



5-1 Discussion: Discussion 5

Discuss why evaluating training is an important part of strategic training.

To complete this assignment, review the [Discussion Rubric](#) document.

Rubrics

[Discussion Rubric: Undergraduate](#)

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Week Five Discussion

Amanda Blandford posted Feb 3, 2021 9:55 PM [★ Subscribe](#)

Hello Class,

In order for strategic training to occur, evaluation of training procedures must take place. Mangers must study training processes and determine that appropriate training geared toward accomplishing

company goals is taking place. Determining if training is effective is especially important because training is both time consuming and costly (Mathis, et al, 2015). The training provided to employees must yield positive results in order for the company to be successful. If management determines that the current training procedures are not producing positive results then, in that instance, immediate steps must be taken to conform and develop training strategies that benefit the company. Much like the Walt Disney Company's approach and development of the Character Animation Program World which provided new animators substantial training by animation experts and enable Disney to sustain the talent and resources needed to continue producing animated films (Mathis, et al, 2015).

Strategic training and the implementation of adequate training procedures is an extremely important aspect of the overall success of a company. While efficient training can be costly and time consuming, the overall benefit for the company is worth the added expenditures. An article I read regarding the importance of training said it best, "Companies should view training as a capital investment which, if done right, will give an acceptable rate of return" (Unknown, 2015). When a company invest in competent training methods and consistently evaluates these methods to ensure efficiency, they will reap the benefits of these investments for years to come.

References:

Mathis, R., Jackson, J., Valentine, S., & Meglich, P. (2015). *Human Resource Management 15th Edition*. Boston, MA: Cengage Learning

Unknown Author. 2015. The HR Department. TRAINING: Importance, Strategy, and Evaluation. Retrieved from <https://www.thehrdepartment.ie/the-hr-advisor/training-importance-strategy-and-evaluation>

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Last post **February 5 at 8:59 AM** by Rachel Pisacane

5-1 Discussion: Discussion 5

Angela Cook posted Feb 4, 2021 10:10 PM  [Subscribe](#)

Evaluating training is part of the HRM management function in a company. Mathis describes four levels a firm can evaluate training: reaction, learning, behaviors, and results. Step one is evaluating the learners' reactions to the training and is completed after training and is most often in the form of a survey. Measuring what was learned during training via assessments to measure how much knowledge was gained is step two. The third step is measuring the change in behavior due to training via observations or pre-and post-trainings. Lastly, the results and impact of training on the business are measured via productivity, satisfaction surveys, sales, efficiency, quality, and so on (2017).

Companies need to complete the evaluations to ensure the training pieces are effective for the company and are cost-effective. Training programs can be costly, so ensuring the firm is spending wisely or proper training is essential (Mueller, 2020). Another reason HRM should conduct training evaluations is to receive feedback from the trainees to the trainer and business. This is valuable, so the training may continue to evolve and improve. I instituted weekly training for my agency called "Lunch and Learns" The topic of training vary from technology training to processing groups, expert speakers, communication classes, and even classes like "COVID-19 Isolation and the Parallels to Alcoholism." After each class, I send out a link for a survey that evaluates the trainer, the topic, the class delivery, areas for improvements, and suggestions for the next topics. I also include a quiz that evaluates the comprehension/engagement of my staff. I use this information to determine what classes are needed, which trainers to call back to additional classes, and make sure my staff is paying attention and observing during classes. During this week's reading, I identified a weakness of mine/my company, and I plan to correct it very soon. I need to do a better job training my managers to observe and report on changed behaviors after classes. I want to assess how long the behaviors remain and determine if I need to repeat classes and topics more frequently.

Have a great week! Angela

References

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). Human Resource Management - 15th Edition. Retrieved February 3, 2021, from <https://mbsdirect.vitalsource.com/>

Mueller, A. (2020, August 28). The cost of hiring a new employee. Retrieved February 04, 2021, from <https://www.investopedia.com/financial-edge/0711/the-cost-of-hiring-a-new-employee.aspx>

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Last post **February 7 at 7:45 PM**
by Angela Cook

5-1 Discussion: Discussion 5

Ashley Colon posted Jan 31, 2021 1:28 PM [☆ Subscribe](#)

Discuss why evaluating training is an important part of strategic training.

Hello Everyone-

I think by evaluating strategic training is important because it helps HR to be able to identify and get involved with the business to help solve problems and help contribute to the organization results. Also, by evaluating training it will help determine the effectiveness of the training strategies. A lot of companies deem training as optional because they think it takes too much time away from other project, they think are more important or it cost too much. However, when it comes to training and development the company, they should a have a different mindset, and see it more as an investment, than a cost. When you provide an employee with training it doesn't only benefit them, but it also benefits the company because it allowing both to expand their knowledge base within the workforce. Some other reason why this is important is that it will help with improve performance, help address weaknesses within employees and the company, it will allow the company to more consistent, improve skills, as well as employee satisfaction and retention.

