InTraServ

Intelligent Training Service for Management Training in SMEs

Deliverable DL 7

Evaluation Plan

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WP 4: Experimentation and Impact Evaluation

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1. Introduction

The main objective of this Evaluation Plan is to evaluate the efficiency and efficacy of the training system that will be experimented under the InTraServ Project.

The objective will be to study and analyse the efficacy of several aspects, like the used processes, the developed contents and the methodologies to be used.

In the same way, this Plan will measure, through the evaluation of the training system, the consecution of the objectives extablished in the specification document.

2. Training and Learning systems Evaluation

Nowadays, all training and learning systems are directed to reach an improvement of the working processes and of the organisation's quality, as well of the different enterprises as of the working teams.

In order to reach these improvements, training must be effective and adapted to the specific needs demanded by the learner for improving the tasks development at his/her job.

It is also important to put into relief that these objectives' consecution depends strongly on the avalaible resources, as well economic as human. Therefore, at this Evaluation Plan it is brought up the elaboration of simple and effective tools that allow to reach the training objectives with reduced costs.

3. What is the Evaluation of the system, designed under the InTraServ project, going to consist of?

In principle, this Evaluation Plan is aimed at all those persons that will use the training system designed under the InTraServ project.

Therefore, in order to bring up an Evaluation Plan, there will be taken into account different aspects like the targets that have to be reached by InTraServ through this tool, the methodologies that will be introduced for this training development and the results obtained by the collective user of this tool.

4. Evaluation's Methodology of InTraServ

The evaluation's process of training and learning within an organisational context can be described, more or less, as a sequential process of the activities that have been carried out, based on aspects that have an enormous influence for the different evaluation methodologies to be designed.

Therefore, this evaluation plan is specific for the InTraServ project, because the evaluation will emphasize some aspects or others depending on the designed training.

This is the reason for throwing into relief that the designing of an Evaluation plan focused on training has to be built starting from the election and combination of these training objectives, the operators involved and the evaluation technics that are going to be used.

- Training objectives: depending on these objectives, the evaluation will be divided in sequence of stages:

    − **Processes** evaluation

- − **Fulfilment** evaluation

- − Obtained **results** evaluation

- ▪ **Training operators**: we are talking about those who can provide us of real information about the training carried out. We refer mainly to the learners that have taken part in the different offered courses.

- ▪ **Evaluation technics:** depending on the objectives we decide to analyse through the elaborated evaluation system, the methodological tools will change. However, although we will mainly focus on quantitative technics, there will be elaborated different tools that will allow us to adapt ourselves to the objectives we want to reach through the application of the different evaluation mechanisms.
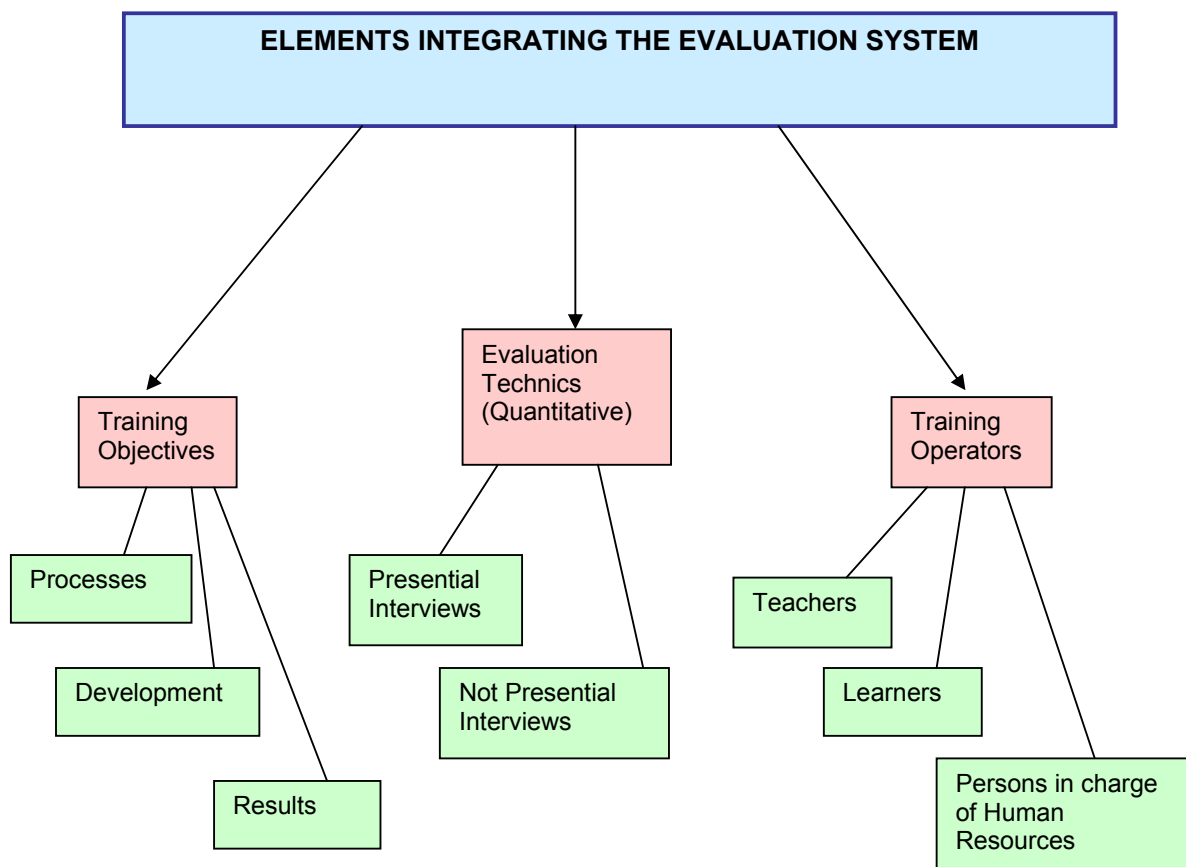
The evaluation tool of which we are talking about will be a flexible one, easy to use and adapted to specific aspects that, after the fulfilment of the course, are wanted to be strongly emphasized according to the interests, needs and objectives that InTraServ project tries to reach.

