

# NINE EFFECTIVENESS QUESTIONS

Not all personnel development projects are effective. With the help of the following questions, your company management can increase the effectiveness of various projects and evaluate the profitability of investments.

**Are the actions connected to the company's business and strategy?**

**Is the effectiveness evaluated with KPI and process metrics?**

**Are the executive team and management committed to development?**

**Have you anticipated multi-year implementation already during planning?**

**Is the implementation cost-effective?**

**Do the aim, metrics and evaluation form a process?**

**Have you considered communication and employer image?**

**What factors support the stability of the effects?**

**Do the key stakeholders support the achievement of the strategic goals?**

Goetzel et al. 2014. Do workplace health promotion (wellness) programs work? JOEM;56:927–934.

Pronk N. 2014. Best practice design principles of worksite health and wellness programs. ACSM;18:42–46.

Äikäs, A., Pronk, N., Hirvensalo, M. & Absetz P. 2017. Does Implementation follow design. JOEM;59(8), 752-760

Äikäs, A., Absetz, P., Hirvensalo, M. & Pronk, N. 2019. What Can You Achieve in Eight Years. JOEM;61(12):964-977

Äikäs A, Absetz, P, Hirvensalo M &, Pronk N. 2020. Eight-Year Health Risks Trend Analysis. IJERPH 17(24), 9426