

Measurement and Evaluation Strategy & Plan

ACTUAL EXAMPLE

This document addresses a variety of issues that make up the complete measurement and evaluation strategy and plan. Each of the following items should be explored and decisions made regarding the specific approach or issue.

Purposes of Evaluation

Select the specific purposes relevant to your organization from the list of evaluation purposes below. Check all that apply.

- | | |
|-------------------------------------|---|
| ☒ | Determine success in achieving program objectives. |
| ☒ | Identify strengths and weaknesses in the learning and development process. |
| ☒ | Set priorities for learning and development resources. |
| ☒ | Test the clarity and validity of tests, cases, and exercises. |
| ☐ | Identify the participants who were most (or least) successful with the program. |
| ☒ | Reinforce major points made during the program. |
| ☐ | Decide who should participate in future programs. |
| ☒ | Compare the benefits to the costs of a learning and development program. |
| ☒ | Enhance the accountability of learning and development. |
| ☒ | Assist in marketing future programs. |
| ☒ | Determine if a program was an appropriate solution. |
| ☒ | Establish a database to assist management with decision making. |

Are there any other?
See statement below.

Write an Overall Evaluation Purpose Statement

The Organization Development & Learning team is committed to defining a Measurement and Evaluation Strategy and Plan for the ODL function. The team has concluded that this strategy and plan is necessary to ensure the success of the ODL function and more importantly the success. The measurement and evaluation strategy & plan will allow the ODL team to make certain that the team's efforts are making an impact and assisting the company to achieve its overall business strategy and goals. In addition the evaluation strategy will allow the team to:

- Determine whether program &/or course objectives have been met successfully.
- Identify strengths and weaknesses in the ODL processes.
- Ensure the team is working on the right programs/ objective by assisting in the prioritization of programs and courses.
- Examine the validity of tests, cases, and exercises used in programs.
- Reinforce key objectives of programs and/or programs.
- Compare the benefits to the costs for key strategic programs.
- Enhance the accountability of ODL team.
- Assist in the marketing of future programs.
- Aid in the determining if a program was an appropriate solution and had the proper impact.
- Establish a database to support management in the decision making process on new programs as well as the improvement of existing programs.
- Allow the ODL team to promote and celebrate successes.
- Facilitate the sharing of experiences and learning/ best practices in ODL.
- Serve as an indicator of which programs and what within a program needs to be improved.
- Make a convincing case for continued funding.

Select Evaluation Model(s)

It may be helpful to review the scope of evaluation. Does the evaluation apply to all types of projects and programs? Or is it limited? Is there a limitation on certain evaluation activities?

The Measurement and Evaluation Strategy and Plan will apply to all Organization Development & Learning projects. However, the types and level of evaluation will vary by the program in question.

Stakeholder Groups

Identify specific stakeholders that are important to the success of measurement and evaluation.

In order for the Measurement and Evaluation Strategy and Plan to be achieved the following stakeholders must be engaged and in agreement with the proposal:

- Executive Team
- ODL Director
- ODL Council
- ODL Team

Evaluation Targets and Goals

List the approximate percent of programs currently evaluated at each level. List the number of programs you plan to evaluate at each level by a specific date.

Level	Current Use	Planned Use	Date
Reaction and Planned Action	50%	100%	12/31/2019
Learning	70%	60%	12/31/2019
Application	0%	30%	12/31/2019
Business Impact	0%	10%	12/31/2019
ROI	0%	5%	12/31/2019

Organization

Is evaluation independent of program ownership? What are the reporting relationships?

Evaluation will apply to all Organization Development & Learning projects within the control of the ODL team. The ODL team reports up through the Human Resources organization. The projects may be sponsored at the corporate level, by a shared services group, by a country or group of countries, or by a particular business unit or group of business units.

Staffing

Indicate the philosophy of using internal vs. external staff for evaluation work and the number of staff involved in this process part-time and full-time.

Internal vs. external philosophy – The evaluation work will be conducted mostly by internal staff. However, where we have identified a strategic partner on a particular program, they may conduct the evaluation work.

Number of Staff part-time – Two individuals in the OD team exist to work on the evaluation work at the Application, Business Impact, & ROI levels. The percentage of time that can be spent on these evaluations is minimal at the current resource levels. These same individuals currently also do the Reaction & Planned Action level as well as the Learning Level. Eventually, the majority of the evaluation done at this level will be completed by a Training Associate, who has not been hired at this time.

Names or Titles – (Manager, OD); (OD Specialist), TBD (Training Associate)

Number of Staff full-time – Today, there is one staff member dedicated full-time to evaluation work. This may need to be a consideration for the future.

