

LEARNING PROGRAM PERFORMANCE AUDIT & STRATEGIC RECOMMENDATIONS

Comprehensive assessment and strategic roadmap for global hospitality organization's new hire training programs

The Challenge

A global hospitality organization needed to evaluate the effectiveness of their new hire training programs across three customer service departments (Reservations Sales, Customer Care, and Guest Assistance). Leadership expressed concerns about inconsistent training quality, unclear learning outcomes, and limited evidence of business impact. The organization required an objective assessment with data-driven recommendations to optimize their learning approach and demonstrate ROI.

My Role & Approach

- Conducted comprehensive audit of new hire training programs across three departments serving 500+ contact center agents
- Analyzed training modalities (instructor-led, eLearning, independent work), content quality, and assessment rigor using instructional design best practices
- Reviewed existing training content against four critical components: measurable objectives, engaging activities, practice opportunities, and aligned assessments
- Evaluated learning measurement approach against Kirkpatrick's Four Levels of Evaluation model
- Interviewed stakeholders and reviewed completion data, assessment results, and performance metrics
- Identified strategic opportunities for microlearning implementation and trainer optimization

- Developed prioritized recommendations addressing content design, delivery methods, assessment strategy, and measurement frameworks

The Work

My audit approach included evaluating the program across five dimensions: training modalities, instructional design quality, assessment effectiveness, measurement rigor, and strategic learning opportunities.

Audit Framework Visual

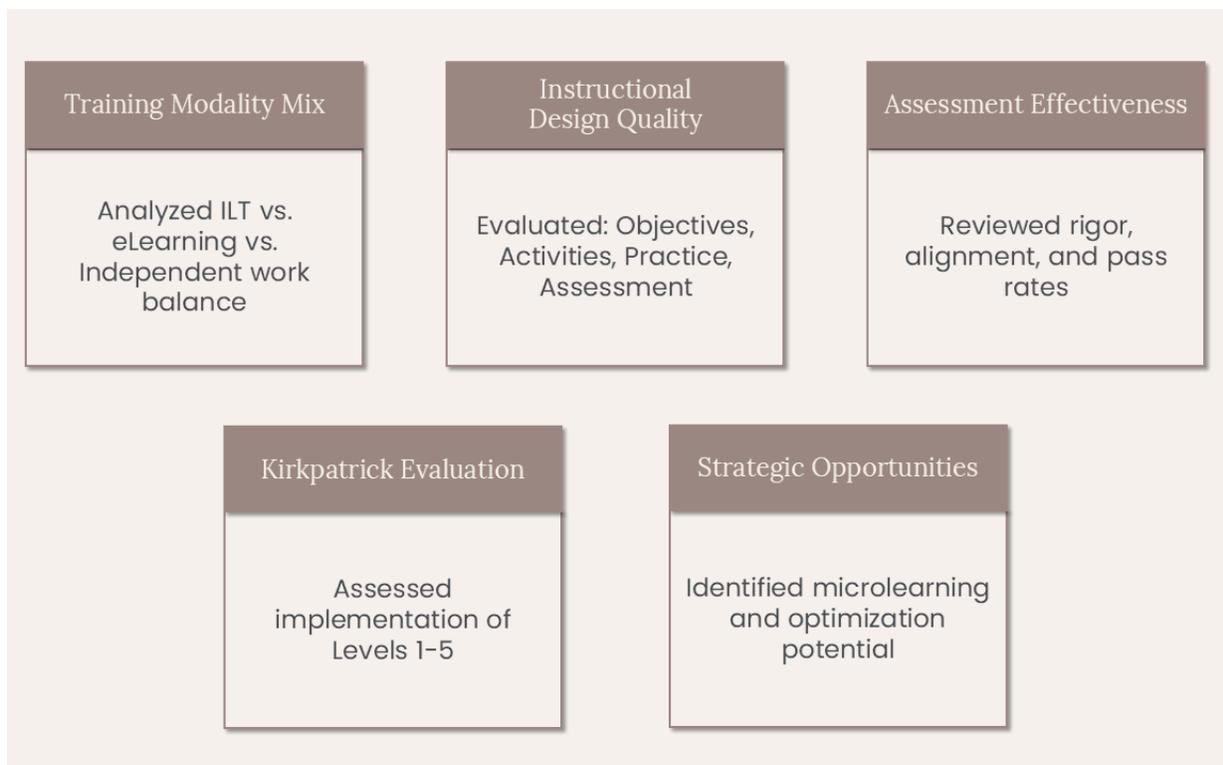


Figure 1: Audit framework showing five evaluation dimensions and data sources

Training Modality Analysis

I analyzed the balance of instructor-led training (ILT), eLearning, and independent work across departments. Key findings revealed:

