations is found to be of medium use by majority of people belonging to manufacturing sector and that of large and small sized business houses. Majority of people from service sector found it of lowest importance whereas use of training programmes for improving public relations is of highest importance for managers of medium sized business houses.

- c) Improving group dynamics

Training programmes to improve group dynamics was found to be of medium importance by employees of different sectors of business as well as large & small sized business houses. Only exceptional case being of medium sized business –

around 50% of managers found it of highest importance.

d) Enhancing personality

Majority of managers from different sector and of different sized business found training programmes to be of highest use in enhancing the personality of the trainees.

e) Improving negotiation skills

Managers of both the type of industries as well as of small sized business houses found it of medium importance but large and medium sized business considers the training programmes to be of lowest importance to improve the negotiation skills.

f) Improving attitudinal skills

'To improve attitude towards the work, training programmes are of highest importance' is the view of managers of manufacturing and service sector industries as well as large and small sized business houses. It is only the major chunk of managers of medium sized business houses found it to be of medium importance.

g) Raising general climate of the workplace

Use of training programmes in improving general climate of the work place is of lowest importance to the managers of manufacturing, large and medium sized business houses. Service sector and small sized business employees find it to be of medium importance.

h) Improving perception and understanding

Irrespective of size and sector, all the managers in this study find use of training programme to improve perception and understanding of medium importance. That means managers find training programmes being the instrument to clear certain concepts and understand particular idea or skill in a better way.

i) Improving persuasion skills

(All figures are in %)

	Sector			Size of business		
	General	Manufacturing	Service	Large	Medium	Small
i) To improve persuasion skills						
Not replied	9.8	7.6	15.9	9.8	10.9	6.5
Highest importance	28.8	31.8	18.8	20.7	32.6	35.1
Medium importance	26.8	31.8	31.9	26.8	19.6	37.7
Lowest importance	34.6	28.8	33.3	42.7	37	20.8

Table 4: Improving persuasion skills

Employees of manufacturing sector and that of small sized business find the use of training programmes for improving persuasion skills to be of medium importance. Managers of service sector industries and that of large and medium sized business houses finds it to be of lowest importance.

j) Enhancing specific technical knowledge

Ideally good training programmes are those, which are highly customized one. It is surprising to know that managers belonging to manufacturing industries and that of large and medium sized business houses believe that use of training programmes in enhancing specific technical knowledge is of lowest importance. Managers of service sector industries and small sized business houses find it of highest use.

Areas found to be of highest importance:

- a) Improvement of communication skills
- b) Enhancement of personality

- c) Improvement of perception & understanding
- d) Improving group dynamics

Area found to be of lowest importance:

- a) Improvement of persuasion skills

Techniques used by trainer for evaluation

Given in the figure are the different techniques used by various trainers for evaluating success of the training programme:

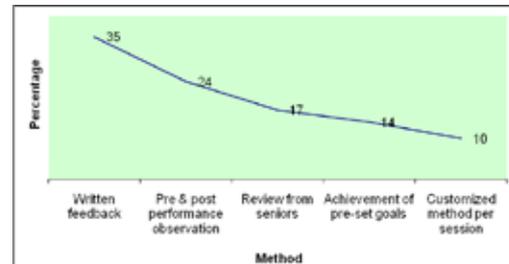


Figure 2: Methods of evaluation

Most of the organisations concentrate on evaluating the effectiveness of the trainer (so as to take his / her services again) and satisfaction of the participants from the training session. They follow, knowingly or unknowingly, the first level of Kirkpatrick model of evaluation. Impact of training in the long run is not the main concern yet. It is taken for granted that training is always gainful and it has positive impact only.

Large companies having good resources at their disposal, develop the various instruments of evaluation to execute and gauge the success. Programme coordinators put in efforts to evaluate the success on the basis of response from participants, attending training programmes personally (sample testing), pre and post performance records etc.

Medium and small size companies shift the burden of assessing the 'transfer of learning' on the shoulders of trainer who in turn mixes the issue in finding out his / her (own) or session's effectiveness with that of the concrete gains to the organisation

Suggestions and conclusion

The problem of many organisations is not as much as 'why training should be evaluated', but 'how it is to be evaluated'. Authorities are not so serious or clear on in-depth evaluation.

Evaluating the success of training programme is of utmost importance to the management as well as to the trainer. Questionnaires, tests, comprehensive studies, cost-benefit analysis and use of human research factors are some of the methods which are proved effective.

Apart from the structured methods there may be a formal or informal interview to know the trainee's reaction about the success of training programme. A management representative may drop around during a coffee break and informally collects the information by interacting with some participants.

Companies are required to take initiative in developing a complete system of evaluation that is up to fourth level of Kirkpatrick model.

Training evaluation should be done not only to understand the benefits but also to understand the reasons, if any training fails. There could be many reasons behind failure of training process. It could be because of imprecise training objectives, no incentives for effective training from management, improper management, impractical & irrelevant subject matter of training, trainer being inefficient etc.

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