ABSTRACT
        In August 1972, a survey was taken of 121 randomly
selected Naval Undersea Center employees who had completed training
courses between June 1971 and May 1972. The questionnaire was
designed to determine how useful the employees felt the courses were
in relation to their jobs. Supervisors of 55 of the employees were
asked to evaluate the training programs in terms of the employee's
job performances. At the completion of the courses the employees were
generally satisfied and 90.1 percent felt the courses were pertinent
to their job needs. A follow-up evaluation in August 1972 revealed
that only 76.5 percent found the courses useful to their career
development. The data processing course appeared to have the least
career-development value; the clerical courses seemed to have the
greatest value. (RS)

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EVALUATION OF COURSES TAKEN BY

NUC EMPLOYEES FROM

JUNE 1971 TO MAY 1972

Naval Undersea Center
San Diego, California

Prepared by:

Employee Development Division
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INTRODUCTION

A survey was taken in August 1972 of 121 NUC employees who had completed a training course between June 1971 and May 1972. Supervisors of 55 of these employees were also surveyed. The sample for the survey was chosen randomly from all the employees who had completed training within this period.

The questionnaire sent to the employees was designed to determine how useful to their job they thought the training was. The supervisor's questionnaire asked for an evaluation of the training in terms of the employee's job performance. See appendices (1) and (2) for copies of the questionnaires used in the study.

The following table shows how many people in each of the specified courses areas were surveyed.

COURSE AREA	BREAKDOWN OF EMPLOYEES SURVEYED
Management Training	51
Data Processing	14
Technical and Professional	21
Communication	22
Clerical	13
TOTAL	121

COURSE AREA	BREAKDOWN OF SUPERVISORS SURVEYED
Management Training	25
Data Processing	5
Technical and Professional	10
Communication	8
Clerical	7
TOTAL	55

The following pages are an analysis of the evaluation of the courses by the subject area as made by the employees at the time they completed the training course. This page is an overall analysis for the entire study.

OVERALL ANALYSIS AT COMPLETION OF COURSE

N=121

Overall Evaluation of Courses

Response	Number	Percentage
excellent	37	30.6
very good	45	37.2
good	30	24.8
fair	6	5.0
poor	3	2.5

Pertinence of Course to Present or Future Needs

Response	Number	Percentage
not pertinent	1	0.8
somewhat pertinent	47	38.8
very pertinent	73	60.3

Contribution to Career Development

Response	Number	Percentage
greatly	35	28.9
moderately	74	61.2
hardly	12	9.9

ANALYSIS OF MANAGEMENT TRAINING COURSE AT
COMPLETION OF COURSE

N=51

Overall Evaluation of Courses

Response	Number	Percentage
excellent	12	23.5
very good	22	43.1
good	13	25.5
fair	3	5.9
poor	1	2.0

Pertinence of Course to Present or Future Needs

Response	Number	Percentage
not pertinent	0	0.0
somewhat pertinent	23	45.1
very pertinent	28	54.9

Contribution to Career Development

Response	Number	Percentage
greatly	11	21.6
moderately	32	62.7
hardly	8	15.7

ANALYSIS OF DATA PROCESSING COURSES AT COMPLETION OF COURSE

N=14

Overall Evaluation of Courses

Response	Number	Percentage
excellent	4	28.6
very good	5	35.7
good	3	21.4
fair	1	7.1
poor	1	7.1

Pertinence of Course to Present or Future Needs

Response	Number	Percentage
not pertinent	0	0.0
somewhat pertinent	6	42.8
very pertinent	8	57.1

Contribution to Career Development

Response	Number	Percentage
greatly	5	35.7
moderately	8	57.1
hardly	1	7.1

<u>ANALYSIS OF TECHNICAL AND PROFESSIONAL COURSES</u>
<u>AT COMPLETION OF COURSE</u>

N=21

<u>Overall Evaluation of Courses</u>

<u>Response</u>	<u>Number</u>	<u>Percentage</u>
excellent	6	28.6
very good	9	42.8
good	5	23.8
fair	1	4.8
poor	0	0.0

<u>Pertinence of Course to Present or Future Needs</u>

<u>Response</u>	<u>Number</u>	<u>Percentage</u>
not pertinent	0	0.0
somewhat pertinent	8	38.1
very pertinent	13	61.9

<u>Contribution to Career Development</u>

<u>Response</u>	<u>Number</u>	<u>Percentage</u>
greatly	6	28.6
moderately	15	71.4
hardly	0	0.0

ANALYSIS OF COMMUNICATIONS COURSES AT
COMPLETION OF COURSE

N=22

Overall Evaluation of Courses

Response	Number	Percentage
excellent	7	31.8
very good	6	27.3
good	7	31.8
fair	1	4.5
poor	1	4.5

Pertinence of Course to Present or Future Needs

Response	Number	Percentage
not pertinent	1	4.5
somewhat pertinent	7	31.8
very pertinent	14	63.6