Ashley Colon

Reference:

HR Department (6 November 2015). Training: Importance, Strategy, and Evaluation. Retrieved on 31 January 2021 from [TRAINING: Importance, Strategy and Evaluation - HR Department \(thehrdepartment.ie\)](#)

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Last post **February 7 at 8:02 PM**
by Shani Gomez

Discussion 5

Autumn Dunaway posted Feb 1, 2021 1:22 PM [★ Subscribe](#)

Evaluating training is an important part of any business. How would employees learn how to do their job without training? Strategic training can encompass more than just employees doing their job. It can be directed towards accomplishing the businesses goals as well. It is also important to evaluate training to see what practices are working and which ones aren't. This allows for changes and improvement to increase positive results and productivity. "The purpose of strategic training is to prepare your managers and employees with the skills they need to complete their work tasks both efficiently and effectively and help them reach your company's main goals." (Donohoe, 2019)

It is expensive to train employees and uses company resources in the process. If they are going to train employees, it needs to be efficient so money isn't wasted. Since everyone has different ways that they learn best, it would be beneficial to have options to train people in the way that is most efficient and takes the least time. The goal for training is also to use the skills for long-term success. "As with strategic training, a strategic development plan has a long-term outlook that will create a strong, prepared workforce who will assist with your company's long-term growth and success." (Donohoe, 2019)

It is important that HR is directly involved in the training process. They can help with strategic hiring to find the best candidates to accomplish the company's strategic goals in the long-term. Every aspect of the business should be evaluated periodically to make sure it's productive and producing desired results.

References:

Donohoe, A. (2019, August 8). *What Are the Benefits of Strategic Training & Development?* Bizfluent. <https://bizfluent.com/list-6660004-benefits-strategic-training-development-.html>.

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Last post **February 7 at 9:46 PM**
by Amanda Blandford

Discussion 5 - BR

Benita Robinson posted Feb 4, 2021 4:57 PM

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Evaluating training is the best way for an organization to gain insight and receive feedback on whether the training is adding value to the employees and the organization. When evaluating training, there are four levels to consider, reaction, learning, behavior, and results (Mathis,2017).

The reaction level of evaluating training involves "measuring the employee's performance and getting feedback about how the program worked for them" (Mathis, 2017). With that feedback, the organization can make adjustments. Focusing on what the employees are learning is another level of training evaluation. Testing on the learning material can provide trainers insight to what content could be delivered better. Training evaluation also looks at the behaviors of employees, on the job (Mathis, 2017). Employees may retain and absorb what is being taught in their training but are they using the information in real-time? Through evaluating training by assessing the company's results, the fourth level of training evaluation, the organization can determine what their return on investment is. Companies may measure employee morale, sales, and customer satisfaction to pinpoint whether the increase or decrease were the result of training.

In the end, evaluating training using Donald L. Kirkpatrick's four levels can affect employee retention, team efficiency, company performance, and in terms of

manufacturing, product quality (Indeed.com, 2021).

References

Indeed.com. (2021, January 11). How to Conduct a Training Evaluation: Four Key Steps to Take. Retrieved from Indeed Career Guide:

<https://www.indeed.com/career-advice/interviewing/how-to-conduct-a-training-evaluation>

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Last post **February 7 at 9:36 AM** by Grant Carter

Strategic Training and Evaluation

Brian Rudrud posted Feb 4, 2021 9:32 PM

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"Discuss why evaluating training is an important part of strategic training."

Good Evening Class-

Evaluating training is a critical part of any business learning & development plan. It is an immense investment for a company of any size to dedicate training hours, costs associated with development and the long-term strategic balance between current needs and future growth. Evaluation of training is a critical step in ensuring that a training program is structured effectively, executed properly and is creating effective results to meet the strategic needs of the business. *"Allocating adequate organizational resources to achieve an effective training environment has been a budgetary and operational challenge that has eluded many organizational decision-makers, primarily because they*

do not realize that training is only the tip of the iceberg when it comes to enhancing employee performance" (Wentland, 2007)

Ensuring a training and development plan runs smoothly and achieves the desired results requires meticulous planning and dedication on behalf of the HR professional and leadership team to ensure all resources allocated to the training plan are used wisely, and contribute to the overall success of the business. Training evaluation metrics include using a *cost-benefit analysis*, which is the comparison of costs associated with a training program (Valentine, et. al., 2017). There are 4 stages to this analysis:

1. Training Costs
2. Savings Results
3. Computing Potential Savings
4. Conduct Costs/Savings Benefits Comparison

It is also very critical that in the evaluation stage, the design of the evaluation is structured in a way you can reflect on the results and outcomes of a training session. There are a few ways you can analyze this in the evaluation stage:

1. Post-Measure: Reflects trainee results at only one point in time, after the training has been completed. (Valentine, et. al., 2017)
2. Pre-Post Measure: Analyzes trainee operations before, and after the training to assess results and/or improvements.
3. Pre-Post Measure w/ Control Group: Measures trainee results after training alongside an additional group that did not receive the training. This is the most effective way to analyze the results of training, as it directly compares before and after the event alongside a group doing the same work who did not attend this training.

