

Ms. Learned,

Thank you for reaching out to Mabe Design Consulting to assess, review, and develop an evaluation framework for the Principles of Leadership (POL) course that you created. We are committed to completing a comprehensive evaluation plan that will benefit everyone involved. Mabe Design Consulting prides itself on being collaborative, solution-minded, and people-centered. After all, the people involved in every aspect of this training course are one of the biggest reasons that the future JetBlue will be thriving and successful.

From our conversation, I understand that you are seeking an evaluation of the POL training to measure the training's effectiveness, and I am confident that we can help you with this. Below is a proposed plan for the evaluation of the POL training course.

1. Overview of POL Course
2. Benefits of Evaluation
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4. Results and Reporting

Please feel free to reach out to me at any point if you have any questions or would like to talk more about the proposed evaluation plan. I also look forward to discussing the proposed plan or any aspect of the evaluation process before or after the next set of meetings with the CEO to discuss the criteria for the success of the POL training course.

Sincerely,

Michaela Mabe

Founder & Instructional Designer

Mabe Design Consulting

JetBlue University Proposal Plan

Overview of Program to be Evaluated: JetBlue University's Principles of Leadership Course

JetBlue is currently one of the nation's most efficient and profitable airlines. To continue this standard of excellence, the company curated and created a Principles of Leadership (POL) course to create value in the JetBlue experience. The JetBlue website articulated this perfectly when they said that this new hire orientation is to "learn more about our airline, spend time with leaders from across the network and make lifelong friendships with fellow crewmembers." These are great goals for the overall orientation, but it is also just as important to evaluate the success criteria of the POL program using multiple means of assessment. Currently, the only success criteria for "Baby Blues" from the POL training is to walk through the door and complete the training. While these criteria are nice, it is also important to take into consideration other criteria, such as how the associates responded to the training, what they learned from it, how the training changed their job performance for the better, and the tangible results of the training.

Benefits of Evaluation

Evaluation is beneficial to the POL course because it allows all stakeholders to view the value of the course from four different levels of evaluation and validate their expectations of what value the training should provide. They are able to measure the success of the training right away and long term. Using evaluation allows for plenty of data collection qualitatively and quantitatively to deliver a Return of Equity report to all of the stakeholders. On top of the benefits to your stakeholders, the evaluation will provide you with the opportunity to see how your learners interact and respond to the course you created and any ways that it can be changed or improved to make it even more effective.

Recommended Evaluation Framework

The Kirkpatrick Model of Evaluation (2016) is ideal for implementation given its four levels of evaluation: Level 1: Reaction, Level 2: Learning, Level 3: Behavior, and Level 4: Results. Utilizing the Kirkpatrick Evaluation Framework (2016) ensures that there is an ample amount of data to highlight the importance and benefits of the POL course. To begin, Level 1 looks at the employee's reaction to the course itself and the process of the orientation. This ensures that new associates' opinions about the training and how helpful it is to them are being heard and valued. The next level, Level 2, focuses on how much of the knowledge and skills the associates gained from the course and the information provided in the course. It is important to use this to evaluate the course to make sure there are no misconceptions or learning gaps. Continuing on, Level 3 is all about any changes in job performance, confidence, or the capability of the employee to transfer the skills they learned in the course to the workplace. This level is important to see how different associates apply the new skills and how their job performance has changed since the POL course. Level 4 in this framework is the results. This level is important because the company needs to see the tangible results of the training, such as; improved quality, improved communication with customers and coworkers, job efficiency, and workplace engagement. Below is the method Mabe Design Consulting will use to create the evaluation framework that will align with the Kirkpatrick (2016) model and reach the goals of you and the stakeholders.

Phase 1: Determining Success Criteria for Program- It is important to make sure that everyone involved in the POL course, yourself and all of the stakeholders, are clear on how the course will be successful to JetBlue as a company and the customers that these new associates will be servicing day to day. Mabe Design Consulting will begin the evaluation proposal plan process by scheduling a Zoom call with you and the stakeholders to identify what the highest priority skills for the associates to be able to transfer to the workplace are. This will also be the time where I will ask everyone what the employee's success looks like to everyone, as expectations can differ from person to person.

Phase 2: Creating Evaluation Materials- After completing this meeting with you and the stakeholders, I will work to create evaluation methods that will be used to collect data, such as a

poll or survey for the associates to complete, knowledge checks for each section of the course, a summative quiz at the end of the course, an employee observation rubric for the manager to use to observe and provide coaching opportunities to the associates, and a survey that will be completed by the managers and associates about their mindset around their job and improvements in their work quality since the course.

