

# Reviewing and Evaluating Skills Training

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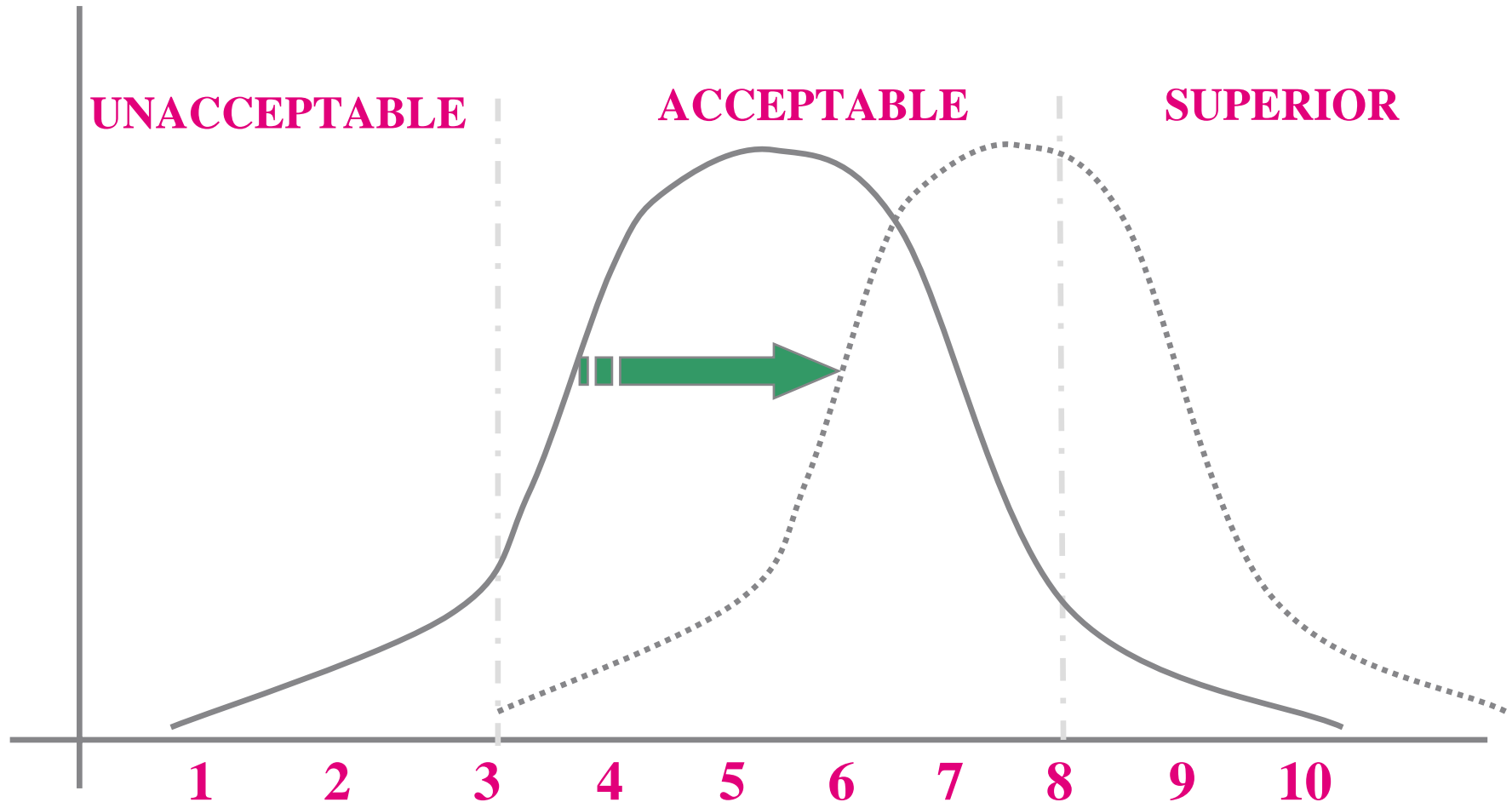
No. of employees

How would we plot the performance of researchers?