In my restaurant group, we do quarterly training analysis with each location and their supervisor to review cost-benefit analysis, as well as upcoming training needs going into a new season. With this session, we analyze what is going well, where we can improve and analyze specific gaps in training to meet the individual needs of each restaurant. We heavily utilize the *pre-post measure* evaluation method in all aspects of our training among our 11 locations. This has been a major benefit for us, as we are able to analyze specific shortcomings and help grow awareness and buy-in from all members of our restaurant teams to build guest satisfaction and drive productivity and efficiency in the business.

Have a great week, everyone!

Brian

Reference

Valentine, R.L.M.J.H.J.S. R. (2017). *Human Resource Management*. [MBS Direct]. Retrieved from <https://mbsdirect.vitalsource.com/#/books/9781337520164/>

Wentland, D. (2007, July). Ivey business Journal. Retrieved February 05, 2021, from <https://iveybusinessjournal.com/publication/strategic-training-always-puts-employees-first/>

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Last post **February 5 at 8:52 PM**
by Brian Rudrud

5-1 Discussion

Brittany Garner posted Jan 31, 2021 5:56 PM

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Evaluating training is a vital part of strategic planning due to the extent to which the training must be conditioned to the job. Also, gauging the design of training helps identify different learning characteristics, instructional strategies, and areas where cross-training can be implemented. Establishing training objectives and priorities are needed to meet set goals and tasks for the organization. The four levels of evaluation include (reaction, learning, behavior), results in training valuation metrics, return on investment,

and 3 forms of evaluation design (Mathis, R. & Jackson, J. 2011). The evaluation design consists of post measure, repost measure, and pre-post measure with a control group.

Furthermore, ensuring that these things are evaluated enables HR in training professionals to get familiar with the business. It also requires the operating manager's involvement in solving current problems. This approach provides direction and clarity for the roles and responsibilities to support the company (Eason, n.d.). In addition, the evaluation strategies can act as a reference guide to bring new individuals up to speed and keep members in check with priorities. Lastly, creating a well thought out evaluation training strategy communicates that you're committed to the process and the steady message of intention.

Thank you.

Eason, R. (n.d.). **Training evaluation strategy: 5 reasons why you should have one.** Retrieved from <https://blog.polleverywhere.com/training-evaluation-strategy-5-reasons-why-you-should-have-one/>

Mathis, R. & Jackson, J. (2011). *Human resource management 13th edition*. Mason, OH: Thomson Publishers.

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Last post **February 7 at 9:53 PM**
by Amanda Blandford

Discussion 5

Danielle Disney posted Jan 31, 2021 6:31 PM [☆ Subscribe](#)

Training does not come cheap and organizations spend a lot of money for training. Training also takes time, time of the trainer and time for the trainee to complete. Again, costing the organization resources for this time. **“Training is expensive, and it is an HR function that requires measuring and monitoring”** (Mathis,2027). Comparing the costs and benefits of training determine it is cost effective for the organization and whether they will get a return on their investment. To determine this, evaluation is needed. It is important that HR is involved to help the organization with strategic planning. When HR evaluates training, they will be able to provide recommendations to the organization to better plan. They can possibly determine what is working and what isn't and where the organizations can save resources moving forward. “Training is often expected to produce a return on investment “(Mathis, 2017). The expectation is to receive a return. Evaluating training can also help HR professionals with bench marking to compare training with outside organizations. Training also needs to be evaluated to ensure it is producing results beneficial of both the organization and the individual. The bottom line is that training needs to be evaluated to make sure the investment is supporting the goals and vision of the organization.

Mathis, R. (2017). Human Resource Management. MBS Direct. Retrieved From.

<https://mbsdirect.vitalsource.com/books/9781337520164>

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Last post **February 7 at 8:06 PM**
by Shani Gomez

5-1 Discussion

Dominique Lynch posted Feb 2, 2021 8:24 PM [☆ Subscribe](#)

Evaluating training is an important part of strategic training because it helps give an efficient plan in place. Without a strategy, things can become messy, unorganized, and overwhelming. It also creates roles and responsibilities. It gives clarity of what is required to support the process. It is very helpful for employees who are new or maybe have been gone for awhile, when things have been updated, they can just follow along without prolonging anyone else that is ahead or busy. Without a strategy, there is potential for confusion outside of the training department regarding the aim and objectives of your training evaluation activity (Eason, 2019).

