

Measurement Framework, KPIs, and Data Collection Plan

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Introduction

Effective employee training programs significantly impact retention rates and customer satisfaction in service-focused businesses. Using structured learning analytics can make training more effective by offering valuable data and insights. A recent report shows that more than half of senior-level executives are dissatisfied with their internal learning analytics capability (Bassi & McMurrer, 2015). We will examine a local Chick-fil-A franchise and outline a learning analytics strategy to increase employee retention, improve knowledge transfer, and boost customer satisfaction.

Evaluation Goals

Chick-fil-A operates from an ownership structure with a revenue-sharing agreement; the company owns each restaurant, and the franchisee operates the business. Our internal stakeholder for this initiative is the General Manager (GM) of a Chick-fil-A store in the Grand Strand of South Carolina. After speaking with the GM, we discovered that this location makes limited use of learning analytics, relying primarily on anecdotal feedback and managerial observations instead of structured data collection. Training effectiveness is inferred rather than measured, making identifying specific strengths and weaknesses in employee development difficult. Without a strong analytics system, making precise adjustments to training programs or relying on data-driven decision-making is complex, negatively impacting employee retention and customer satisfaction.

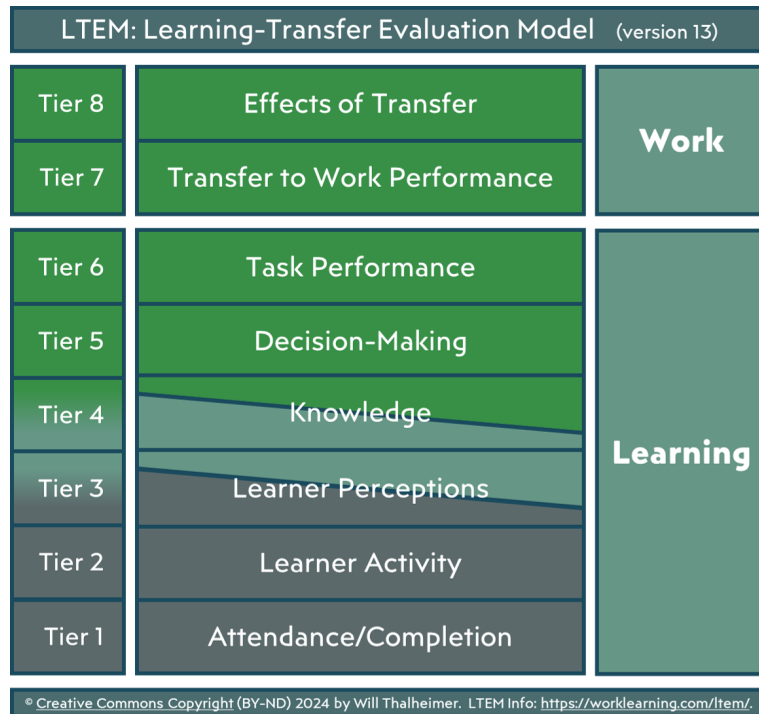
Therefore, we propose utilizing the Learning Transfer Evaluation Model (LTEM) to address Grand Strand Chick-fil-A's challenges. LTEM goes beyond a standard evaluation strategy by identifying what works and what does not. Using LTEM, Chick-fil-A can ensure that

its training programs drive measurable performance improvements and foster long-term employee success.

Measurement Framework

LTEM is a practical and conceptual framework designed to measure factors in learning transfer. It comprises eight levels, starting from completely inadequate learning evaluation methods to the effects of learning transfer (Thalheimer, 2024). LTEM evaluates learning effectiveness, knowledge retention, decision-making competence, task proficiency, and learning transfer and offers flexibility in measurement methods. Its significance lies in selecting valid metrics for the specific tiers assessed.

Figure 1 illustrates the validity of each level's success in learning. Tiers one (1) and two (2) are insufficient for validating learning outcomes but can still be measured to provide valuable insights into learning design effectiveness. Tiers three (3) and four (4) progress from not adequate to not fully adequate for certifying success in learning. Tiers five (5) through eight (8) provide four levels of evaluation, each offering a degree of validation for learning effectiveness. The model is not linear; not all tiers require evaluation. However, the evaluations will provide the necessary feedback to help Grand Strand Chick-fil-A address the above-mentioned challenges.

Figure 1*Learning-Transfer Evaluation Model***Data Collection and Analysis Plan**

A structured data collection and analysis plan will be developed to help the GM focus on learning applications, training outcomes, and the value generated. We will utilize a mixed methods approach among all team members at the Grand Strand location, obtaining qualitative and quantitative methods that pertain to the appropriate tiers of metrics in the LTEM. To provide the GM with a comprehensive perspective on enhancing the Grand Strand store's goals, we will examine all eight tiers of LTEM, with a particular emphasis on Tiers five (5) through eight (8).

Technology Tools and Methods for Assessing Learning Effectiveness

- **Learning Management System (LMS):** Automates tracking of course completion, assessment scores, and engagement levels. Tracking will display in real-time as a dashboard for management to track progress.