Phase 3: Implementing Evaluation- Mabe Design Consulting will conduct and collect most of the data from the evaluation materials and synthesize it to create a meaningful report for you and the stakeholders. Some of the data will need to be collected from you or managers of the associates during the work day to give a more accurate look at the associate's performance, strengths, and areas of growth post-training.

Phase 4: Data Analysis and Reporting- Once all of this data has been collected, it will be used to create a report that can be shared with all of the stakeholders to show a Return of Equity and the number of success criteria that were met as a whole and individually from the training and any next steps that need to be done to change or improve the program or to evaluate the associates. Mabe Design Consultation can also give further assistance in more specific ways that the program can be improved based on the evaluation plan and all of the data gathered from all related parties.

Level	Objective	Data Collection	Data Source	Timing
1	Associate's Reaction- Gathering data regarding the impact of the course and how engaged the associates were during the course Goal: 80% satisfaction rate	Survey created by Mabe Design Consultation from data gathered from the stakeholders	Associates	Immediately following the POL
2	Knowledge and Skills Gained- Gathering data from knowledge checks after each sub-section of the course to identify the knowledge and skills gained Goal: 80% accuracy on each knowledge check	Knowledge check quizzes created by Mabe Design Consultation based on data from the course and Ms. Learned	Associates Ms. Learned	During each sub-section of the POL

	(required to continue onto the next section)			
2	<p>Knowledge and Skills Gained- Gathering data from a summative quiz at the end of the course to identify the knowledge and skills gained</p> <p>Goal: 80% accuracy</p>	<p>Summative quiz created by Mabe Design Consultation based on data from the course, stakeholder priority skills, and Ms. Learned</p>	<p>Associates Stakeholders Ms. Learned</p>	<p>At the end of the POL course</p>
3	<p>Transfer of Skills- Gathering data from an observation completed by the manager of the associate's skills gained from the training, one strength, and one area of growth</p> <p>Goal: Completed observation form with one area for growth and one strength and a checklist of the skills that have been transferred from the course</p>	<p>Observation form and skills checklist created by Mabe Design Consulting to be used primarily by the manager</p>	<p>Associates Managers</p>	<p>30 to 60 days after the POL course has been completed</p>
3	<p>Transfer of Skills- Gathering data from a coaching/resource meeting of the manager and the associate to go over areas of growth and</p>	<p>Meeting Notes from the manager and any resources or follow up coaching meetings scheduled</p>	<p>Associates Managers</p>	<p>30 to 60 days after the POL course has been completed</p>

	potential coaching opportunities Goal:			
4	Tangible Results- Gathering data from the associates regarding any changes in their job confidence, communication skills, and job initiative Goal: 80% of the associates reporting positive changes	Survey created by Mabe Design Consultation	Associates	60 to 90 days after the POL has been completed
4	Tangible Results- Gathering data from the managers regarding the associates quality and quantity of work as a result of the training program Goal: 80% of the managers reporting an increase in associate work quality	Survey created by Mabe Design Consultation	Managers	60 to 90 days after the POL has been completed

Results and Reporting

Upon collection of all of the data from the associates and managers, Mabe Design Consulting will compile it into an LMS system agreed upon by the stakeholders, and Ms. Learned that would house the training course, any resources and materials, any surveys, observations, and quizzes completed. JetBlue stakeholders will all have access to this data and be able to add to it as needed to make comments or provide feedback for the course or to the associates. The LMS platform is a one-stop shop for keeping track of all of the course evaluation data. There will also be a follow-up meeting scheduled with you and a team member of Mabe Design Consulting to curate and create a presentation for the stakeholders that includes all of the data in the LMS and any graphs and charts to visualize the strengths and potential areas of growth for the POL

course. You will be able to reach out to Mabe Design Consulting for any questions and to schedule a follow-up meeting to discuss any further steps or collaboration opportunities.

I look forward to hearing your feedback on this evaluation proposal plan and appreciate your time and consideration of each aspect of this plan.

References

Kirkpatrick, J.D. & Kirkpatrick, W.K. (2016). Kirkpatrick's Four Levels of Training Evaluation. ATD Press.

"Our Company." JetBlue, 30. Aug. 2022, <https://www.jetblue.com/our-company>.