

Evaluation Activity Matrix

Measuring the effectiveness of any learning and its impact on the business is achievable through well-thought out mechanisms that are appropriate for the organisation, the particular intervention and the situational context. Over the years, Icendris has honed a variety of such mechanisms to suit a range of circumstances.

The most effective measures of learning will usually require the most resource and/or investment and as such work particularly well for:

- modular programmes – with a series of interventions over a period of time
- specific subjects with identifiable direct measures e.g. presentation skills, sales skills/performance
- when existing Management Information can be utilised for comparative measures.

	Evaluation activity	Who does it	Kirkpatrick	Features and benefits
BASELINE	✦ Pre and post course skills assessment	Participant	Level 2	Baseline interventions are cost effective, simple to run and are dependent on participants taking maximum levels of ownership for their own development with the trainer's input.
	✦ Pre course 1:1 with manager	Participant & Manager	Level 2	
	✦ Post course evaluation	Participant & Provider	Level 1	
	✦ Action learning sets / learning logs	Trainer & participant	Level 2 & 3	
	✦ Follow up e-mails	Trainer	Level 2	
	✦ Linked to existing PDPs and competencies using TNA	Trainer, Manager & participant	Level 2 & 3	
	✦ Peer coaching / buddying groups	Trainer & participants	Level 2	

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LEARNING TRANSFER	✦ Pre- course briefings to line Managers and senior Managers	Trainer & line Managers	Level 2	Learning transfer interventions involve members of the organisation, usually line managers and L&D. Assessment and evaluation documentation is created for / with the client by the provider. Accountability for actions and results are clearly allocated and learning is embedded and re-enforced.
	✦ Pre and post course meetings to set specific objectives and follow up on action plans	Provider, Manager & participant	Level 2	
	✦ Manager assessments after time	Trainer, Manager & participant	Level 3	
	✦ Participant assessments after time	Provider & participant	Level 2& 3	
	✦ Follow up coaching- face to face, phone or e-mail	Trainer & participant	Level 2&3	
	✦ Climate reporting (for less tangible outcomes)	Managers & L&D	Level 3	
	✦ Formal qualification pathways (e.g.) ILM	All stakeholders	Level 2	
	✦ Half day review / follow up workshops	Trainer & participants	Level 2&3	

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IMPACT ASSESSMENT	+ Business presentations to management	Participants present to Managers	Level 3&4	ROI interventions usually involve data gathering and reporting of some kind. Outcomes are clearly measured and quantified according to specific benchmarks agreed
	+ Business or organisational impact tracking and evaluations	Trainer & participants	Level 3&4	
	+ ROI reports and business impact statements against pre-agreed measures	Provider & L&D	Level 4	
	+ LMS reporting	Provider & L&D	Level 4	
	+ Repeat of staff surveys, 360 feedback, personal psychometrics	L&D, Trainer, Provider	Level 3	