

Evaluating training effectiveness

Almost all organizations have introduced some form of training and development programs for employees. They are either conducted in-house, outsourced, or as a combination of the two. Despite the relatively huge investments made in training, most organizations give scant attention to evaluating the effectiveness of their training programs. The most common form of evaluation focuses on the reaction of participants at the conclusion of programs. Often the feedback received is not even analyzed to improve future programs. In short, most organizations do not take the evaluation of training effectiveness seriously.

It was against this background that the APO organized a seminar on “Evaluation of Training Effectiveness” in Fiji, 5–9 August 2002, to emphasize the importance of evaluating the effectiveness of training and to review and understand the methodologies available for this purpose. Twenty-one participants attended the seminar, including 20 from 12 APO member countries and one from the Maldives, a non-member country. Mr. Brian Singh, Permanent Secretary, Ministry of Labor, Industrial Relations and Productivity, and APO Director for Fiji, was the chief guest at the opening session.

In the seminar, participants heard presentations on the following topics: 1) Evolving trends in training; 2) Evaluation of training: review of models and



Participants in the seminar

methods; 3) Evaluation: reaction and learning levels; 4) Transfer of learning; 5) Return on investment: concepts and applications; 6) Factors affecting workplace training and learning; and 7) Factors determining choices of evaluation models. The program included a visit to the Sheraton Fiji Resort to enable the participants to learn from its training and evaluation activities. 