Names or Titles – Evaluation Coordinator

Worksheet – Project/ Program Selection Criteria

Selecting Programs / Interventions for Level 4 and 5. List each project/program you are considering evaluating in the left column below. Rank each program as 1,2,3,4 or 5 for each of the ten criteria.

Program / Intervention	Life Cycle of Project Program	Operational Objectives	Strategic Objectives	Costs	Audience Size	Visibility	Investment of Time	Needs Assessment Conducted	Management Interest	Quality of Data Collection Processes
Supervisor Certification Program	5	5	5	4	3	5	4	4	5	2
LMS	5	4	3	4	5	5	5	2	5	4
GP&STP	5	5	5	4	4	5	4	4	5	3
Competency Models	5	4	4	5	5	4	4	2	3	1
Mentoring Program	5	5	5	3	2	4	4	4	3	1
Career Enhancement Program	5	5	5	5	4	5	5	4	5	1
On-boarding Program	5	4	4	2	2	3	3	3	3	1
Situational Leadership	5	5	5	5	3	5	3	3	3	2
Fundamentals of Project Management	5	3	3	3	2	3	2	3	2	1

Criteria

1. life cycle of project/program
2. operational objectives
3. strategic objectives
4. costs
5. audience size
6. visibility
7. investment of time
(delivery, coordination, support)
8. needs assessment conducted
9. management interest
10. quality of data collection processes

Ranking Scale

- | | |
|---|---|
| 1 = very short life cycle | 5 = very long life cycle |
| 1 = not related | 5 = closely related |
| 1 = not related | 5 = closely related |
| 1 = very inexpensive | 5 = very expensive |
| 1 = very small | 5 = very large |
| 1 = low visibility | 5 = high visibility |
| 1 = small time investment | 5 = large time investment |
| 1 = no process to determine needs | 5 = process was used to determine learning, performance, and business needs |
| 1 = low level of interest in evaluation | 5 = high levels of interest in evaluation |
| 1 = very little data available | 5 = good processes to collect data |

Climate Assessment for Results

The climate for results and the perception about results should be assessed.

Instrument	Audience	Dates

Responsibilities

Detail the responsibilities of different groups in learning and development. Generally, specialists are involved in a leadership role in evaluation and others are involved in providing support and assistance in different phases of the process.

Group	Responsibilities
OD Manager	Serve as champion for evaluation strategy; Develop Measurement & Evaluation Strategy & Plan; Define & conduct High Level ROI studies; Analyze evaluation results & make recommendations; Develop communicate strategy on results for stakeholders.
OD Specialist	Participate in development of Measurement & Evaluation Strategy & Plan; Define & conduct Application, Business Impact, & ROI studies. Determine which projects should be evaluated at each of the levels. Establish the data collection instrument & process to be used for the studies. Analyze and interpret results and make appropriate recommendations.
System Specialist	Develop systems to track measurement & evaluation results; develop reports for results.
Training Associate	Conduct Reaction & Planned Action level as well as the Learning Level evaluation work. Conduct some Application level studies. All studies based on guidance from OD Specialist.
OD&L Council	Provide feedback & support for the Measurement & Evaluation Strategy & Plan; communicate results to their organization.
Evaluation Coordinator	Provide coordination for all evaluation activities.

OD Director	Provide feedback & support for the Measurement & Evaluation Strategy & Plan; Communicate results to Executive Team
Curriculum Specialist	Collect data for and conduct some Reaction & Planned Action level, Learning Level, and Application level studies based on guidance from OD Specialist. Ensure needs assessment includes business impact suggestions.
Regional Training Managers	Collect regional data for Reaction & Planned Action level; Learning Level, and Application level studies.
Instructors	Collect data for Reaction & Planned Action level as well as the Learning Level evaluation work.

Responsibilities for Champions

X	Designing data collection instruments
X	Providing assistance for developing an evaluation strategy
X	Analyzing data, including specialized statistical analyses
X	Interpreting results and making specific recommendations
X	Developing an evaluation report or case study to communicate overall results
X	Providing technical support in any phase of measurement and evaluation
X	Assisting in communicating results to stakeholders

Responsibilities for Other Team Members

X	Ensure that the needs assessment includes specific business impact measures
X	Develop application objectives and business impact objectives for each program
X	Focus the content of the program on the objectives of business performance improvement; ensuring that exercises, case studies, and skills practices relate to the desired objectives
X	Keep participants focused on application and impact
X	Communicate rationale and reasons for evaluation
X	Assist in follow-up activities to capture business impact data
X	Provide assistance for data collection, data analysis, and reporting
	Design simple instruments and procedures for data collection and analysis
	Present evaluation data to a variety of groups

Budget

The annual budget for measurement and evaluation in best practice organizations is 3-5% of the learning and development budget. What is your current level of measurement & evaluation investment? What is your target?

