



The Training Impact Scorecard replaces both the process of attempting to find a clear monetary return on investment for discrete training programs and the practice of having a large number of disparate training measures that do not amount to an overall picture.

The purpose of the Training Impact Scorecard is two-fold. First, it enables proactive management of learning and development functions and initiatives. Second, it provides a business relevant means of communicating the value of training and development in the context of the overall business.

Measures used in the Eagle's Flight Training Impact Scorecard are based upon the Kirkpatrick model of evaluation: Level One – reaction; Level Two – knowledge; and Level Three – behavior. Level Four - results data, can be gathered using organizational and customer surveys, as well as other existing business metrics which serve as indicators of training impact.

There are three general areas that combine to create the Training Impact Scorecard:

### **1. Training Quality**

Training quality is determined by:

- Capacity – measuring the usage/attendance of the program by the target group
- Participant satisfaction – determined by the overall satisfaction and willingness to recommend reported by participants on Level One evaluations
- Perceived value – reported by program participants as determined by Level One questions related to ability to apply to role and predicted impact on effectiveness back on the job

### **2. Individual Impact**

Individual impact of training is assessed using:

- Participant Knowledge – as measured by a pre and post knowledge test (Level Two)
- Performance Improvement: Self – this is a behavioral self-assessment by training participants on their increased ability in the areas trained (measured immediately after training and in a follow-up assessment six months later)
- Performance Improvement: Multi-rater – this is a Level Three behavioral assessment by participants' managers, peers and direct reports of the increase in performance following training (measured immediately after training and in a follow-up assessment six months later)

### **3. Organizational Impact**

Organizational impact of training is determined using:

- Organizational Surveys – to assess the perceived impact of the training on other factors within the organization, including culture and engagement



- Customer Satisfaction – indications of an increase in customer satisfaction post training
- Other existing metrics – metrics such as turnover, error rates, throughput, etc. can demonstrate the impact of training on the organization as a whole

When designing a Training Impact Scorecard, Eagle's Flight will create a logic model linking the desired impact with the training programs. Existing organizational metrics will be examined and linked to the model, supplemented by additional measures where required. The scorecard will be tested over a period of two business cycles, then refined and validated. Once in its final form, the scorecard will be handed over to the organization to implement moving forward.

### CONTACT US

Eagle's Flight has offices throughout the United States and Canada, and is represented by global licensees around the world. Within the United States, our main office is located in Minnesota. Within Canada our main office is located in Ontario.

#### Global Head Office

489 Clair Road West  
Guelph, ON  
CANADA N1L0H7

#### US Head Office

7600 Parklawn Avenue  
Edina, MN  
USA 55435

**Phone:** 1-800-567-8079

**Worldwide:** 1-519-767-1747

**Fax:** 1-519-767-2920

**Web:** [www.eaglesflight.com](http://www.eaglesflight.com)

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