- **Survey Tools:** Digital feedback forms for employees, managers, and customers to assess training effectiveness. Will be displayed as a scorecard to provide a summary of the feedback.
- **Point-of-Sale (POS) System Analytics:** Monitors employee speed and accuracy in taking and fulfilling customer orders. This will aid in analyzing transfer to work performance. Will also collect transaction data from the sales system to track revenue, product performance, and customer purchasing behavior.
- **Performance Dashboards:** Displays real-time training impact metrics for management review. These dashboards can also convert to display ROI metrics.
- **Mobile Training Apps:** Tracks individual attendance, activity, and activity engagement. Interactive features will assess foundational concepts critical to work decisions and reveal individual insights related to learning effectiveness.
- **Customer Feedback Tools:** Net Promoter Scores (NPS) and satisfaction surveys to measure service improvements linked to training. Digital surveys distributed via email, SMS, and/or the Chick-fil-A customer app. Will assist with evaluating task performance and effects of transfer.
- **Workplace Cameras and AI Analytics:** Observe real-world task execution to analyze training impact on employee behaviors. Will assist with evaluating remembered knowledge and effects of transfer.
- **Time Tracking Software:** Measures time spent on key tasks to ensure efficiency aligns with quick-service standards. Will assist with evaluating task performance and effects of transfer.

- **Focus Groups:** Customer-facing team members will be assigned to a peer learning or mentorship model with created work outputs for evaluation and to help identify knowledge or skills gaps.
- **Randomized Controlled Trials (RCT):** Participants are randomly assigned to either a training or control group to isolate the effect of learning interventions. Will assist with evaluating task performance and the impact of the learning program.
- **Longitudinal Studies:** Tracks employees to assess how training influences long-term performance, knowledge retention, and behavior change. Will assist with determining the causal impact of the learning program.

Key Performance Indicators (KPIs)

To ensure alignment with business objectives, we will track the following KPIs:

1. **Training Completion Rate:** The percentage of employees completing training modules.
2. **Knowledge Retention Scores:** Performance on post-training assessments measured over time in quarterly intervals.
3. **On-the-Job Application:** The percentage of employees who effectively demonstrate skills learned in training.
4. **Customer Satisfaction Scores:** Ratings and feedback related to employee service quality.
5. **Employee Retention Rate:** The percentage of employees who remain with the company, evaluated every 6 months after completing training.
6. **Promotion and Internal Advancement:** The number of employees progressing into leadership roles after training.

7. **Task Efficiency and Accuracy:** Speed and accuracy of order fulfillment before and after training implementation.
8. **Service Timeliness:** The average time taken to fulfill orders, ensuring consistency with Chick-fil-A's quick-service model. Employees will be expected to meet efficiency benchmarks, and data will be reviewed to adjust training as needed.

Formal and Informal Learning Assessments

Formal Learning Assessments: These structured evaluations will measure learning and skill growth through:

- **Pre- and post-training assessments:** Employees will complete standardized quizzes or tests before and after training sessions to measure learning. These assessments will focus on essential job-related skills such as food safety, customer service protocols, and operational procedures.
- **Performance-based evaluations:** Employees will be observed performing job-specific tasks, such as assembling menu items correctly and efficiently, interacting with customers professionally, and handling payment transactions with accuracy. These observations will be documented using structured evaluation rubrics.
- **Managerial reviews:** Supervisors will conduct structured performance evaluations at set intervals to assess how well employees apply training in real-world scenarios. These reviews will be guided by specific criteria linked to training objectives.
- **Time-on-task measurement:** Employees' time to complete tasks will be tracked via a time-stamped ticket system to ensure performance aligns with Chick-fil-A's reputation as a quick-service restaurant. Training adjustments will be made as needed.

Informal Learning Assessments: Unstructured learning occurs through peer interactions and hands-on experience. We will implement:

- **Peer coaching feedback:** Employees will participate in a structured peer review system where they provide constructive feedback on each other's performance, focusing on teamwork, efficiency, and service quality.
- **Real-time performance monitoring:** Leadership will document informal observations of employees in high-pressure situations or when diffusing customer conflict. Additionally, digital tracking tools and in-person managerial observations will be used to assess how employees apply learned skills during peak business hours, specifically during breakfast (7 AM-8 AM), lunch (12 PM-1 PM), and dinner (5 PM-6 PM). Metrics such as order accuracy and service speed will be reviewed regularly.
- **Employee self-assessments:** Employees will complete periodic reflections on their skill growth, identifying areas where they feel confident and require additional support.
- **Speed audits:** Randomized checks will be conducted during peak hours to ensure employees maintain quick service times without affecting accuracy and quality.

Conclusion

By implementing the LTEM model, Chick-fil-A can establish a data-driven approach to training evaluation, ensuring that learning leads to improved performance. Formal and informal learning assessments, supported by advanced data collection tools, will enable the organization to refine training programs, boost employee retention, and enhance customer satisfaction. A structured KPI framework will help measure the direct impact of training on business outcomes, providing useful insights for ongoing improvement. By incorporating timeliness tracking, this

initiative will reinforce Chick-fil-A's commitment to maintaining its status as a quick-service restaurant, ensuring employee efficiency and customer satisfaction.

References

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