Current investment is \$250,000. Planned is \$459,000. Should be \$800,000.

Data Collection Methods

Indicate the current data collection methods used and planned for the different levels of evaluation.

Level 1	Current Use	Planned Use
Questionnaire	X	X
Focus Group		X
Interview		X
Level 2	Current Use	Planned Use
Objective Tests	X	X
Questionnaires/Surveys		X
Simulations	X	X
Self Assessments		X
Level 3	Current Use	Planned Use
Follow-up Surveys		X
Observation on the Job		
Interviews with Participants		X
Follow-up Focus Groups		X
Action Planning		X
Performance Records Monitoring		X
Level 4	Current Use	Planned Use
Follow-up Questionnaires		
Action Planning		X
Performance Contracting		
Performance Records Monitoring		X

Building Capability

How will staff members develop their measurement and evaluation capability? (Internal workshops, external workshops, meetings, certification, networking, etc...)

Action	Audience	Who conducts/ organizes?
Briefings 1-2hrs	Executive Team	OD Manager
Half Day workshop	OD&L Council	OD Specialist; OD Manager
1-day workshop	Instructors; Regional Training Managers; System Specialist	OD Specialist; Evaluation Coordinator
2 day workshop	Training Associate; Curriculum Specialist; Director L&D	OD Specialist; Evaluation Coordinator
Certification	OD Manager; OD Specialist; Evaluation Coordinator	ROI Institute
Coaching	OD Manager; OD Specialist; Evaluation Coordinator	TBD
ROI Conferences	OD Manager; OD Specialist	TBD
Networking	OD Manager; OD Specialist	TBD

Use of Technology

How do you use technology for data collection, integration, and scorecard reporting, including technology for conducting ROI studies? How do you plan to use technology?

	Current Use	Planned Use
Surveys	X	X
Tests	X	X
Other Data Collection		X
Integration	X	X
ROI		X
Scorecards		X

Forecasting

How will ROI forecasting be used? Which programs?

Time Frame	Percent of Programs	First Project
Pre-Program	30%	Situational Leadership
Level 1 Reaction	100%	Situational Leadership
Level 2 Learning	60%	GP&STP, Supervisor Certification Program
Level 3 Application	30%	GP&STP, Supervisor Certification Program
Level 4 Business Impact	10%	GP&STP
Level 5 ROI	5%	GP&STP, Supervisor Certification Program

Management Team

What specific action will be taken to alter perceptions of, and build relationships with this important group?

Management Action	Target Group	Scope	Payoff
Commitment	Top Executives	All Programs	Very High
Support	Middle Managers, First Level Supervisors	Usually Several Programs	High
Reinforcement	First Level Managers	Specific Programs	Moderate
Involvement	All Levels of Managers	Specific Programs	Moderate

Management Involvement

Specific Actions for Management	Planned
Provide input on a needs analysis	X
Serve on an advisory committee	X
Provide input on a program design	X
Serve as a subject matter expert	X
Serve on a taskforce to develop a program	X
Volunteer to evaluate an external learning & development program	X

Assist in the selection of a vendor-supplied learning & development program	X
Provide reinforcement to your employees after they attend a learning program	X
Coordinate a learning and development program	
Assist in program evaluation or follow-up	X
Conduct a portion of the program as a facilitator	

Developing Partnerships

Who should be a business partner? How do you propose to establish the partnership?

Partner	Strategy
OD&L Council	ROI workshop; feedback & input on evaluation strategy; role in ROI project prioritization
Business Unit Leaders	Communication Strategy
Executive Team	Executive Meeting to present evaluation strategy & scorecard; communication strategy
HR	Communication strategy
Finance	Communication strategy

Communication Audiences

Indicate the specific audiences who need evaluation data.

	Current Use	Planned Use
Client, Top Executive		X
Immediate Managers, Team Leaders		X
Top Executives		X
Immediate Managers		X
Participants		X
Key Client Team		X
All Employees		
OLD Staff		X
Prospective Clients		X

Communication Methods

Indicate the specific method you currently use to communicate results. What method do you plan to use?

	Current Use	Planned Use
Meetings		X
Interim & Progress Reports	X	X
Newsletters		X
Email and Electronic Media		X
Brochures & Pamphlets		X
Case Studies		X

Scorecard Format

Develop a mock-up of a Macro Level Scorecard, reflecting the overall contribution of learning & development. See sample.

