

Motives

Measuring Organizational Training: Illustrating Value, Economic & Social

Executive Summary

Education and training are seen as critical factors for the sustainability of the EU's long-term potential for excellence, innovation and competitiveness, as well as for social cohesion. The current EU strategic objectives for the next decade emphasise the importance of flexible, labour market relevant, quality driven VET which has the dual objective of contributing to employability and sustainable economic growth. To make the value and impact of education and training visible to organisations and stakeholders, a robust and comprehensive training evaluation method, which can be adapted to the needs of organisations, is necessary. This is the aim of the MOTIVES project.

This report provides the fundamental basis to develop the MOTIVES methodological approach and for the use of Social Impact tools in small to medium sized enterprises (SMEs) in EU member states. It also demonstrates the added value attributed to training outcomes and impacts.

A summary of national reports gives an overview of the **current structure of involvement between VET providers and SMEs** and analyses the current application of quality frameworks in SMEs training services in European member states; Austria, Italy, Hungary and Ireland. It also includes an evaluation of their strong and weak points.

Following this, the report contains a chapter describing the **European perspective on training evaluation**. This includes an analysis of EU Policy on Vocational Education and Training (VET), Europe's Strategic Objectives for 2011 – 2020 and European Quality Assurance in VET. Based on this analysis, the MOTIVES partnership suggests the development of a training evaluation tool kit utilising a Social Return on Investment (SROI) approach to fulfil the actual needs of employers and employees.

To gain insight into **employer's and employee's perspectives on organisational training** the results of a survey on staff training, conducted with 10 employers and 16 employees of SMEs in Ireland, are presented in chapters 5 and 6. The results of the survey support the aims of MOTIVES suggesting that there is a real need to motivate employers to undertake and invest in employee training and up skilling.

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The findings of this report suggest that organisational training has the potential to significantly contribute towards easing the growing economic and demographic challenges that organisations now face. Training needs to be seen as a priority for investment as the return it offers considerably overshadows the cost. However the results of the survey conducted with employers and employees show that training can be seen as expendable costs by SMEs. Research and the results of the survey suggest that very little is done to evaluate behaviour or calculate the return on investment in SMEs. Furthermore, the findings of this report imply that existing models of evaluation fall short in terms of comprehensiveness and fail to provide tools that guide organisations in their evaluation systems and procedures. It appears that conventional quality frameworks do not bring home the true value of training and there needs to be a more encompassing approach that illustrates its real value in terms competitiveness, innovation and social merit.

Based on the findings of the report, the MOTIVES Project aims to develop a training evaluation toolkit for the evaluation of organisational training that is underpinned by a robust and comprehensive training evaluation approach and that provides organisations with transparent information on the real impact and value of that training. The toolkit has been designed to meet the quality standard as set out by the European Quality Assurance Reference Framework (EQARF). The toolkit will have the dual purpose of evaluating training as well as motivating SMEs to continue to up skill their employees to meet the needs of the labour market in knowledge based economies.