3. Evaluate the transfer of learning

Importance

The impact of mastering these competencies is that you:

- Determine whether the learning solution affects performance outcomes.
- Identify opportunities for improving the transfer of learning to the workplace.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

3a Develop a plan to evaluate the transfer of learning
See *Assessing Performance Needs 4d*

3b Identify desired performance outcomes
See *Assessing Performance Needs 2c*

3c Develop materials to evaluate the transfer of learning
See *Designing Learning Experiences 4h*

3d Assess the transfer of learning to the workplace

Gather data to identify gaps between pre-learning, current, and desired performance outcomes

Interview former participants to ascertain the application and impact of the training on their work or lives

Identify factors other than the learning that might affect performance outcomes

Assess the impact of learning on performance outcomes

Determine barriers to the transfer of learning (for example, software not working as expected, supervisors not supporting performance)

Evaluate how women's family factors impact their ability to transfer the learning ⚧

Determine how access or lack of access to technology has supported or hindered the transfer of learning

3e Recommend changes based on evaluation of the transfer of learning

Identify potential changes to the design and facilitation based on how the learning solution has affected performance outcomes

Identify potential changes to support the transfer of learning based on how the learning solution has affected performance outcomes

Determine the feasibility of identified changes

Recommend changes to improve the impact of the learning solution on performance outcomes

Decide how to communicate longer-term program results, taking into account cultural and religious norms, political circumstances, and gender norms and behaviors ⚧ ◎

Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
Plan to evaluate the transfer of learning	Plan identifies what data to gather and analyze
	Plan identifies when to conduct evaluation
	Plan includes benchmarks of pre-intervention performance
	Plan includes an estimate of resources required to implement evaluation plan
Materials to evaluate the transfer of learning	Evaluation is clear and easy to complete
	Evaluation captures relevant data (for example, uptake of new skills, proficiency in applying new skills, and barriers to the transfer of learning to the workplace)
	Evaluation uses technology to simplify data collection and reporting
Assessment of performance results	Gap between pre-intervention, current, and desired performance outcomes is identified
	Results are stated in terms of specific performance outputs
	Results are based on accurate and reliable data and sound analysis
	Cause-effect relationships are determined among performance gaps
	Assessment determines appropriateness of desired performance outcomes in light of actual performance data
Recommended changes to learning solutions and their transfer	Recommendations are based on analysis of how the learning has affected performance
	Recommendations continue to support the achievement of learning objectives
	Recommendations are realistic for the organization and work unit
	Recommendations are based on identified barriers to the transfer of learning
	Recommendations continue to support the achievement of learning objectives
	Recommendations are realistic for the organization and work unit

EVALUATING LEARNING

1. Evaluate participant reactions
2. Evaluate learning objectives
3. Evaluate the transfer of learning
4. Evaluate business results