In this way, this tool owns a clear innovative aspect because of the large range of possibilities it offers for the evaluation of different aspects, refering to the training tool to be elaborated during the InTraServ execution.

5.   What the Evaluation tool is going to consist of

The aspects that are going to be developed from now on in the present document, are the following:

- **Evaluation Stage:** in this way, it may be the evaluation of the processes, development and results.

- **Persons or collectives** that can supply the necessary information for the different stages.

- **Evaluation Technics**, as well through presential as through not presential interviews.

The enterprise or entity responsible for executing the different training courses must select what they want to evaluate and how. Once the several evaluation stages have been submitted, the entity will have to set the information agents and the different technics that have to be put into practice.

However, as we will further on explain, the different evaluation technics to be applied could be simultaneously put into practice without being indepent between themselves.

Finally, and before going on with the development of this Plan, it is important to emphasize that the Evaluation Plan is based on a continuous-improvement philosophy and, therefore, it is adapted to the specific needs of each one, and consists of different aspects:

- Learners satisfaction

- Efficiency

- Transferable to work

- Social effect

6.   Processes Evaluation

When we are talking about processes we are mainly refering to the different stages of the training that has been carried out. Therefore, in order to get a clear and brief evaluation about the training carried out, it is necessary to stablish the following aspects:

- **Objectives** of the Processes Evaluation: it has be very clear what we want to reach with these objectives.

- **Agents** that can provide the information: it is important to stablish which will be the agents that can supply us enough information in order to get a brief and effective evaluation.

- **Technics** to be put into effect for carrying out the evaluation.

6.1   Objectives for the Processes Evaluation

The objectives for the Processes Evaluation are the following:

- To study and analyse the qualification reached through the access to training. The aim is to know if participants have assimilated knowledges and have developed values and attitudes that were aimed to be achieved through this training. Therefore, as we have said before, it is very important to stablish what it is expected to reach carrying out the corresponding training. In this case, it would be to know what it is wanted to be reached through the training tool designed during InTraServ.

- To know the participants' attitude towards the offered training. It is very important to study the attitude and motivation of participants towards the offered training, as well as

to analyse satisfaction concerning contents, didactics, teaching staff attitude, obtained results,...

- To carry out training according to what it was programmed. It is important to study the correct execution of the designed planning, i.e. the contents that have been handled, number of lessons, pedagogical and technical foreseen methods,...

- To analyse the existence of an additional learning and to stablish which has been its objective.

6.2   *Agents to be consulted in order to get the necessary information*

When we talk about agents, we are refering to all those who can provide us more information, that is to say all those that have taken part in the whole training process, as well external as internal agents. In this way, we are refering as well to learners that have taken part in the training teaching as to training technicians and experts.

6.3   *Technics that allow us to get the necessary information*

Methodologies to be used for the attainment of a good processes' evaluation will focus, as it was mentioned before, on a quantitative methodology based mainly on surveys.

In this way, there will be carried out surveys (personal or not) directed to all agents taking part at the development and execution of the training tool.

