

USING AT-FEEDBACK FOR LEARNING & DEVELOPMENT EVALUATION

The cost to an organisation of supporting learning and development is significant but the benefits obtained through investment in employees' development and progress can, and often do, outweigh these cost. However, our experience is that organisations struggle to measure the true effectiveness and value of their learning and development activities. Can you accurately answer the question "*what is the return on investment of your L&D programmes?*" If not, then this workshop will help you take some steps towards this answer.

Evaluating training is not just about whether new skills have been learnt at the end of a day's course. To get meaningful information, we need to measure how individual competence and behaviour have changed, and ideally what impact these changes have had on the organisation. The NHS KSF provides a key framework for linking individual competence with organisational objectives, and also provides a robust process for monitoring how knowledge and skills are being applied in the workplace. Our workshop will help you to think through the implementation of evaluation processes to make the most of this framework.

Kirkpatrick's four-level model of evaluating training and learning widely acknowledged by HR and training communities as the gold standard for measuring the effectiveness of development programmes. In the NHS, we find that measuring levels three and four is not commonplace however initiatives such as the KSF and deployment of Learning Management Systems will help to reinforce this best practice model.

The principles of Kirkpatrick's evaluation model are as follows:

Level	Evaluation Type	Evaluation Description	Examples of Evaluation Tools and Methods	Relevance Practicability
1	Reaction	<ul style="list-style-type: none"> Reaction evaluation is how the delegates felt about the training or training experience 	<ul style="list-style-type: none"> e.g. 'happy sheets', feedback forms Also verbal assessments or texts before and 	<ul style="list-style-type: none"> Quick and very easy to obtain. Not expensive to gather or to analyse.
2	Learning	<ul style="list-style-type: none"> Learning evaluation is the measurement of the increase in knowledge - before and after 	<ul style="list-style-type: none"> Typically assessments of text before and after the training Interview observation can also be used. 	<ul style="list-style-type: none"> Relatively simple to set up; clear cut for quantifiable skills. Less easy for complex learning.
3	Behaviour	<ul style="list-style-type: none"> Behaviour evaluation is the extent of applied learning back on the job – implementation 	<ul style="list-style-type: none"> Observation and interview over time are required to assess change, relevance of change and sustainability of change 	<ul style="list-style-type: none"> Measurement of behavior change typically requires co-operation and skill of line managers
4	Results	<ul style="list-style-type: none"> Results evaluation is the effect on the business or environment by the trainee 	<ul style="list-style-type: none"> Measures are already in place via normal management systems and reporting – the challenge is to relate to the individual 	<ul style="list-style-type: none"> Individually not difficult; unlike whole organisation. Process must attribute clear accountabilities.

What are the benefits of evaluating learning and development activities?

Evaluating training helps organisations to:

- Track the development of staff knowledge and skills.
- Find out if learning is being applied in the workforce.
- Identify training gaps and future training needs.
- Establish if investment was worthwhile.
- Manage the quality of internal and external training provision
- Inform future training plans and strategy.
- Ensure training continuously improves.

The problem identified by many organisations is not so much why training should be evaluated but how. They often overlook evaluation, perhaps because the benefits, particularly financial ones, can be hard to describe in concrete terms.

What are the benefits of using AT-Feedback for learning and development assessment and evaluation?

AT-Feedback provides a sophisticated and effective means of evaluating the Learning and Development provision within NHS Organisations to overcome the usual 'practicality' obstacles posed by the Kirkpatrick model.

The following is just a summary of benefits that the tool can bring to assist with the evaluation of Learning and Development activities:

- Can be used at any stage of the L&D process – pre-assessment before an activity, post activity evaluation of reaction, post activity competence/recall test, longer term evidence gathering to check behavioural change
- Highly customisable and process efficient - from feedback creation, notification of respondents, issuance of reminders, and publication of online, real-time performance feedback reports is customisable and automated.
- Can be deployed quickly (*within 2-4 weeks*) to meet your immediate needs, ensuring you achieve rapid results, enhanced with the real time tracking of feedback progress and responses.
- Intuitive interface and processes mean there are minimal or no training requirements for survey respondents and minimal training for survey creators.
- High level of system security with an option to run anonymous surveys.
- Integration with e-KSF enables staff data to be transferred and updated via the e-KSF / ESR link and users have a single username and password.
- Reduced internal effort with our optional survey design and deployment service
- Developed with our predominantly NHS client base under our registered methodology: Development by Democracy® ensuring the tool evolves with your needs.

How can Think Associates help you to support learning and development evaluation?

Think Associates have a long history of working within and for NHS Organisations, we understand your environment and the issues you face and our team of Learning and Development Professionals can help you meet your organisations needs. We have just launched a new service offering to help organisations to design suitable processes to help ensure learning and development initiatives are evaluating effectively; to discuss this in further detail then please contact info@think-associates.co.uk.