UNACCEPTABLE

ACCEPTABLE

SUPERIOR



Performance

## Measuring Return on Investment - ROI

$$\text{ROI} = \frac{\text{GROSS BENEFIT} - \text{COST}}{\text{COST}} \times 100\%$$

$$\text{Eg. ROI} = \frac{\text{£2.3M} + \text{£3.7M} - \text{£1.4M}}{\text{£1.4M}} \times 100\%$$

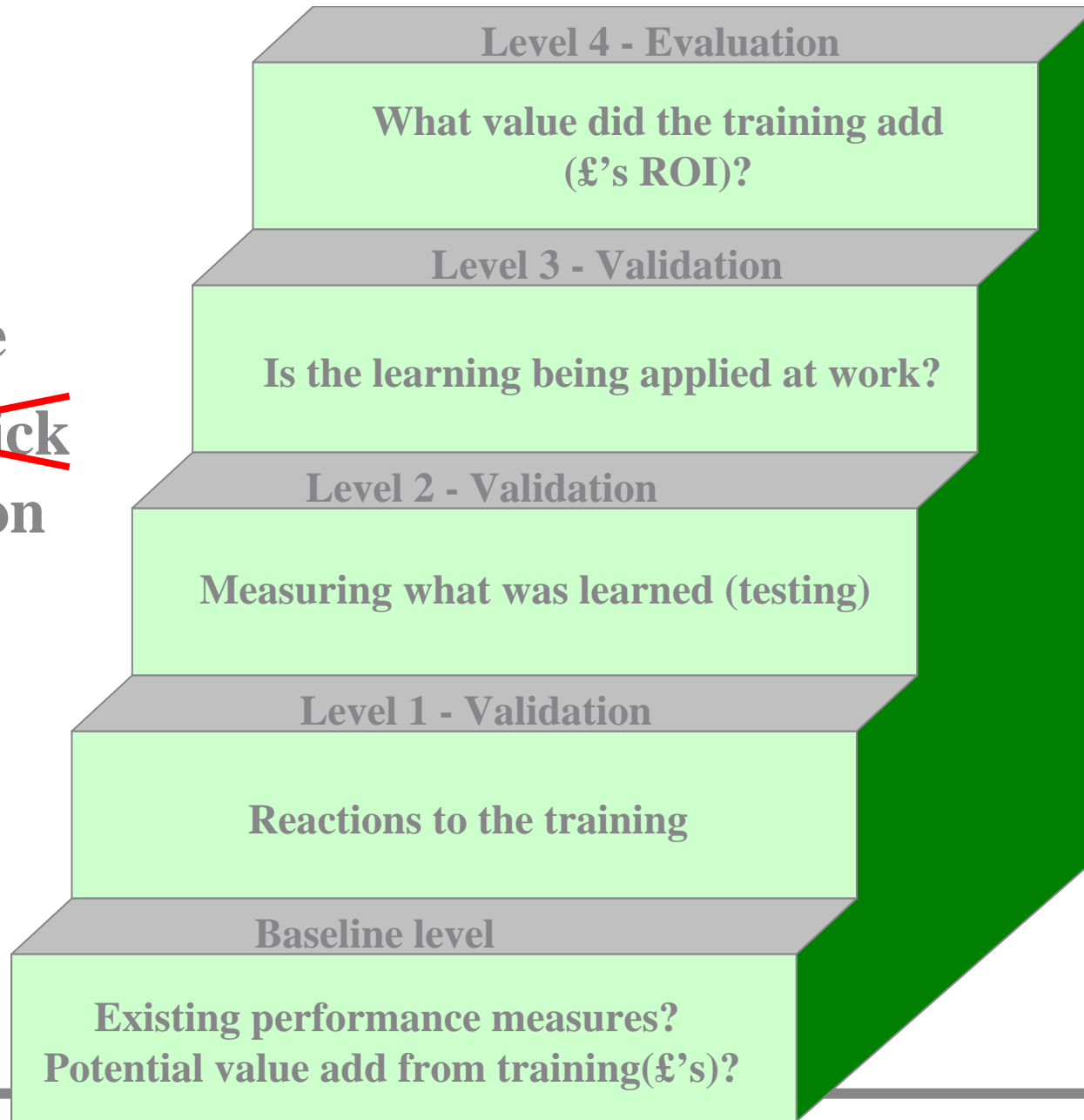
$$\text{ROI} = \frac{\text{£2.3M}}{\text{£1.4M}} \times 100\%$$

$$\text{ROI} = 1.64 \times 100\%$$

$$\text{ROI} = 164\% \text{ in 1 year}$$

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**Baseline**  
~~**Kirkpatrick**~~  
**Evaluation**  
**Model**



# The 3 Box System

**PRIORITY 1**  
Validate

**PRIORITY 2**  
Evaluate & ROI

**PRIORITY 3**  
Shift



**BOX 1**  
**'Must have'**

**Basic training**

**Induction**

**Compliance**

**Risk  
Management**

**Competence**

**BOX 2**  
**'Added value'**

**Sales  
improvement**

**Cost reduction**

**Efficiency**

**Improved  
customer  
satisfaction**

**BOX 3**  
**'Nice to have'**

**Team building**

**E-learning**

**Leadership  
development**

**Corporate  
University**