Next, we are going to submit some technics that will allow us to obtain all the information, that we have been detailing here, concerning processes carried out during training teaching.

6.3.1 INTERNAL AGENTS TO THE TEACHED TRAINING (Learners)

This survey is directed to all those who have participated as learners at the course teaching and execution, in order to know their satisfaction with regard to the offered training. The information that you are going to supply us will be handled in an anonymous way, and will allow to direct the course you have carried out towards new methods or contents, in order to enlarge it. Please mark the options you consider more correct.

Identificative Datas

1. Sex: Man (1)   Woman (2)

2. Age: 30 – 40 (1)   41 – 50 (2)

                51 – 60 (3)   More than 60 (4)

3. Working area:

   Management (1)

   Organization (2)

   Administration (3)

   Maintenance (4)

   Other, (5)........................

Training before starting it

Please, tell us in which way do you agree with the following affirmations:

	Totally	Quite	Less	Nothing	Don't know/answer
4. You started the course in order to enlarge your knowledges, but not being especially interested in applying them to job	1	2	3	4	5
5. You were looking for new incentives concerning your work	1	2	3	4	5
6. You decided to start the course owing to the opportunity of Distance Learning, in order to get training without time and location limitations	1	2	3	4	5

Training after finishing it

Now, we are going to put you some questions in order to know your level of satisfaction about the training course in which you have taken part. Please, mark in which way do you agree with the following affirmations:

	Totally	**Quite**	**Less**	**Nothing**	**Don't know/answer**
7. The teaching method and the didactical material were the appropriated ones	1	2	3	4	5
8. It has been able for you to take advantage of using the training tool at any time and any place	1	2	3	4	5
9. Distance learning should have been completed by some kind of presential teaching/consulting method	1	2	3	4	5
10. It is necessary more practical contents	1	2	3	4	5
11. You feel satisfied with what you learned at the training course	1	2	3	4	5
12. You have covered the training needs that lead you to get this training	1	2	3	4	5
13. You have had difficults to learn	1	2	3	4	5

14. Indicate, next, which subjects/topics have been more difficult to learn

…………………………………………

…………………………………………

…………………………………………

…………………………………………

15. Among all you have learned, what is more relevant for you:

……………………………

……………………………

……………………………

16. Did the format of the course material allow you to learn and to incorporate knowledge during your dailly work tasks?

Yes (1) ───────────────▶ 16.a Why?

……………………………………………

No (2) ───────────────▶ 16.b Why not?

……………………………………………

Don't know / Don't answer (3)

17. Which problems/difficults did you find for combining the use of the training tool and the fulfilment of your work tasks?

……………………………

……………………………

……………………………

18. Did you have any difficult for finding or having access to any of the training materials?

Yes (1)

No (2)

Don't know / Don't answer (3)

18.a Which problems did you have?

▪ Technical problems (1)

▪ Comprehension problems (2)

▪ Other problems (3)

....

19. Do you think there is/are any training field/s that sholud be analysed in a more extensive way at the training tool, owing to possible existing lacks at the materials?

....

....

....

20. Which improvements would you propose, taking into account contents and methods, as well as the designing:

Yes (1)

No (2)

Don't know / Don't answer (3)

20.a Which?

....

....

....

21. Finally, concerning the training plan's rythm, you think that...

It has been too fast (1)

It has been too slow (2)

It has been the right one (3)

Do not know/Do not answer (4)

Thank you very much for your collaboration

As it can be noticed at the questionnaire, through the different questions is expected to analyse aspects like the level of satisfaction, with regard as well to the training that has been teached as to the contents' quality. So, this questionnaire will allow us to analyse as well the processes as the training execution.

However, and taking into account that training that will be designed during InTraServ has not only to be evaluated by learners, but also experts in contents designing and training development have to be involved as participants at this evaluation, it has been decided to implement a questionnaire aimed at these agents.

6.3.2   TRAINING EXPERTS

The persons and the human team responsible of carrying out the training course can supply very useful information concerning the training process carried out.

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1. Indicate the role or part you have played during designing and elaboration of the different training courses:

Team Manager (1)

Training Technician (2)

Informatics Technician (3)

Consultant (4)

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2. Explain shortly the innovative characteristics you think the courses owns:

....

....

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3. Number of approximate hours of the teached course:

....

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4. Has been carried out any kind of evaluation of the courses?

YES (1) _____

NO (2)

4.a Which have been the main objectives of the evaluations?

- To know the level of satisfaction of participants at the course (1)

- To check if it has been learned what it was expected (2)

- To get suggestions for improving the course (3)

- Other..(4)

4.b Which have been the tools used for the training evaluation?