Contribution to Career Development

Response	Number	Percentage
greatly	6	27.3
moderately	13	59.1
hardly	3	13.6

ANALYSIS OF CLERICAL COURSES AT COMPLETION OF COURSE

N=13

Overall Evaluation of Courses

Response	Number	Percentage
excellent	8	61.5
very good	3	23.1
good	2	15.4
fair	0	0.0
poer	0	0.0

Pertinence of Course to Present or Future Needs

Response	Number	Percentage
not pertinent	0	0.0
somewhat pertinent	3	23.1
very pertinent	10	76.9

Contribution to Career Development

Response	Number	Percentage
greatly	7	53.8
moderately	6	46.2
hardly	0	0.0

FOLLOW-UP ANALYSIS

The overall course evaluation shows that the employees were generally pleased with the courses and found them to be pertinent to their needs and interests. Furthermore, they believed the courses would contribute to their career development. However, the follow-up evaluation done for this study shows that the employees are not as pleased with the courses in August 1972 as they were at the time they completed them. Presently, the overall evaluation shows that only 76.5% of the employees feel the course has helped them to do a better job; whereas, at the time they first evaluated the course 90.1% felt the course had contributed to their career development and 99.2% believed the course was pertinent to their present and future needs and interests. Now only 82.4% of the employees responded that they use the training at least somewhat.

The courses in the data processing section appear to have had the least value since only 71.4% of the employees sampled believe the training has helped them to do a better job and only 71.4% of the employees use the training at least somewhat. The clerical courses seem to have had the greatest value since 84.6% of the employees sampled believe the training has helped them to do a better job and 100% of these employees use the training at least somewhat. However, it should be recognized that this is only a relative comparison and that a definite majority of the employees found these courses to be useful.

The following pages present some tables which will show how the employees presently feel about the training they received through these courses.

FOLLOW-UP OVERALL ANALYSIS

N=121

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	91	76.5
b. No	14	11.8
c. Uncertain	14	11.8

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	47	39.5
b. Somewhat	51	42.9
c. Infrequently	21	17.6

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	67	55.8
b. No	53	44.2

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	78	66.1
b. No	40	33.9

FOLLOW-UP ANALYSIS OF MANAGEMENT TRAINING COURSES

N=51

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	35	71.4
b. No	8	16.3
c. Uncertain	6	12.2

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	11	22.4
b. Somewhat	29	59.2
c. Infrequently	9	18.4

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	31	60.8
b. No	20	39.2

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	32	64.0
b. No	18	36.0

FOLLOW-UP ANALYSIS OF DATA PROCESSING COURSES

N=14

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	10	71.4
b. No	3	21.4
c. Uncertain	1	7.1

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	4	28.6
b. Somewhat	6	42.8
c. Infrequently	4	28.6

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	5	35.7
b. No	9	64.3

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	8	57.1
b. No	6	42.9

FOLLOW-UP ANALYSIS OF TECHNICAL AND PROFESSIONAL COURSES

N=21

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	18	85.7
b. No	0	0.0
c. Uncertain	3	14.3

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	11	52.4
b. Somewhat	6	28.6
c. Infrequently	4	19.0

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	12	60.0
b. No	8	40.0

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	11	57.9
b. No	8	42.1

FOLLOW-UP ANALYSIS OF COMMUNICATIONS COURSES

N=22

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	17	77.3
b. No	3	13.6
c. Uncertain	2	9.1

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	14	63.6
b. Somewhat	4	18.2
c. Infrequently	4	18.2

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	8	36.4
b. No	14	63.6

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	15	68.2
b. No	7	31.8

FOLLOW-UP ANALYSIS OF CLERICAL COURSES

N=13

DO YOU BELIEVE YOU ARE DOING A BETTER JOB SINCE YOU COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	11	84.6
b. No	0	0.0
c. Uncertain	2	15.4

HOW FREQUENTLY DO YOU USE THIS TRAINING ON YOUR JOB?

Response	Number	Percentage
a. Frequently	7	53.8
b. Somewhat	6	46.2
c. Infrequently	0	0.0

HAS THIS TRAINING INFLUENCED YOU TO SEEK FURTHER TRAINING IN THE SAME OR RELATED AREAS?

Response	Number	Percentage
a. Yes	11	84.6
b. No	2	15.4

HAVE YOU RECOMMENDED THIS TRAINING TO OTHER NUC EMPLOYEES?

Response	Number	Percentage
a. Yes	12	92.3
b. No	1	7.7

A slight majority of the supervisor's, 59.3%, responded that the employee was doing a better job as a result of the training course. However, 90.6% of the supervisors responded that the training was valuable for the employee. This seems to exemplify the major finding of this study that seldom is obvious change produced in the employee's performance as a result of a particular training course. Neither the employee nor the supervisor can clearly specify how the training course has affected the employee's performance. Since the completion of the course the employees quantity, quality or level of work may have increased; however, it is difficult to determine if the training or other factors produced this change.

The following pages present an analysis of the supervisor's questionnaire.

