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**Beyond the Compliance Survey:
Measuring the True Impact of Learning &
Development**

At the end of this session, you will be able to:

- Identify the different levels of evaluation and their specific purposes
- Recognize the value of measurable outcomes for the learning programs your firm provides
- Implement the appropriate evaluation methods for programs that support business objectives



How do you currently evaluate training?

Why evaluate learning?

- To help us improve the quality and impact
- To demonstrate and prove the value of our programs
- Help us gain stakeholder buy-in
- **To celebrate the difference we're making!**

Kirkpatrick's Levels of Evaluation





Level 1: Reaction

Measures reactions of learners participating in a program.
Usually done immediately after completion of the program.

How did participants respond to the training?



Level 2: Learning

Focuses on the skills and knowledge learners have acquired.

How much did participants learn from the training and have their skills improved?





Level 3: Behavior

Measures the extent to which learners are using their new skills on the job.

Have participants applied what they learned from the training?

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Level 4: Results

Identifies the effects to the business or the organization's mission.

What benefits has the firm experienced as a result of the training?

Level 5: ROI

Measures return on investment (the financial results).



What are the challenges?



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Choose Your Evaluation



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Improve the quality and impact of our programs.

Use of Levels 2, 3, 4, and 5 were significantly associated with greater learning and business effectiveness.

Source: ATD Effective Evaluation Whitepaper





Gain Stakeholder Buy In

- Share and discuss evaluation results
- Provide solutions
- Avoid linear measurements

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Speak Their Language

Utilization: The amount of hours a billable employee bills vs. the amount of hours that employee works.

35 hours of billable work in a 40-hour week = 87.5% utilization

Realization: The actual revenue billed against the employee's utilization.

35 hours billed out at \$100/hour = \$3,500 of billings at 87.5% utilization

Leverage: Using the most appropriate resource for a given task and using higher-level resources only for higher-level tasks, when possible.





How will you use it?

- Think of an upcoming or recently past program
- Pair up
- What was the problem or skill gap being addressed?
- Consider which level(s) you currently evaluate and determine an evaluation method to include that would be 1 level higher than your usual.
- How will you use the data?



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