- ....

- ....

- ....

Please, mark in which way do you agree with the following affirmations:

	Totally answer	Quite	Less	Nothing	Don't know/Don't
5. You knowed motivations that could lead learners to get training	1	2	3	4	5
6. Learners have reached to learn what it was expected within the course	1	2	3	4	5
7. There have been showed enough practical cases	1	2	3	4	5
8. Learners are really interested in learning	1	2	3	4	5

9. In which subject do you think learners have showed more interest?

.....

......

Don't know / Don't answer (1)

10. In which subject do you think learners have found more learning difficults?

......   Why?

....

...... ——————————>   ....

......

Don't know/ Don't answer (1)

No subject has stood out because of its higher difficulty in relation to the rest (2)

11. Do you consider as apropriated the methodology and organisation of the course material for a useful learning of its contents by managers and enterprise directives?

Yes (1)   11.a Why?

                                           ....
    ——————————>
No (2)   11.b Why not?

                                           ....
    ——————————>
Don't know / Don't answer (3)

11. Which elements do you think that would be apropriated to incorporate to it for its improvement?

....

....

....

11. Would you introduce changes at the course didactics?

Yes (1)   11.a Which?

No (2) ⟶   ....

Don't know / Don't answer (3)

12. Concerning the structure of the training tool, does it allow a quick and time-saving access to the training materials?

Yes (1)   11.a Why?

....

No (2) ⟶   11.b Why not?

....

Don't know / Don't answer (3) ⟶

13. Have been teached all the subjects that were expected?

Yes (1)   No (2)   Don't know / Don't answer (3)

14. Finally, in which way do you consider the training course contributes to an effective and important improvement of the learner's skill and competences?

....
....

Thank you very much for your collaboration

7. Fulfilment Evaluation

The main objective of the fulfilment evaluation is to define which has been the application of the imparted training to the tasks fulfilment, the factors that have hinder or favour this tasks' transferibility and the influence this training has had for the evolution of employment and working conditions.

In this way, the fulfilment evaluation means to analyse the following aspects:

- The influence, of having taken part at this training, for the changes operated at the enterprise's jobs or for the changes that are planned for the future, that is to say, changes at tasks developed by workers, at their safety and hygiene, their salary level, their labour mobility, their participation at decissions, their motivation and integration at the working teams and enterprise.

- Frequency for using the received training at the tasks fulfilment.

- Level of anticipation with regard to changes and strategies to be carried out.

- Factors that have favoured or hindered transferibility.

7.1   *Methodologies for achieving the requested information*

As we have specified before, the more appropriated technics for carrying out an evaluation of these characteristics are personal surveys.

Information must be collected between 6 and 9 months after having received the necessary training for the tasks fulfilment.

7.1.1 PERSONS WHO HAVE PARTECIPATED TO THE COURSE

This survey is aimed at all those that have participated at the course in order to know the utility application of the received training at the job. The information you may supply us will allow us to direct the course to other contents or training fields.

Identificative Data

1. Sex: Man (1)   Woman (2)

2. Age: 30 – 40 (1)   41 – 50 (2)

              51 – 60 (3)   More than 60 (4)

3. Working area:

  Management (1)

  Organization (2)

  Administration (3)

  Maintenance(4)

  Other, (5)......................

Indicate in which way do you agree with the following affirmations:

	Totally	Quite	Less	Nothing	Don't know/Don't
4. You are interested in using the training you have learned	1	2	3	4	5
5. The acquired training is suitable for your real needs	1	2	3	4	5
6. In the future, you will carry out tasks for which the training you have learned at the course will be useful for you	1	2	3	4	5
7. The course material has allowed you to get inmediate solutions to problems emerged at your daily working activity	1	2	3	4	

8. Try to calculate which proportion of the training you have learned can be applied by you at your job, actually or in the future:

Less than 10% (1)   More than 50% (3)

Between 10 and 50% (2)   Don't know / Don't answer (4)

9. In which way do the problems which arise at the daily working activity correspond to the cases analyses at the training tool?

Never (1)   Sometimes (3)   Ever (5)

In less cases (2)   Often (4)   Don't know / Don't answer (6)

10. In case that you have not applied almost anything of the training you have learned within the training plan, it is because:

It was not useful (1)

I have not found the time (2)

I tried and it didn't work (3)

Lack of means (4)

I still haven't found the opportunity of doing it (5)

The tasks have less relation with the training I received (6)

Other ....(7)

....