Eason, R. (2019, March 14). Training evaluation strategy: 5 reasons why you should have one. Retrieved from <https://blog.polleverywhere.com/training-evaluation-strategy-5-reasons-why-you-should-have-one/>

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Last post **February 7 at 2:05 AM** by Jacob Sharp

Discussion 5

Grant Carter posted Feb 4, 2021 6:39 PM

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Good Afternoon,

I hope all of you are doing well and are staying healthy during this time.

During this pandemic when work is slow I think it is the perfect time for companies to have training activities for employees. If it is possible for companies to do cross-training then it should be made available. Now the one thing companies should do is make sure their training class is up to date. There is nothing worse than having a training class that is out of touch and out of date. One that doesn't have updated steps to the job you are doing. That's why companies should constantly review there training practices. A wasted training class would also ultimately cost the company plenty of money that could otherwise be saved. "The key to changing the mind set of training is to view it as a capital investment which, if done right, will give an acceptable rate of return. Training and development provides employees and the company as a whole, with long term benefits and presents a prime opportunity to expand the knowledge base of the workforce." (The HR Department 2015) I myself am a trainer at my job so I understand how vital this is. That is how I decided to come up with a new training plan. The old training methods were terrible and I just couldn't let that continue.

The HR Department (2015) Training: Importance, Strategy and Evaluation. Retrieved From

<https://www.thehrdepartment.ie/the-hr-advisor/training-importance-strategy-and-evaluation>

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Last post **February 7 at 7:51 PM**
by Dominique Lynch

Evaluating Training

Haley Garber posted Feb 3, 2021 8:01 PM [☆ Subscribe](#)

Bringing on an employee is expensive for a business, let alone training them. Employees are being paid their normal salary or hourly wage by watching someone else perform the job in the beginning. As time goes on, then they will do the job more hands on but still be getting paid their normal salary or hourly wage. It is expensive for businesses to be repetitively paying to bring on new employees over and over again - so it is important for employees to get the proper training they need for not only the business to succeed, but for the employee to feel confident in their job and feel successful in their responsibilities. "The main purpose of evaluating a training program is to gain knowledge about whether it has achieved or failed its objectives. Analyzing the training event by using appropriate evaluation tools can improve the outcome of future trainings to a considerable extend" (Stefanie Keller, 2019). Businesses need to make sure that training their new employees is efficient and being demonstrated properly to make sure new employees are learning and feel comfortable with the duties and responsibilities of the position. Using the proper resources and tools and familiarizing the new employee with them will help them be successful in the days to come. "The purpose of strategic planning is to set overall goals for your business and to develop a plan to achieve them. It involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be" (Strategic Planning, 2018). Businesses need goals in place for their business to be able to grow and be successful, to avoid shutdown all together. When issues arise, new planning needs to happen in order to make an operation work better. By achieving these goals, businesses will potentially be able to expand and grow which will positively affect everyone involved.

References:

Stefanie Keller. (2019, July 07). Training evaluation. Retrieved February 04, 2021, from <https://sswm.info/train-trainers/post-training-activities/training-evaluation#:~:text=The%20main%20purpose%20of%20evaluating,trainings%20to%20a%20considerable%20extend.>

Strategic planning: The BASICS: Business Gateway. (2018). Retrieved February 04, 2021, from <https://www.bgateway.com/resources/strategic-planning-the-basics>

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Last post **February 7 at 4:50 PM**
by Benita Robinson

5-1 Discussion: Discussion 5

Heather Dobkowski posted Feb 4, 2021 9:00 PM  [Subscribe](#)

Another interesting topic! Evaluating training is an essential part of strategic HR. “The training evaluation process is essential to assess training effectiveness, help improve overall work quality and boost employee morale and motivation by engaging them in the development of training programs (Andales, 2021).” Evaluating an organization’s training can determine many factors. Why is the turnover so high? Are we setting the employees up for failure? We have call-outs in one department, can the employees be crossed-trained? What’s the best way to accomplish the training to be most effective? Currently, my company is in what I like to call succession planning season. We look at the leaders to see where they need to be developed more and who is on the right track to be future successors of positions above them potentially. We are currently evaluating our training program, asking, “what is the best way to get them there?”.

During this week, I had a few oh moments because I realized several exercises we do at work are training evaluations to determine if we are effective. Last year, we did a workshop for our managers in regards to conducting investigations. However, over the last few months, it feels like we didn’t have training at all as the bad habits are still there, and there is still a need for a lot of hand-

holding throughout the process. We are taking a look at the first presentation and asking, where were we not specific enough? Was this section too vague? This section seems convoluted and confusing, so let's clear that up. We're going to be doing the training again in the spring. We did a pulse check survey to see who remembers what and if there was a want to retake it. Many said they would and gave insight into the most confusing sections for them, so we've been able to adapt.