SUPERVISOR'S OVERALL ANALYSIS

N=55

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	32	59.3
b. No	6	11.1
c. Uncertain	16	29.6

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	21	40.4
b. Somewhat	20	38.5
c. Uncertain	11	21.1

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	48	90.6
b. No	5	9.4

SUPERVISOR'S ANALYSIS OF MANAGEMENT TRAINING COURSES

N=25

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	14	58.3
b. No	3	12.5
c. Uncertain	7	29.2

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	9	37.5
b. Somewhat	10	41.7
c. Infrequently	5	20.8

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	21	87.5
b. No	3	12.5

SUPERVISOR'S ANALYSIS OF DATA PROCESSING COURSES

N=5

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING?

Response	Number	Percentage
a. Yes	2	40.0
b. No	1	20.0
c. Uncertain	2	40.0

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	0	0.0
b. Somewhat	3	75.0
c. Infrequently	1	20.0

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	4	100.0
b. No	0	0.0

SUPERVISOR'S ANALYSIS OF TECHNICAL AND PROFESSIONAL COURSES

N=10

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	5	50.0
b. No	0	0.0
c. Uncertain	5	50.0

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	4	40.0
b. Somewhat	2	20.0
c. Infrequently	4	40.0

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	10	100.0
b. No	0	0.0

SUPERVISOR'S ANALYSIS OF COMMUNICATIONS COURSES

N=8

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	5	62.5
b. No	1	12.5
c. Uncertain	2	25.0

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	3	42.9
b. Somewhat	3	42.9
c. Infrequently	1	14.3

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	7	87.5
b. No	1	12.5

SUPERVISOR'S ANALYSIS OF CLERICAL COURSES

N=7

DO YOU BELIEVE THE EMPLOYEE IS DOING A BETTER JOB SINCE HE COMPLETED THIS TRAINING COURSE?

Response	Number	Percentage
a. Yes	6	85.7
b. No	1	14.3
c. Uncertain	0	0.0

HOW FREQUENTLY DOES THE EMPLOYEE USE THIS TRAINING ON HIS JOB?

Response	Number	Percentage
a. Frequently	5	71.4
b. Somewhat	2	28.6
c. Infrequently	0	0.0

IN GENERAL DO YOU THINK THIS TRAINING WAS VALUABLE FOR THE EMPLOYEE?

Response	Number	Percentage
a. Yes	6	85.7
b. No	1	14.3

Employee's Questionnaire

DEPARTMENT OF THE NAVY

Memorandum

DATE:

FROM : Employee Development Division, Code 118

TO :

SUBJ : Training evaluation

Encl: (1) Training questionnaire

1. On _____, you took a course in _____.
    Overall you evaluated that course as being _____ and at that time you
    felt the course would be _____ pertinent to your present or future
    needs and interests. Furthermore, you felt the course would _____
    contribute to your career development.

2. We are now interested in determining how worthwhile you presently feel
    the course was after a time lapse that gives you a longer perspective.
    Therefore, will you please complete the enclosed questionnaire and
    return it as soon as possible.

3. Your evaluation will be extremely helpful in our plans for future
    training at NUC.

CLELAND A. WEBER

Training Questionnaire

<u>PLEASE PLACE A CHECK NEXT TO THE APPROPRIATE RESPONSE</u>.

1. Do you believe you are doing a better job since you completed this training course?

   a. Yes_____   b. No_____   c. Uncertain_____

2. How frequently do you use this training on your job?

   a. Frequently_____   b. Somewhat_____   c. Infrequently_____

3. Has this training influenced you to seek further training in the same or related areas?

   a. Yes_____   b. No_____

4. Have you recommended this training to other NUC employees?

   a. Yes_____   b. No_____

Comments:

PLEASE RETURN TO CODE 118

Encl: 1

NAVSO 52.6/5 (REV. 11-67)
S/N-0104-904-1762 (REV. 11-67)

DEPARTMENT OF THE NAVY

Memorandum

DATE:

FROM :   Employee Development Division, Code 118

TO   :

SUBJ :   Employee Training Program

Encl: (1) Supervisor's Evaluation of Employee Training

1.   On _____, _____ took a course on_____
     _____. At that time he evaluated the
     course as being _____ and he felt it would be _____.
     pertinent to his present and future needs and interests. Furthermore, he
     felt the course would _____ contribute to his career development.

2.   We are now interested in determing your evaluation of this course in terms
     of the employee's performance on the job. Therefore, will you please complete
     the enclosed questionnaire and return it as soon as possible to Code 118.

3.   Your evaluation will be extremely helpful in our plans for future training
     at NUC.

                                    CLELAND A. WEBER

Supervisor's Evaluation of Employee Training

<u>PLEASE PLACE A CHECK NEXT TO THE APPROPRIATE RESPONSE</u>.

1. Do you believe the employee is doing a better job since he completed this training course?

   a. Yes_____   b. No_____   c. Uncertain_____

2. How frequently does the employee use this training on his job?

   a. Frequently_____   b. Somewhat_____   c. Infrequently_____

3. In general do you think this training was valuable for the employee?

   a. Yes_____   b. No_____

General Comments:

PLEASE RETURN TO CODE 118

Encl: 1