



The School of Extended Education works in close partnership with our clients so that custom programming is based on the development of specific competencies that support the business strategy and goals, incorporate best practices and align to the culture. A five-step approach is recommended to maximize program impact:

Initial Needs Assessment - Client organizations may develop the program around a particular level of leaders (supervisory, management or executive), a functional group (customer service, operations, marketing, etc.) or specific individuals based on other selected criteria. Once the participants have been identified, the next step is to determine learning needs and desired program outcomes. The organization may be able to accomplish this internally by utilizing the results of employee surveys and existing core competencies that are essential to their culture. With additional input from UMass Global, recommendations are made concerning the individual training modules, business services and overall program structure.

Identify the Solution and Goal - Once the employee needs have been identified and desired outcomes determined, specific program modules are selected. All modules are based on "best practices" and designed to improve employee performance and increase organization effectiveness and productivity. All program modules are delivered by qualified Extended Education instructors selected for their subject matter expertise and "real world" experience. All instructors use a strategic, data-driven approach to align learning with the client organization's unique needs, culture and desired results.

Implementation - Programs can include Individual Development Plans or a Team Development Plan to achieve optimal results. At the conclusion of the program, each team or individual presents the recommended solutions. The process begins with the selection of internal sponsors to help identify appropriate challenges. Participants then create high-level proposals of their challenge and present these at the beginning of the program. Participants are organized into cross-functional teams for support and accountability as they apply concepts learned throughout the program to their challenges. During the Capstone, each participant or team makes a verbal presentation summarizing the results of their Development Plan.

Reinforcement - Research shows that training alone increases productivity on average from 10-22%. Productivity increases to 80-90% with coaching reinforcement. We recommend that participants receive at least one individual half-hour coaching session to improve learning retention and reinforce desired program outcomes. Current data validates that coaching has a significant impact on employee retention and engagement, team effectiveness and organizational productivity.

Evaluation and Follow Up - We primarily use Kirkpatrick's Four Levels of Evaluation (Reaction, Learning, Transfer and Results) as the basis for program evaluation. At Level 1/Reaction, mid-point and post-training evaluations are utilized and provided at no additional cost. For Level 2/Learning, pre-training and post-training assessments may be incorporated in the program. Comparison of the results will ascertain how much actual learning has occurred in the program in addition to identifying positive, neutral or negative reactions to the program via level 1 instruments. Various initiatives can be utilized for Level 3/ Transfer (determining how much of the learning actually transferred to the day-to-day work life of the participant) and Level 4/Results (determining bottom line business results that occurred as a consequence of the program) evaluations.

These initiatives may include tracking employee turnover, conducting an employee engagement survey and analyzing the results, conducting focus groups and interviews, and incorporating projects into the certificate program that produce quantifiable business outcomes. A significant partnership is required between UMass Global and the client to evaluate at Level 3 and Level 4 and requires dedicated stakeholders and resources internal to the organization.