

*Module IV: EMPLOYEE AND MANAGEMENT DEVELOPMENT*

***EMPLOYEE AND***

***MANAGEMENT***

***DEVELOPMENT***

***Session 30***

GALGOTIAS  
UNIVERSITY

# Topics

## ***Module IV: EMPLOYEE AND MANAGEMENT DEVELOPMENT Cont...***

***Training***

***Evaluation***

***Methods***

GALGOTIAS  
UNIVERSITY

# Objectives

Following this presentation you should be able to complete the following objectives:

- ***DESCRIBE TRAINING EVALUATION METHODS***

The logo of Galgotias University is a stylized 'G' composed of three overlapping, curved shapes in shades of yellow, blue, and red. Below the logo, the text 'GALGOTIAS UNIVERSITY' is displayed in a large, light grey, serif font, with 'GALGOTIAS' on the top line and 'UNIVERSITY' on the bottom line.

GALGOTIAS  
UNIVERSITY

# Kaufman's Five Levels of Evaluation

It is a method used to develop both initial and on-the-job training programs. Modeled after Kirkpatrick's four-level evaluation method, Roger Kaufman's theory applies five levels-

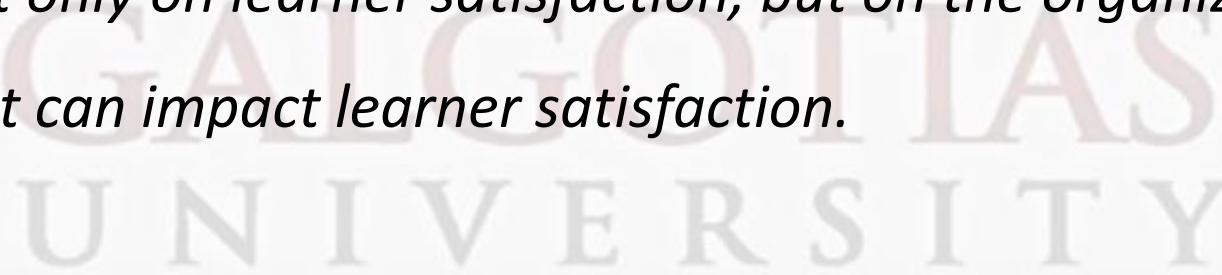
GALGOTIAS  
UNIVERSITY

Level 1 is actually divided into two levels, 1a and 1b.

Level 1a focuses on inputs, e.g., such as the availability and quality of materials needed to support a learning effort.

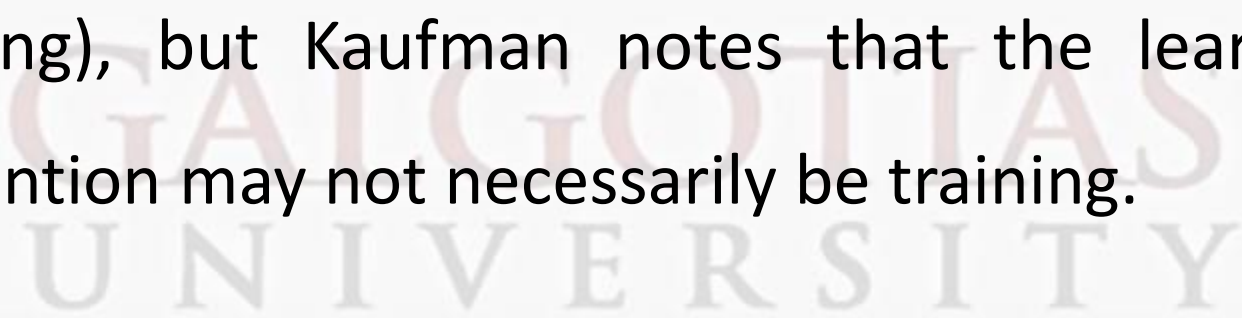
Level 1b considers processes. What's their quality? Are they efficient? Are learners satisfied with them?

Compared to Kirkpatrick's Level 1 (Reaction), *Kaufman's Level 1 focuses not only on learner satisfaction, but on the organizational factors that can impact learner satisfaction.*



This level is focused on individual and small group payoffs—what Kaufman calls “micro” benefits. Are the objectives or desired outcomes of the learning intervention met?

