



Training Needs Analysis Evaluation Measures

“Applying science to the art of management.”



Learning experience

This is the purpose of the “happy sheet” that we get every time we undertake a training event. The objective is to measure the learning experience. But, why does this matter?

Well when the learning experience is poor, people are less likely to engage with the content of the training. This means that they are less likely to learn and apply the new skills that will make them better at their jobs.

Company’s and trainers need to evaluate the learning experience as without this knowledge, significant time, money and resources could be wasted on a programme that never achieves its objectives, so, feedback from the delegate at the point of learning is one of the best ways to measure training effectiveness and obtaining tips for improving future training.

Typically measured by “happy sheets” following training delivery.

Cultural impact

In its simplest terms culture can be defined as “the way we do things around here”. It’s linked directly to the company values, which may or may not be defined, but which will be there. Culture is as difficult to define, as it is correspondingly important. It’s the hotch potch of ingredients that makes your business totally unique. And you need to protect it with training that fosters workplace norms and values that are good for business.

When you promote your mission vision, values and purpose, when you deliver induction training or diversity training or anything else that could impact culture, make sure to evaluate success based on your values.

But how do you measure it?

Typical measures result from staff survey’s, an assessment of company values, changes in the number of people complaints (for example discipline, grievance, harassment) after training, or perhaps assessing peer review scores for teamwork and positive attitude.

Efficiency / effectiveness impact

Efficiency and effectiveness impact directly on the business results; the hard numbers.

Efficiency can be measured in different ways depending on your industry and the specific training being checked. For example, a manufacturing company might train assembly line staff on equipment and then measure how many more units can be completed per day. It might measure the uptime of machinery or the value and percentage of scrap.

A construction company might train staff on project planning and measure the number of jobs completed against programme or the percentage increase in profit per construction project. But, an online tech’ business might measure how many more tickets their customer support team closes after completing a training program.

Efficiency and effectiveness impact is typically measured against existing operational metrics and measures.

New skills and knowledge

The acquisition of some skills are clearly significantly easier to measure than others.

Sales and marketing skills are often very quantifiable; number of new contracts won, conversion rates, click throughs etc... all very quantifiable.

However, if you were training salespeople in persuasion techniques, you’d obviously want them to be more persuasive on completion of the training. This makes the acquisition of new skills and knowledge one of the top measures of training effectiveness.

Typically measured by some form of pre and post assessment (self-reports, observation etc)

Employee happiness

At Status, we have always taken the intuitive view, somewhat endorsed by research, that happy staff make for happy customers and happy customers come back. And for many staff, learning is the number one reason they feel happy at work as it helps them grow and develop and it can often open up new and more challenging opportunities.

Additionally, happy staff tend to work harder, stay committed to the company for longer, and generally produce better results. So, while employee happiness might initially sound like a “soft” indicator there can be a real commercial edge.

Typically measured from the results of staff surveys.

Financial impact

However, wherever possible (sometimes it’s not directly possible) it’s crucial to evaluate the real impact of your training program on the company’s financial position. Ideally, the real economic impact of your training will be measured by improvements in sales or margin, or sometimes time saved, for instance; you know ‘X’ used to take ‘Y’ long and you do it ‘Z’ times a day/week/month saving, after training it’s now done much quicker.

In a number of sectors there is a need to focus on compliance with regulations and legislation, so measures can be made against the reduced number and cost of breaches, or even a reduction in fines and litigation.

When training is successful, and all the measures of training effectiveness you use show positive results, then you should see an increase in sales and income, or a reduction in costs – or both!

Notes