- Reservations Sales: Heavy ILT focus was appropriate for audience needs, but lacked guided support during on-the-job training
- Customer Care: eLearning-heavy approach was suitable but could increase support mechanisms
- Guest Assistance: Higher proportion of trainer-led sessions than necessary; opportunities to shift content to eLearning and self-paced work

Instructional Design Quality Assessment

Using best practice framework (objectives, activities, practice, assessment), I evaluated content quality. Analysis revealed significant gaps:

- **Measurable objectives:** Often missing or poorly defined
- **Engaging activities:** Limited diverse practice opportunities
- **Practice opportunities:** Insufficient safe practice before live application
- **Aligned assessments:** Inconsistent and often misaligned to objectives

Key Findings

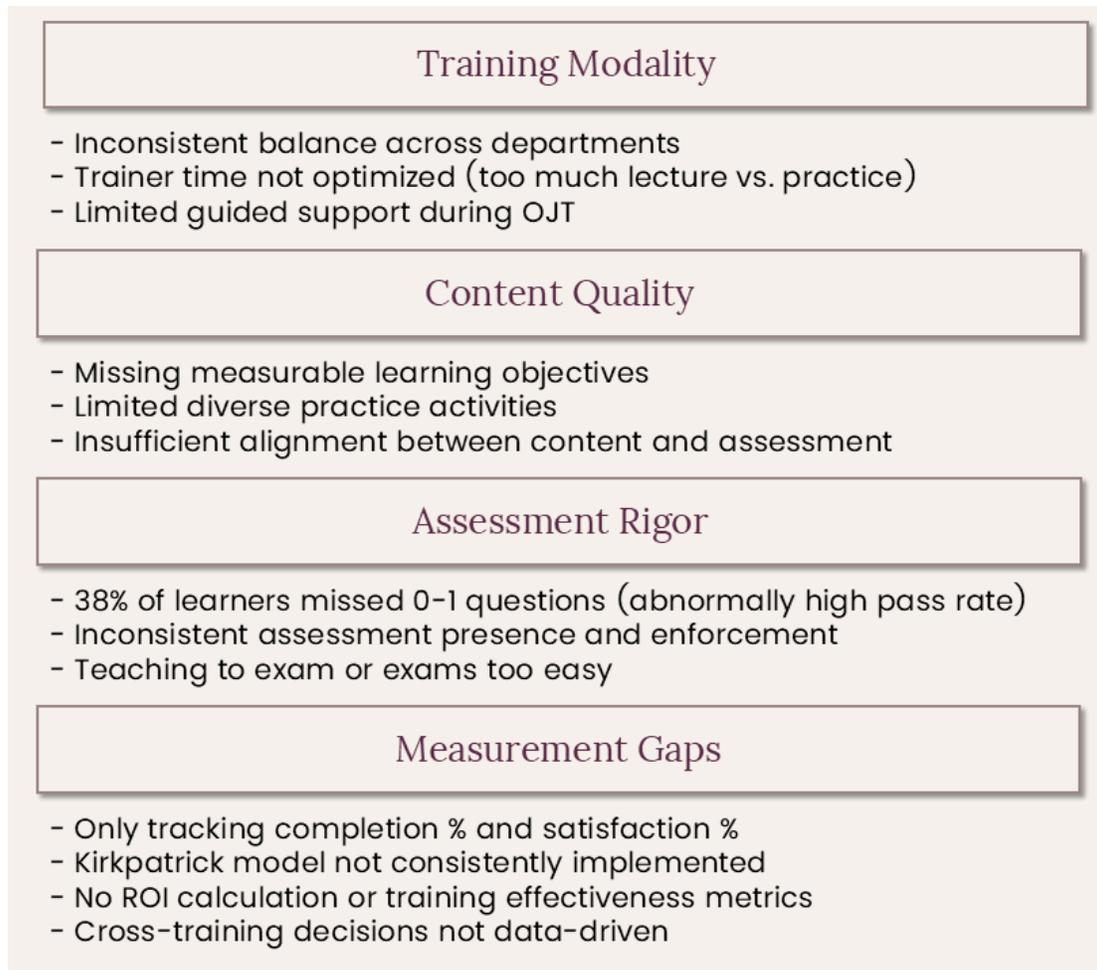


Figure 2: Summary of key findings across training modality, content quality, assessment rigor, and measurement gaps

Assessment Effectiveness Review

Deep dive into final assessments revealed critical issues: 38% of learners (228 of 599) missed zero or only one question out of 26 total. This abnormally high pass rate indicated either teaching to the exam or assessments that were too easy.

Assessment presence, format, and enforcement varied inconsistently across departments, appearing systemic rather than isolated.

Kirkpatrick Evaluation Model Analysis

Despite organizational intention to follow Kirkpatrick's model, implementation was inconsistent:

- Level 1 (Reaction): Surveys used inconsistently; not standardized
- Level 2 (Learning): Formal assessments present but lacked rigor
- Level 3 (Behavior): Limited to Voice of Customer results
- Level 4 (Results): Tracked KPIs but unclear connection to training
- Level 5 (ROI): Not calculated; no benchmarks established

Training effectiveness was measured only through completion percentages and satisfaction scores, missing critical learning and business impact metrics.

Strategic Recommendations

 <p>Content Design (High Priority)</p> <ol style="list-style-type: none"> 1. Implement measurable learning objectives on all modules 2. Increase diverse practice activities (role plays, discussions, scenarios) 3. Optimize trainer time - focus ILT on demos, role plays, guided practice 4. Move lecture content to eLearning modules
