



Case Study on Measuring Training Effectiveness - Part 2

Suggested answer to Part 1 table:

<i>Issue</i>	<i>Do assess when ...</i>	<i>Usually do not assess when ...</i>
Level of training objectives	Kirkpatrick's 4 or 3 (maybe 2?)	Kirkpatrick's 1 (maybe 2?)
Frequency of training	High	Low (infrequent)
Duration of training	Long – several days on up	Short – less than 1 day
Future of training	More offerings expected	No or few offerings to come
Expense of training	High	Cheap
History of training	Enough to get useable data	New or no records to use
Other issues	Organizational politics, resources available, flexibility & intangibles	

A program assessment makes sense because the program is lengthy and will be repeated. Presumably, it can be changed or improved if necessary.

You need to know at least:

- The reasons the training was requested (i.e., what problems and objectives were identified).
- The cost of the training program.
- Performance data for either (a) before and after training, or (b) trained vs. untrained CSR's.
- The net value of improvements which resulted.

Where might you find the information listed above in a typical organization?

List below some possible primary and secondary sources for this data.