

設計課程評估Evaluation時應該考慮的兩大因素 –

課程評估象限圖 Training Evaluation Quadrant

L&D對Kirkpatrick Evaluation Model的四個不同層級都倒背如流。理論上，一個完美的課程評估應該涵蓋全部四個層級的評估。但實際上，並非每個課程都需要進行全部四個層級的評估。

運用課程評估象限圖 Training Evaluation Quadrant, 從L&D專業分析, 設計出不同課程所需的評估層級和方法, 有效地執行課程評估。

L&D professionals are well-versed in the four levels of Kirkpatrick Evaluation Model. Theoretically, a perfect course evaluation should cover all four levels of assessment. In reality, however, not every course is created equal. Some of them are not worth the efforts to evaluate all four levels.

Using the Training Evaluation Quadrant, the evaluation levels and methods are decided with objective criteria. This serves as an effective way to implement training evaluation with high level of return on investment (ROI).

Let's start with 2 main factors in training evaluation:

The following factors are sequenced by importance, the first one being higher in importance)

1. Management expectations

Is the course expected to bring a significant impact on job performance or business metrics?

The higher the management expectations to the course impact, the greater the need for post-course evaluation to measure its post-course results. As the management guru, Peter Drucker, said: "If you can't measure it, you can't manage it". The design of how and what to evaluate "behavior" and "results" after the course can verify the effectiveness of the course, and continuously improve the learning transfer at workplace.

For example: Leadership Development Program, Sales Program, Customer Service Program, etc. Management expects colleagues to have visible behavioral changes upon completion of the course leading to improved performance, personal performance or associated KPIs.

2. Resources

Once course expectations are confirmed, it's time to look into resources available for training evaluation. This includes manpower, time, money, and available information.

Resources are always limited. Thus, it is important to allocate enough resources for the evaluation of "behavior" and "results" for an impactful training program. If no "behavior" and "result" evaluation exists in your organization, then you have a lot to work on because you really miss a very important piece in the L&D functions. It is recommended that you start with the first factor, management

expectation. Then, re-examine which course in your curriculum has the highest potential to add business value to the company. Finally, present your plan to the management and validate the impact you will bring with the corporate training programs.



Management Expectation: High, Resources: High

Level 4 – Evaluate Results

Courses with high expectations and sufficient resources should evaluate the results and compare the performance of KPIs before and after the class.

Management Expectation: High, Resources: Low

Level 3 – Evaluate Behaviors

Course expectations are high, but resources are insufficient. Maximize the focus on assessing behavioral change. Using a Self-rated Assessment is one of the most cost-effective and time-saving methods.

課程期望: 低 / 資源: 高 / **Level 2 評估學習**

Course expectations are low, but resources are sufficient. Design and deliver post-course assignments to assess learning effectiveness.

課程期望: 低 / 資源: 低 / **Level 1 評估反應**

Both course expectations and resources are low. Meet administrative needs by distributing standard course evaluation questionnaire (also known as the Happy Sheet).

Conclusion

A good evaluation design system is the essence of L&D professional. It provides proof on the effectiveness of training programs supported with facts and evidence. Additionally, it strengthens post-course follow-up and learning motivation with the evaluation process.

In every organization, there should be some training programs that fulfill the four levels of the Kirkpatrick Evaluation Model. Of course, it would be too cumbersome to apply on every course.

According to the nature of the training programs, selecting and designing just the right evaluation level and method is the art of L&D. To speed up the process, L&D professional can refer to the Training Evaluation Quadrant to decide the appropriate evaluation levels. Taking management expectations and resources into consideration, analyze the training programs and design the most effective, efficient course evaluation model.