Reference

Andales, J. (2021, January 25). Training evaluation: The process of evaluating training programs.

Retrieved February 05, 2021, from <https://safetyculture.com/topics/training-evaluation/>

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Last post **February 5 at 6:26 AM** by Deborah Guenther-Alexiou

Week 5

Jacob Sharp posted Feb 4, 2021 11:44 PM  [Subscribe](#)

Hello,

By evaluating the training that employees get periodically it will allow the human resource department to determine if the training is truly working or if they need to figure out a way to change the training to have the employees better understand how to conduct their job. If the training employees undergo is not being properly used, its possible that the company will be

less productive as well as employees may get hurt more often which can lead to citations and notices of violations when OSHA comes to conduct their assessments.

Thank You

Jacob

Mueller, A. (2020, August 28). The cost of hiring a new employee. Retrieved February 04, 2021, from <https://www.investopedia.com/financial-edge/0711/the-cost-of-hiring-a-new-employee.aspx>

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Last post **February 7 at 7:37 AM** by Deborah Guenther-Alexiou

5-1 Discussion

Julissa Acosta posted Feb 3, 2021 3:44 PM  [Subscribe](#)

Hi all,

I think evaluating training is not only important but an essential part of strategic training. Careful evaluation of the training consists in assessing the needs for the specific training and staff who should be receiving it. It can support the overall training results by help designing and planning the best path for delivery. It can also support training implementation, delivery and help monitor employee feedback and results that can be reported back to management.

Through training evaluation, organizations can effectively communicate to their staff the purpose of the training, look for support within the organization to help guide it, create opportunity to identify possible problems or conflicts that may arise during training and certainly evaluate the results. Strategic training provides staff with the tools and information they may need to increase their chances for success, therefore, making sure an effective training is carefully evaluated, planned and implemented.

References:

Bretz, F. (2018) *Four Good Reasons to Evaluate Training Effectiveness*. Retrieved from: <https://kodosurvey.com/blog/four-good-reasons-evaluate-training-effectiveness>

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Last post **February 7 at 11:13 AM** by Grant Carter

Dulak Discussion 5-1

Justin Dulak posted Jan 31, 2021 2:59 PM [★ Subscribe](#)

One of the most critical developments in the field of business management over the course of the twentieth century was an increased understanding of the need to evaluate every aspect of the business to ensure it is meeting its intended ends. This includes the company's training regimens. Only when the processes and goals of the training are aligned can the training truly be deemed strategic. Management consultant Peter Drucker perfectly encapsulated this philosophy in his now well-known maxim "you cannot manage what you cannot measure" (Dumay and Rooney, 2011).

In regards to corporate training policies and practices, what should be measured to ensure the program is being properly measured? At its most fundamental, every "training evaluation compares post-training results to the pre-training objectives of managers, trainers, and trainees," (Mathis, Jackson, Valentine, Meglich, 2017). As such, the exact measures will depend entirely upon what the manager wants the employees to learn, what the trainers can convey, and what the trainee wants to learn. In other words, the measure must be customized to the lesson at hand.

With that generality established, it is possible to move into a little more specificity. As alluded to above, strategic training entails matching the training with the goals of the company and individual. By recognizing that the training should produce "performance results that lead to fulfilling business needs," it becomes easy to understand "why the entire learning experience has to be linked to the main business goals" (Alexe, 2018). Thus, a well managed and strategic training program is one that builds business-essential knowledge, skills, and abilities into its employees in a way that can be systematically measured for success or failure.

References

Alexe, G. (2018, May 17). Strategic training – a lesson to be learned. Retrieved January 31, 2021, from <https://www.performancemagazine.org/strategic-training-lesson-learned/#:~:text=Strategic%20training%20is%20a%20form,it%20also%20increases%20productivity%20levels>.

Dumay, J. & Rooney, J. (2011). "Measuring or managing?" An IC practice case study. *Journal of Intellectual Capital*, 12(3), 344-355.

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human resource management*. Boston, MA: Cengage Learning.

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Last post **February 1 at 7:26 PM**
by Deborah Guenther-Alexiou

5-1 Discussion: Discussion 5

Keith Raymond posted Feb 15, 2021 7:50 PM [★ Subscribe](#)

Evaluating training is a very important part of strategic training. The training evaluation compares post-training results to the pre-training objectives of managers, trainers, and trainees (Mathis, 2017). Being able to evaluate the end result is a pure indication if the program in place is efficient, and worth the time and money. Just like employees, programs such as training should be evaluated too. Having multiple ways of evaluating training can be beneficial too.