 <p>Assessment Strategy (High Priority)</p> <ol style="list-style-type: none"> 5. Increase assessment rigor and alignment to objectives 6. Standardize assessment format and enforcement across sites 7. Implement remediation plans for learners not meeting threshold
 <p>Measurement & Evaluation (Medium Priority)</p> <ol style="list-style-type: none"> 8. Implement consistent Level 1 (Reaction) surveys across all programs 9. Establish Kirkpatrick Levels 3-4 metrics (behavior change, business impact) 10. Calculate ROI and establish benchmarks for key metrics
 <p>Strategic Initiatives (Long-term)</p> <ol style="list-style-type: none"> 11. Pilot microlearning strategy for updates, changes, and reference content 12. Review ROI of blended trainer role; consider specialization

Figure 3: Strategic recommendations prioritized across content design, assessment strategy, measurement frameworks, and strategic initiatives

Strategic Opportunities Identified

Identified significant opportunities to implement microlearning strategy: frontload introductory content before formal training, create bite-sized reference materials for common topics, convert repetitive content into reusable modules, and shift topical content to videos, job aids, and quick-reference formats.

The Impact

- Provided leadership with **comprehensive assessment** identifying **systemic gaps** in training design, delivery, and measurement
- Delivered **12 prioritized** recommendations across content design, trainer optimization, assessment strategy, and evaluation frameworks
- Identified opportunity to optimize **trainer time by 20–30%** through strategic shift to eLearning for lecture content
- Recommended **microlearning strategy** with potential to reduce training time while improving retention and application
- Established foundation for implementing **rigorous Kirkpatrick evaluation approach**, enabling data-driven training decisions
- Positioned organization to **measure true ROI** of training investments and align cross-training decisions with performance data

Client Feedback: Organization implemented several recommendations including standardized learning objectives, enhanced assessment rigor, and pilot microlearning initiatives.

Skills Demonstrated

Performance Consulting | Learning Program Evaluation | Needs Analysis & Diagnostics | Data Analysis | Stakeholder Engagement | Instructional Design Best Practices | Assessment Strategy | Kirkpatrick Evaluation Model | Strategic Recommendations | Change Management | Consulting Methodology