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## 5C. Post-training Evaluation

Training evaluation is the systematic collection of evidence to assess the impact of the training/learning activity, for example, if skills are improved/productivity enhanced, etc. Its results can be applied to make decisions, such as selection of appropriate training/learning activities.

Evaluating training, learning and development is crucial to ensuring the effectiveness of an company's learning initiatives and programmes. Effective evaluation means going beyond the traditional 'reactions' focus based on a simplistic assessment of learners' levels of satisfaction with the training provision. Rather, it is important to evaluate learning outcomes and the extent to which learning provision is aligned with business objectives. Such a focus helps to ensure that the activities deliver value for both learners and company alike.

Some commonly used evaluations are:

- ✦ 'happy sheets' – that is, post-training questionnaires asking course participants to rate how satisfied they feel about the training
- ✦ testimonies of individuals
- ✦ return on expected outcomes (for example, whether line managers testify during performance reviews that individuals are able to demonstrate those new or enhanced competencies that the training/learning intervention was anticipated to deliver)
- ✦ the impact on business key performance indicators
- ✦ return on investment (the financial or economic benefit that is attributable to the training/learning intervention in relation to the cost of the investment in learning programmes)

However, it is worth noting that it can be very difficult in practice to measure the impact of training/learning, particularly directly in respect of business success.