Macro Level Scorecard – Example

- Inputs & Indicators (Level 0)
 - o Coverage (30%)
 - o Participants
 - o Hours
 - o Costs
 - o Efficiencies
 - o Delivery Mechanisms
 - o Investment (% of Payroll)
 - o Investment per Employee
- Reaction & Planned Action (Level 1)
 - o Coverage (100%)
 - o Selected Measures (5-10)
 - o Predictive Measures
 - o Planned Action (20%)
- Learning & Confidence (Level 2)
 - o Coverage (60%)
 - o Selected Measures (3-5)
 - o Formal (50%)
 - o Informal (50%)
- Application & Implementation (Level 3)
 - o Coverage (30%)
 - o Selected Measures (3)
 - o Barriers
 - o Enablers
 - o Linking to Impact Measures
- Impact & consequences (Level 4)
 - o Coverage (10%)
 - o Types of Measures
 - o Isolation Methods
 - o Conversion Methods
 - o Actual Results of Impact Studies
- ROI (Level 5)
 - o Coverage (5%)
 - o Typical Measures in Studies
 - o Actual Results
- Intangibles, Including Branding
 - o Coverage (40%)
 - o Top Five Programs
 - o Awards

Use of Data

Indicate how you currently use evaluation data by placing a 'Σ' in the appropriate box. Indicate your planned use of evaluation data by placing an 'x' in the appropriate box.

Strategy	1	2	3	4	5
Adjust Program Design	X	X	X	X	X
Improve Program Delivery	X	X	X		
Influence Application & Impact				X	X
Enhance Reinforcement for Learning		X	X	X	
Improve Management Support for Learning & Development				X	X
Improve Satisfaction with Stakeholders	X	X	X	X	X
Recognize & Reward Participants		X	X		
Justify or Enhance Budget				X	X
Develop Norms or Standards		X	X		
Reduce Costs			X	X	
Market Learning & Development Programs	X		X	X	X
Expand Implementation to Other Areas	X	X	X	X	

Case Studies

As part of the initial implementation, several case studies should be planned. These studies should represent a cross section of programs and represent some of the best studies for learning communication, and marketing.

Project	Responsibility	Date
Supervisor Certification Program		12/31/2019
Learning Management System		12/31/2019
GP&STP		12/31/2019

Model Process

As part of the initial implementation, consider using the ROI Methodology and co-brand it with your organization, if desirable and economically feasible.

The ROI Methodology will be used.

Network

A network of the ROI community should be planned. This is an internal task force or community of professional practice designed to share information and to assist each other.

Typical Network Issues		Typical Network Topics	
Communication Methods	X	Tool/ Template Sharing	X
Membership Rules	X	Collaborative Projects	X
Meeting Times	X	Research/ Benchmarking	X
Topics/ Issues		Sounding Board	X
Monitoring/ Managing	X	Project Critiques	X
Managing		Technology Review	X

Policies & Procedures

To be consistent in the evaluation approach and to minimize the cost of reinventing tools and templates, a policies and procedures guide should be developed.

The policy and procedure for evaluation still needs to be developed. It will be written when general agreement has been reached on the Measurement & Evaluation Strategy & Plan.

Minimize Staff Resistance

Because the staff will resist the ROI methodology, it may be important to have a specific plan of minimizing resistance. This often includes specific actions of involvement, decision making, and training

Specific Actions	Responsibility	Date
ROI Workshop		1/31/2019
Participation/ Feedback in Evaluation Strategy Development		1/31/2019
Participation/ Feedback on Scorecard		6/30/2019
Selection of Initial ROI Projects		2/15/2019

Obstacles

For most organizations, major obstacles will get in the way of successful implementation. These often involve resources, support, technology, and geographic dispersion, among others. Specific actions should be planned to remove or minimize the obstacles.

Obstacles	Responsibility	Date
Lack of Resources		1/31/2019
Lack of central HR database		12/31/2019
Lack of Tracking & Data collection Systems		6/30/2019
Lack of Global Perspective		6/30/2019

Monitor Progress

To keep the process on track, implementation should be monitored periodically and re-planned and adjusted as necessary. Ideally a project plan should be implemented, reviewed quarterly, and annually thereafter.

A project plan and schedule will be created within Microsoft Project, when agreement on the Measurement & Evaluation Strategy & Plan well as the Scorecard is agreed upon. This plan will then be presented and agreed upon as well.

Comments

This strategy and plan is subject to change based on input from the OD&L Council and ODL Team.