Various training evaluations such as employee reaction questionnaires, testing on the training, observing employee behaviors post training, and simply comparing results of the training to company objectives, help to indicate how beneficial the training is to both the company and

the employees who partake in said training (Mathis, 2017). Creating programs that produce the greatest output while maintaining low costs is always the ideal goal.

Mathis, R. L., Jackson, J. H., Valentine, S., & Meglich, P. A. (2017). Human resource management (15th ed.). Boston, MA: Cengage Learning.

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Kimberly Fullmer - Discussion 5 - Module 5

Kimberly Fullmer posted Feb 4, 2021 2:23 PM [☆ Subscribe](#)

In reading through this modules resources, it is easy to understand why training is important to any organization. Although during the recruitment process, an HR manager can determine if an applicant or new-hire meets the educational and skills criteria for a position, but most firms require some level of training for specific positions post hire in order to train a person for that specific position utilizing the firms vision, mission and values.

Evaluating post hire strategic training is important so that the organization can determine if the training methods, strategy and materials are effective. "Training evaluation compares post-training results to the pre-training objectives of managers, trainers, and trainees." (Valentine, 2020) There are different ways to evaluate training that will tell you different areas that the training has either been effective in or not. Some of these evaluation methods measure the trainees reaction to the training, measure learning objectives, measure behavioral objectives that affect job performance and measure results regarding the effects of the training on organizational objectives. (Valentine, 2020)

By evaluating training in more than one way, an organization can determine if the training is more effective in one area than another and then "tweak" the training methods or materials in order to make the training more affective in all areas. "The implications for continuous learning in regards to human capital development are among others, recognition that learning should help (employee performance and achieve business goals), learning should occur on as needed basis, the need to support informational learning and also the fact that learning should include a therapist's overview." (Alexe, 2018)

References:

Valentine, R.L.M.J.H.J.S. R. (2020). *Human Resource Management*. [MBS Direct]. Retrieved from <https://mbsdirect.vitalsource.com/#/books/9781337520164/>

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Last post **February 7 at 6:52 PM**
by Kimberly Fullmer

Discussion 5

Megan Koors posted Feb 4, 2021 8:02 PM [☆ Subscribe](#)

Hello everyone,

When an organization does an evaluation on their training they are measuring if their training methods are effective. The evaluation would look at the results, behaviors, the learning, and the reactions of the employees. This is important in strategic training because it gives the company the data to support the decision of training or no training, new training or old training, and in-house training or third-party training. Collecting the data is important and if you are not collecting accurate data and feedback on the effectiveness of the training you just may be throwing good money after bad (Tyler, 2018).

There is so much that goes into strategic training, things like how it will be perceived, what types of learners will be in the program (i.e., visual, hands-on, etc.), is the training done by an employee or third-party, and the list goes on. The evaluation is what produces the evidence of success or failure. Yet it also gives the company something to work from to make better or use a reference later.

~ Megan Koors

Reference

Tyler, K. (2018, April 11). *Agenda/Training & Development: EVALUATING Evaluations*.
<https://www.shrm.org/hr-today/news/hr-magazine/pages/0602agn-traindev.aspx>.

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Last post **February 6 at 7:04 PM**
by Tavera Lee

Week Five Discussion: Evaluating Training

Noelle Fatello posted Feb 3, 2021 8:17 PM

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Hi Everyone,

Evaluating training is an important part of strategic planning because it impacts a company's bottom line. Training helps build necessary skills for workers. Most trainings are done on a short-term basis but it's very beneficial to continue training long-term to help your employees learn, grow and complete long-term goals. Training can be very beneficial to an organization. It can prepare workers to excel and also address performance deficiencies. In order to evaluate training, managers and human resources should get together to identify the company's problems, strengths, and weaknesses. They should also go over their current training method and determine what works and what doesn't work. After they collect that information, they should be able to create a clear and concise training program to effectively train new and current employees to come to the best end result for the company. "Addressing strategic issues and helping the company develop business-critical skills, competencies, and processes will add value in a way that simply training to "run the business as usual" cannot"(Mathis & Jackson,2011, pg.283). It's important to use these training method strategies because although they cannot fix all problems, they can greatly help with most of them.

Reference

Mathis, R. & Jackson, J. (2011). *Human resource management 13th edition*. Mason, OH: Thomson Publishers.

Thank you,
Noelle

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Last post **February 6 at 9:50 AM** by Haley Garber

5-1 Discussion (PB): Discussion 5

Patricia Bertulli posted Feb 3, 2021 7:27 PM [★ Subscribe](#)

Hi Class,

LOL! Another topic I love, especially since I worked in Learning & Development (Training) for 13 years in my previous company! Like our module overview stated, we need to have a plan for training to be successful. I too feel you need to start with the training assessment: assessing what training needs to take place, then designing the training: unless it is already created, delivering the training, then a debrief or evaluation of the training would be last.