It’s similar to Kirkpatrick’s Level 2 evaluation (Learning), but Kaufman notes that the learning intervention may not necessarily be training.



## Level 3: Application

This is still a **micro analysis**, examining individual and small group impacts. The relevant inquiry here is whether newly acquired knowledge and skills are being applied on the job.

Level 3 also is quite similar to Kirkpatrick's Level 3 (Behavior/Performance).

GALGOTIAS  
UNIVERSITY

## Level 4: Organizational payoffs

Here, the analysis examines macro benefits. What are the benefits from an organizational standpoint?

Level 4 is analogous to Kirkpatrick's

Level 4 (Results).

GALGOTIAS  
UNIVERSITY



## Level 5: Societal contributions

- Kaufman considers this a **mega analysis**. How is the organization contributing to its clients and society?
- Is it responsive to client/societal needs?
- Issues of health, continued profits, pollution, safety, and well-being are central [in this level].

The basis for mega-level concerns is an ideal vision, which is a measurable statement of the kind of world required for the health, safety, and well being of tomorrow's children.

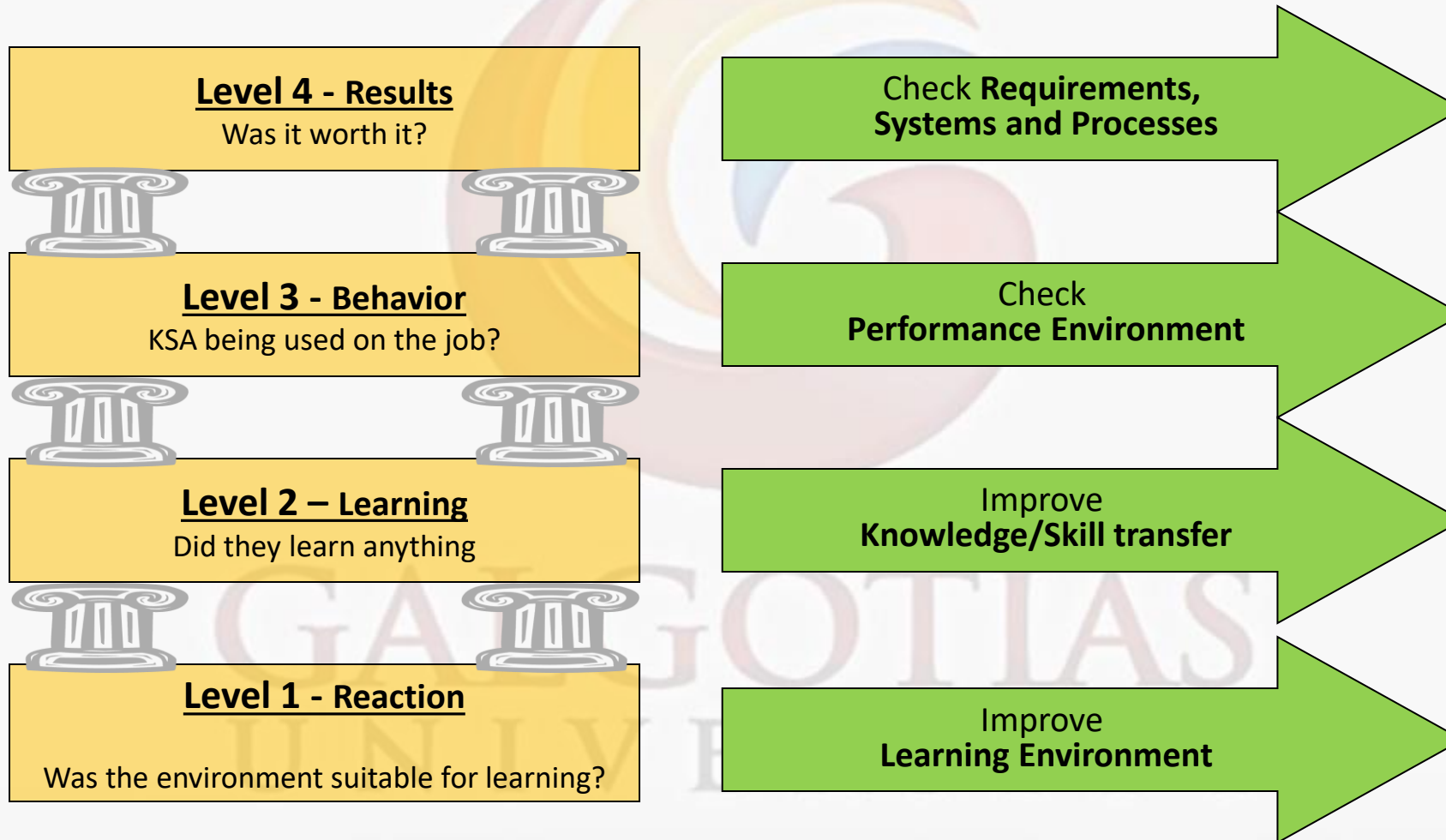
Level 5 has no analog in Kirkpatrick's Evaluation Model.