11. Mark the time you have taken to start to apply the training to your job, once you have finished with training:

Less than a week (1)

Between a week and a month (2)

Between 1 and 3 months (3)

Between 3 and 6 months (4)

More than 6 months (5)

I still haven´t start (6)

Don't know / Don´t answer (7)

Please, indicate in which way taking part at the training plan, or the training that you have really learned within it, has contributed or may contribute, in the middle term, to the following aspects:

	Totally answer	Quite	Less	Nothing	Don't know/Don't
12. To be more consulted by the resting workers about matters concerning how to do the work	1	2	3	4	5
13. To increase your satisfaction about the tasks you carry out	1	2	3	4	5
14. To change the kind of tasks carried out	1	2	3	4	5
15. To carry out more complex or difficult tasks	1	2	3	4	5

16. Considering both acquired knowledge and time dedicated to training, do you think that carrying out a presential course would have been more efficient for you, or not?

Yes (1) ⎯⎯⎯⎯⎯⎯⎯⎯⟶   11.a Why?

No (2)   ....

Don't know / Don't answer (3)

Thank you very much for your collaboration

8.   Results Evaluation

One of the most important evaluations to be carried out after receiving suitable training for the real needs, is the evaluation of its results, which main aim is to know training's efficacy for solving different needs, studying in which way it has contributed to a global improvement, to the attainment of strategies and results and, in the same way, studying its profitability.

Besides, the evaluation of the obtained results allows to clarify objectives. In a more specific way, impact's evaluation pursues to get the following goals:

- To know if training objectives are reachable and evaluable.

- To identify partial objectives that are being fulfilled.

- To identify the tasks that are better carried out thanks the acquired training, refering to quality.

- To analyse not solved training needs.

- To know in which way the training plan has been coherent with needs and has favoured the strategy's and key results' attainment.

8.1   Methodologies for obtaining the required information

It is important to collect all the information one year after having been imparted the whole training and, as it was mentioned before, the more appropriated tools for obtaining all the information are the questionnaires of which, next, we are going to explain an example.

8.1.1   PERSONS WHO HAVE PARTICIPATED AT THE COURSE

This survey is aimed at all those who have taken part at the course in order to know how useful is the received training for their job. The information you may supply us will direct the course carried out to other contents or training fields.

Identificative Datas

1. Sex: Man (1)   Woman (2)

2. Age: 30 – 40 (1)   41 – 50 (2)

                 51 – 60 (3)   More than 60 (4)

3. Working area:

  Management (1)

  Organization (2)

  Administration (3)

  Maintenance(4)

  Other, (5)........................

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4. Of all the training you have learned, which aspects do you consider more useful for applying them?

....

....

....

Don't know / Don't answer (1)

5. At which tasks do you think the achieved training is more useful for being applied?

....

....

....

Don't know / Don't answer (1)

6.a. Which kind of problems, concerning your daily work, are you solving in a better way through the application of the training tool?

………

………

……..

Don't know / Don't answer (1)

6.b. Which not?

………

………

……..

Don't know / Don't answer (1)

7. Which suggestions would you give in order to reach that the learned training were more useful?

………

………

……..

Don't know / Don't answer (1)

8. Please, specify in which proportion the right execution of your working tasks depends on the training you hace received.

Less than 10% (1)
Between 10 and 30% (2)
Between 31 and 50% (3)
More than 50% (4)
Don't know / Don't answer (5)

9. Without taking into account your training field, which improvements would you propose for carrying out your job in a better way?

1....

2....

3....

4....

5....

Don't know / Don't answer

10. In which way the use of the training tool has allowed you to save time for your regular work?

....

....

....

11. Finally, do you think that your investment in the training course has been profitable for you?

Yes (1) ⟶ 11.a Why?

....

No (2) ⟶ 11.b Why not?

....

Don't know / Don't answer (3)

Thank you very much for your collaboration

Concerning what it can be noticed at the questionnaire, the more relevant aspects to be studied are those directly related to the tool's usefulness with regard to the targets wanted to be reached through it.

In the same way, one of the most important aspects is to make learners party, through this survey, of the improvement of the training tool designed within the InTraServ project.

9.   CONCLUSIONS

The main objective of carrying out this Evaluation Plan is to analyse and know the efficiency of the training that will be designed under the InTraServ project.

In this way, there have been developed some methodological tools that allow to know and evaluate the designed training from different points of view, as well from the learners' as from the trainer's point of view.

This Evaluation Plan has been thought to be executed during a long period of time, from training's beginning till one year after having finished it. In this way, taking into account the long period for the Plan 's execution, it has been brought up the evaluation of different aspects in order to get a reliable and constructive final report that may not only contain positive and negative aspects, but also asking the interviewed persons about their opinion concerning possible improvements that could be carried out.