STANDARD OPERATING PROCEDURE

Training Evaluation SOP

Document no.	SOP-TRN-007
Revision	1.0
Owner	Learning and Development Manager
Effective date	September 15, 2026
Review cycle	Every 12 months

1. Purpose

To measure whether training changed participant knowledge, behavior and, where relevant, business results, and to use those findings to improve future training.

2. Scope

Applies to formal training programs delivered internally or by external providers. Day-to-day informal coaching is not evaluated under this SOP.

Definitions

Reaction feedback	Participant feedback collected right after a session about the content, delivery and relevance of the training.
Knowledge retention	How much of the training content a participant can recall or apply after some time has passed, not just immediately after the session.
Business impact	A measurable change in a business metric, such as error rate or output, linked to the training.

3. Responsibilities

Training Coordinator	Collects reaction feedback, administers knowledge checks, and compiles the evaluation report.
Learning and Development Manager	Sets evaluation criteria before training is delivered and uses findings to update the curriculum.
Manager	Observes on-the-job application after training and provides feedback on behavior change.
Employee	Provides honest reaction feedback and takes part in follow-up knowledge checks.

RACI matrix

Activity	Training Coordinator	Learning and Development Manager	Manager	Employee
Define evaluation criteria before training	C	R/A	C	-
Collect post-session reaction feedback	R/A	I	I	R

Activity	Training Coordinator	Learning and Development Manager	Manager	Employee
Test knowledge retention	R/A	C	I	R
Observe on-the-job application	I	C	R/A	R
Compile and share the evaluation report	R	R/A	C	I

R = Responsible, A = Accountable, C = Consulted, I = Informed

4. Materials and PPE

Materials, tools and systems

- Post-session reaction survey
- Knowledge retention test
- On-the-job observation checklist
- Business metric or KPI data relevant to the training
- Evaluation report template

5. Procedure

Step	Task	Owner	Done
5.1	**Define evaluation criteria before training** Before the training is delivered, the learning and development manager defines what success looks like, such as a target knowledge score, behavior change or business metric. **Checkpoint:** Success criteria are agreed and documented before the training is delivered, not decided afterward.	Learning and Development Manager	☐
5.2	**Collect reaction feedback** Immediately after the session, the training coordinator sends participants a short survey about content relevance, delivery quality and their confidence applying what they learned.	Training Coordinator	☐
5.3	**Review reaction results** The training coordinator reviews the reaction survey results for any low scores or comments that indicate a problem with the content or delivery that needs quick attention.	Training Coordinator	☐
5.4	**Test knowledge retention** A set period after the session, the training coordinator administers a short knowledge check to see how much participants retained, not just what they recalled immediately after training.	Training Coordinator	☐
5.5	**Observe on-the-job application** The manager observes the employee performing the trained task or behavior on the job and completes the observation checklist noting whether it matches what was taught. **Checkpoint:** Observation happens on real work, not a simulated demonstration, to confirm the skill transferred.	Manager	☐
5.6	**Gather manager feedback** The learning and development manager collects feedback from managers on whether they have seen a change in performance or behavior since the training.	Learning and Development Manager	☐

Step	Task	Owner	Done
5.7	**Measure business impact where relevant** For training tied to a specific business metric, the learning and development manager compares the relevant KPI data before and after training to look for a measurable change.	Learning and Development Manager	☐
5.8	**Compile the evaluation report** The training coordinator compiles reaction, knowledge, application and, where available, business impact results into a single evaluation report against the original success criteria.	Training Coordinator	☐
5.9	**Share results with stakeholders** The learning and development manager shares the evaluation report with department managers and training sponsors, highlighting what worked and what did not.	Learning and Development Manager	☐
5.10	**Update the curriculum** The learning and development manager uses the evaluation findings to revise course content, delivery method or timing for the next run of the training.	Learning and Development Manager	☐

6. Quality checks

- Success criteria are documented before training is delivered, not written after the fact.
- Reaction feedback response rate meets the target set by the training coordinator.
- Knowledge retention is tested after a delay, not only immediately after the session.
- Evaluation findings are visibly reflected in the next version of the course.

7. Records

- Documented evaluation criteria
- Reaction survey and knowledge check results
- Manager observation checklists
- Evaluation report and curriculum update notes

8. KPIs

- Average reaction survey score
- Knowledge retention score after the delay period
- Percentage of participants showing observed behavior change
- Business metric change linked to the training, where measured

9. Common mistakes

- Only measuring reaction feedback and treating a good mood in the room as proof training worked.
- Testing knowledge immediately after the session instead of after a delay.
- Skipping on-the-job observation entirely.
- Collecting evaluation data but never using it to change the course.

10. Revision history

Revision	Date	Description	Reviewed by
1.0	September 15, 2026	Initial release	Alexa Uskova

Approval

Prepared by	Approved by	Date

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