I found 5 reasons why you should have a training evaluation strategy (Eason, 2019).

Your training evaluation strategy...

1. generates coherence for your activity
2. provides direction
3. acts as a reference guide
4. demonstrates that you mean business
5. concisely communicates your activity

Developing a training evaluation strategy is a benefit company-wide, department-wide, and by each employee receiving training, and all the trainers providing the training. Having a plan in place will keep you on track, help keep you coordinated, obtain important information, then share it with your team and any other parties that are deemed to need it.

Evaluating training helps to keep it fresh, engaging and a joy to learn. You want to know how it was received: did the participants like the flow of the training, could they follow it easily, did they learn from it, you want to have metrics for what was delivered (how can you measure the training).

Training evaluation compares post-training results to the pre-training objectives this will help determine if it is effective. Our book states there are four levels in which training can be evaluated: 1) reaction, 2) learning, 3) behaviors, and 4) results (Mathis, et al., 2017).

We would conduct a "debrief" after trainings to determine if we meet expectations, was it enough time/too much time/or not enough, (a lot of times the first place they would cut time, was with training, always wanting to have it done faster). Did we cover all that was needed, could we improve the training, could we shorten it, lengthen it, etc.

In the long run we wanted it to be effective, efficient, measurable: were the agents successful in performing their jobs after the training.

Have a great week!

Pat

References:

Eason, R. (2019, March 14). Training evaluation strategy: 5 reasons why you should have one. Retrieved February 03, 2021, from <https://blog.polleverywhere.com/training-evaluation-strategy-5-reasons-why-you-should-have-one/>

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). Human Resource Management - 15th Edition. Retrieved February 3, 2021, from <https://mbsdirect.vitalsource.com/>

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Last post **February 6 at 6:47 PM**
by Patricia Bertulli

5-1 Discussion: Discussion 5

Paula Rojas posted Feb 5, 2021 3:53 PM [☆ Subscribe](#)

Good afternoon,

Evaluating training is an important part of strategic training. Things are constantly changing and to stay on top of these changes training needs to be a priority and occur continually. "To be a strategic investment, training must align with company goals and contribute to the achievement of key performance indicators".

Paula

<https://mbsdirect.vitalsource.com/#/books/9781337520164/cfi/6/40!/4/20@0:22.7>

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Last post **February 7 at 7:59 PM**
by Paula Rojas

5-1 Discussion

Rachel Pisacane posted Feb 4, 2021 8:16 PM [☆ Subscribe](#)

Training plays a vital role in all positions within any organization. The process of evaluating the most effective training program for every position is extremely important for an employee to perform their job successfully. When considering a training program that is best for a position, one must consider the time and cost involved in the training process and whether it is the most cost-effective and efficient process. There are many different training approaches that an organization can make when initializing training. The first step could be narrowing down the decision of an internal or external training process and which training methods would be best suited for the position. Internal training methods include job-shadowing, on-the-job training, cross-training, group-based classroom training, etc. External methods include web conferences, podcasts, teleconferencing, etc. (Mathis, Jackson, Valentine, & Meglich, 2017). Deciding on a specific method requires evaluating the subject at hand, the number of trainees involved, how much time is being allotted for the training, cost, and much more.

Another important factor to consider is the size of the organization and what resources are available with respect to those sizes. For example, “a large firm with many new hires may be able to use the Internet, videos, and specific HR staff members to conduct employee orientation, while a small firm with few new hires may have an HR staff member meet individually with the new hires for several hours” (Mathis, Jackson, Valentine, & Meglich, 2017). Overall, evaluating and implementing a productive and efficient training program will lead to successful hires, minimal cost, increased productivity, positive employee morale, and so much more.

References

Mathis, R. L., Jackson, J. H., Valentine, S., & Meglich, P. A. (2017). *Human resource management*. Boston, MA: Cengage Learning. Retrieved February 4, 2021, from <https://mbsdirect.vitalsource.com/#/books/9781337520164/cfi/6/22!/4/218/2@0:0>

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Last post **February 7 at 7:31 AM** by Deborah Guenther-Alexiou

evaluating training

Scarlett Rogers posted Feb 6, 2021 8:31 PM [☆ Subscribe](#)

Why is this important? Well first if I am making a training, putting all my hard work and effort I would like to know if it works and how I can improve it. Everyone is going to have a different opinion on how they would of completed the training or how they can develop it to be better. I think if we moved away from training everyone the same way we would be better off, more productive. What I mean by this is evaluate your employees. See how they learn and communicate best. I know I hate taking those evaluation, but they provide so much information. Than I would creat 4 different trainings. I would have one that is super hands on, a power point and another maybe reading materials. IF the information is present to the individuals the way they would be most reseceptive they are more likely to provide constructive feedback and get more out of the training. I like more informal feedback sheets, did you like it?, what would you change, and 1 good thing, 1 bad thing. Short and simple gets to the point faster. Also post training discussions or meeting can help to see how the evaluators did in implementing the training and the practicality of it.