UNIVERSITY

- This model has four steps as described below:
  - i. Reaction: How well did the trainees like the program?
  - ii. Learning: What principles, facts and techniques were learned?
  - iii. Behavior: What changes in job behavior resulted?
  - iv. Results: What were the tangible results?

GALGOTIAS  
UNIVERSITY

Only by assessing each level can we yield actionable results



# School of Business

Outcome or Criteria	Level	What Is Measured	Example	Method of Measurement
Reactions	1	Learners' satisfaction	Comfortable training room Useful materials and program content	Surveys Interviews
Learning or Cognitive	2	Principles, facts, techniques, procedures, or processes the learners have acquired	Electrical principles Safety rules Steps in interviewing	Tests Work samples
Behavior and skills	2 or 3	Technical or motor skills or behaviors acquired by learners	Preparing a dessert Sawing wood Landing an airplane Listening	Tests Observations Self, peer, customer, and/or managers' ratings Work samples
Affective	2 or 3	Learners' attitudes and motivation	Tolerance for diversity Safety attitudes Customer service orientation	Attitude surveys Interviews Focus groups
Results company	4	Payoffs for the company	Productivity Quality, Costs Repeat customers Customer satisfaction Accidents	Observation Performance data from records or customers databases
Return on Investment	5	Identification and comparison of learning benefits with costs	Dollar value of productivity divided by training	Economic value

## Outcomes Used in the Evaluation of Training Programs (cont.)

- Reaction outcomes
  - It is collected at the program's conclusion.
- Cognitive outcomes
  - They do not help to determine if the trainee will actually use decision-making skills on the job.
- Skill-based outcomes
  - The extent to which trainees have learned skills can be evaluated by observing their performance in work samples such as simulators.

GALGOTIAS  
UNIVERSITY

# Approaches to Training Evaluation

contd...

- However, for more complex jobs like managerial and supervisory, it is necessary to choose from the following approaches.
- Activity Sampling
- Self-diary
- Observation of Specific Incidents
- Self-recording of Specific Incidents
- Appraisal by Superiors

GALGOTIAS  
UNIVERSITY

## Determining Return on Investment (ROI)

- Known as ROI, published by Jack Philips to quantify the monetary value of training investments. It answers the question : “for every single currency invested, what does the employer get back?”
- ROI is only a financial measure of training’s value, it does not provide information to improve training.
- $ROI\% = \frac{\text{Benefits}-\text{Cost of Training}}{\text{Costs of Training}} \times 100$

Costs of Training

GALGOTIAS  
UNIVERSITY

# Why should ROI be used?

- The concern for accountability in all functions is increasing; thus, the training and development function becomes one of the many support efforts under scrutiny.

GALGOTIAS  
UNIVERSITY



# Calculate ROI

## Formulas:

$$\text{ROI} = \frac{\text{Total Cost of Training}}{\text{No. of Students}}$$

$$\text{ROI}\% = \frac{(\text{Benefits} - \text{Training Costs})}{\text{Training Cost}} \times 100$$



GALGOTIAS  
UNIVERSITY

## References

- Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2011
- Training & Development, G.Pandu Naik, 1st edition, Excel Books India, 2014.
- Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2013.
- Training and Development (Text, Research and Cases) P.Nick Blanchard, James W. Thacker, V. Anand Ram, 4Edition, Pearson Education India, 2010
- Employee Training & Development , Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2012