Scientific background of evaluation and assessment

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Agenda

• Why do we (judicial training institutes) exist?
• What is our task?
• Why evaluation of training?
• Four level model and background Kirkpatrick 1959
• The ROI methodology and background Phillips
• Data collection methods on four levels
• Evaluation targets and impact study selection
• Impact/ ROI implementation
Why do we exist?

What is our mission as judicial training institutes? Why do we do what we do?

➢ To provide members of the judiciary with the needed knowledge, skills and competencies so that they can execute their jobs as effectively and efficiëntly as possible within the judicial system.

“Well trained for a just society” (Mission statement SSR)
What is our task?

To design, develop and implement training programs that are....

**effective**

/ɪˈfɪktɪv/  
*adjective*  

1. successful in producing a desired or intended result.  
   “effective solutions to environmental problems”  
   *synonyms:* successful, effectual, efficacious, productive, constructive, fruitful, functional, potent, powerful;  More
Why evaluation of training?

• Prove the effectiveness and value of training programs and preventing budget cuts

• To gain useful information which we can use to improve existing and future programs

• To decide whether to **continue** or **discontinue** a training program

• To justify our existence by showing how it contributes to organisational objectives and goals
How to evaluate?

Questions that rise:

1. Which data do we want and need to collect?
2. How do we collect this data (which data collection methods do we use)?
3. When do we collect this data?

Etc.

Two well-known models/methodologies we can use to help us do this right
Kirkpatrick four level model

Donald Kirkpatrick
(March 15, 1924 – May 9, 2014)
Professor Emeritus at the University of Wisconsin in the United States and a past president of the American Society for Training and Development (ASTD).

Developed his Four-Level Training Evaluation Model in 1954 as the subject of his Ph. D. dissertation. His model was first published to a broader audience in 1959 in the US Training and Development Journal.
Kirkpatrick four level model

Level 1: Reaction
Level 2: Learning
Level 3: Behavior
Level 4: Results
Kirkpatrick four level model - background

Don Kirkpatrick video

Yet, Kirkpatrick's four-level framework has been widely criticized. The fiercest criticism came from Ed Holton in 1996, which stated that the four levels are flawed—that it’s not a model because there’s no causal relationship between the various levels.

Kirkpatrick When I read [Holton’s] article, I thought: I don’t think I ever called it a model. I just called it the four levels. So someone criticized me and said, “It’s not a model; it’s a taxonomy.” I thought to myself: So what? I don’t care if it’s a taxonomy or a model. It’s four levels, and people find it helpful.
Dr. Jack Phillips

Chairman at the ROI Institute. His expertise in measurement and evaluation is based on more than 27 years of corporate experience in the aerospace, textile, metals, construction materials, and banking industries. Dr. Phillips has served as training and development manager at two Fortune 500 firms, as senior human resource officer at two firms, as president of a regional bank, and as management professor at a major state university.

This background led Dr. Phillips to develop the ROI Methodology, based on the original Kirkpatrick four level model.
Jack Phillips video
ROI methodology
ROI methodology

The four-level framework set the standard almost 40 years ago and inspired many people. The framework of Jack Phillips's ROI model is based on the original framework. We ask Phillips when he used the model for the first time.

Phillips Our first ROI study wasn’t as thorough as our current studies. It was pretty rough. But, we started. I’ve been using Kirkpatrick’s framework right from the start, and it has been very helpful to me all these years. We added a fifth level. More importantly, we created a process model to collect and analyze data. We brought standards to the process and tackled the tough implementation issues.

Why did you add a fifth level?

Phillips I know Don doesn’t agree with me on this. He puts ROI in Level 4. I did too for a while. But improvement in a Level 4 measure may have a negative ROI. For example, absenteeism could be reduced after a solution. But if you spend too much money on the solution, you can end up with a negative ROI. We found that confusing, because we have success and lack of success on the same level.

So, we said, “Maybe we can look at this as a different level.” The fifth level requires you to always bring in the costs.
ROI methodology - 10 easy steps
ROI methodology - Why use it

Interview met Patti Phillips (ROI Institute)
Data collection methods

Reaction
- Feedback questionnaires
- Action plans
- Interviews
- Focus groups

Learning
- Surveys and questionnaires
- Facilitation assessments
- Written test and exercises
- Simulations
Data collection methods

Application
- Questionnaires and surveys
- Action plans
- Observation
- Interviews
- Focus groups
- Performance contracts/ monitoring

Impact
- Questionnaires
- Action plans
- Performance contracts/ monitoring
# Data collection methods

<table>
<thead>
<tr>
<th>Method</th>
<th>1 Reaction</th>
<th>2 Learning</th>
<th>3 Behavior</th>
<th>4 Result</th>
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<tbody>
<tr>
<td>Survey</td>
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<td>Interview</td>
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<td>Focus Group</td>
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<td>Knowledge Test</td>
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<td>Presentation/Teach</td>
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Evaluation targets

<table>
<thead>
<tr>
<th>Level</th>
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<tbody>
<tr>
<td>1. Reaction</td>
<td>90 - 100%</td>
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<tr>
<td>2. Learning</td>
<td>60 - 80%</td>
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<td>3. Application</td>
<td>30%</td>
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<tr>
<td>4. Impact</td>
<td>10 - 20%</td>
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<tr>
<td>5. ROI</td>
<td>5 - 10%</td>
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</tbody>
</table>
Reaction questions

Most important questions you should ask at level 1:

• New information
• Recommend to others
• Intent to use
• Important to your success
• Relevant for your work

Correlates with application
Selecting programs for impact analysis

Criteria for selecting a program

• Life cycle of the program
• Linkage to organizational goals and strategic objectives
• Management interest in the evaluation
• Cost of the program
• Visibility of the program
• Size of the target audience
Impact/ ROI implementation

- Set specific goals and targets for implementation
- Determine specific roles and responsibilities for measurement and evaluation
- Revise procedures and guidelines for different parts of your evaluation process
- Conduct meetings and formal sessions to develop awareness and capability
- Use (existing) tools and templates to make the process easier and more efficient
- Conduct impact/ ROI studies routinely
- Use technology to reduce costs of data collection and analysis
Useful links and sources

www.roiinstitute.net - Information ROI Methodology

www.kirkpatrickpartners.com - Register for free resources