Excellcia Lodge - Evaluation Approach

At Excellcia Lodge we want this evaluation project to be a worthwhile exercise. To do this, the evaluation must go beyond just finding out if participants enjoyed themselves at the training. Whilst Excellcia acknowledges the importance of a positive learning environment, it is interested in how that training has impacted not only on the individual but on their teams and the hotel as a whole.

Consequently Excellcia Lodge has come up with the following objectives for its evaluation.

(a) Examine the delivery of the training programs
(b) Measure the success of the programs' outcomes
(c) Determine how well participants transfer their new competencies to their jobs
(d) Identify the strengths and weaknesses of the promotion and record keeping procedures associated with training and assessment
(e) Determine if training is contributing to the continuous improvement of Excellcia in a cost-effective manner.
To carry out the above objectives, Excellcia Lodge has chosen a range of methods and tools to collect data. These methods and tools were selected after management considered the:

- budgetary constraints of the evaluation
- timelines for the project
- the type of data required e.g. facts or feelings
- the nature and availability of staff

and applied accordingly.

(a) To check people's reactions to a training program. In each department this will be collected by means of two questionnaires. All the participants and the trainers should be asked to complete the appropriate forms that appear as samples in the first drawer of the filing cabinet in the Training Room.

(b) To check the learning that resulted from that same program the results for its participants will be examined. The data will be obtained from the trainers or the training department.

(c) To determine how the participant has changed his/her work behaviour since the program and how the program fitted into the participant's training plan. Separate questionnaires will be issued to all participants and their supervisors.
As these questionnaires refer to Training Plans, you should read the resource "Training Plans".

(d) Two crucial aspects of the training process that Excellcia Lodge wants to evaluate are promotion and record keeping. There are five essential readings on these two topics that can be found on the bookshelf in the Training Room. Some promotional material will be reviewed and specific questions have been incorporated into the same questionnaires used in (a) and (c) above.

(e) The contribution of training to improved performance at Excellcia Lodge, will be measured through Departmental indicators and budgets. Relevant performance indicators and budget figures should be obtained in the first instance from the Department Manager.

As noted in the reading on "Evaluation", the objectives of an evaluation determine how one goes about evaluating the training. The methods and tools described above will help us to meet the objectives of Excellcia Lodge in this project.