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Last post **February 7 at 3:40 PM**
by Heather Dobkowski

5-1 Discussion S.G.

Shani Gomez posted Feb 5, 2021 9:16 PM [☆ Subscribe](#)

Training evaluation refers to an attempt to obtain relevant information on the effects of a **training** program. It is considered an essential aspect of a **training** event to be able to reflect, analyze, and improve its effectiveness and efficiency (Neendoor, 2020)

Training new employees is costly and time consuming. Therefore, it is something that should be taken seriously and the outcomes should be measured to ensure it is cost efficient. None of us like to put all our effort into something for it to all have been a waste of our time and resources. For a company it isn't just about being annoyed by a failed outcome. It could be the

difference between profit and loss. Being trained effectively helps to reduce lost production time, reduce employee burn out and unnecessary training costs.

Neendoor, S. (July 14, 2020). Training evaluation-5 best ways to evaluate training effectiveness and impact. *KITABOO*. Retrieved from <https://kitaboo.com/training-evaluation-evaluate-training-effectiveness-impact/#:~:text=Training%20evaluation%20refers%20to%20an,improve%20its%20effectiveness%20and%20efficiency>.

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Last post **February 7 at 8:06 PM**
by Dominique Lynch

Discussion 5

Tavara Lee posted Feb 1, 2021 8:59 PM [☆ Subscribe](#)

Hello Class, hope everyone is enjoying their evening, Having a training evaluation strategy provides an organization with the tools and guidance required ensuring employees are educated and qualified in the details of their job assignment. Strategic training focuses on ways to meet organizational goals by providing the right tools to employees. While training is valuable it can't solve all organizational problems and in order to make that determination an analysis of training results will need to be measured. Evaluation acknowledges that a logical and efficient plan is synchronized and assessed and companies may need to continuously modify training to suit current needs. By conducting training, employees are better suited to identify safety procedures for certain task. It also builds employee confidence allowing them to have a greater understanding of their responsibilities within the workplace and in turn leads to improved performance levels. Ongoing and structured training makes staff members aware of policy changes.

Reference

Mathis, R,L,. (2017). Human Resource Management, 15th Edition. [MBS Direct]. Retrieved 29 November 2018, from:
<https://mbsdirect.vitalsource.com/#/books/9781337520164/cfi/6/40!/4/546/2/2@0:0>

Strategic Training Always Puts Employees First. Retrieved 29 November 2018; from: <https://iveybusinessjournal.com/publication/strategic-training-always-puts-employees-first/>

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Last post **February 7 at 7:27 AM** by Deborah Guenther-Alexiou

5-1 Training

Valerie Carroll posted Feb 4, 2021 9:25 PM [☆ Subscribe](#)

Hello,

Training your employees, while sometimes complex, is generally an excellent strategic objective. Companies see more overall success when they are able to grow their employees. When skill gaps are identified, it is often more cost efficient to train existing employees rather than hiring new or additional employees. Developing new skills leads to greater employee engagement and often higher levels of job satisfaction and greater company loyalty (Mathis, Jackson, Valentine, & Meglich, 2017). Additionally, training should be an essential part of strategic planning when it comes to succession planning, or as this week's article, '*4 Tips for Efficient Succession Planning*', reframed it: succession training. By evaluating and then developing the skills needed for a targeted employee to move into a senior role in advance of a change the organization will have a much smoother transition and less operational interruption.

It is also important to evaluate the training itself, to determine if both the training subjects and the training methods are effective. If training is ineffective, it is a waste of time and money, and it can be demoralizing to the employee. Training can be evaluated through employee reaction, testing what they've learned, observing their job behavior, and when possible, measuring such as increased productivity or fewer on the job accidents (Mathis, Jackson, Valentine, & Meglich, 2017).

At my job we offer training programs that can give Continuing Education (CE, CEU, CME) credits that go towards professional recertification. However, it is not enough to simply sit

through the webinar or seminar, but it would not be practical to have these people demonstrate these new skills. Rather, we have them take a pre and post training evaluation in order to measure their change in understanding. Evaluation is essential to prove results.

-Valerie

Works Cited

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). Human Resource Management, Fifteenth Edition. Boston: Cengage Learning.

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Last post **February 7 at 5:46 PM**
by Valerie Carroll

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