

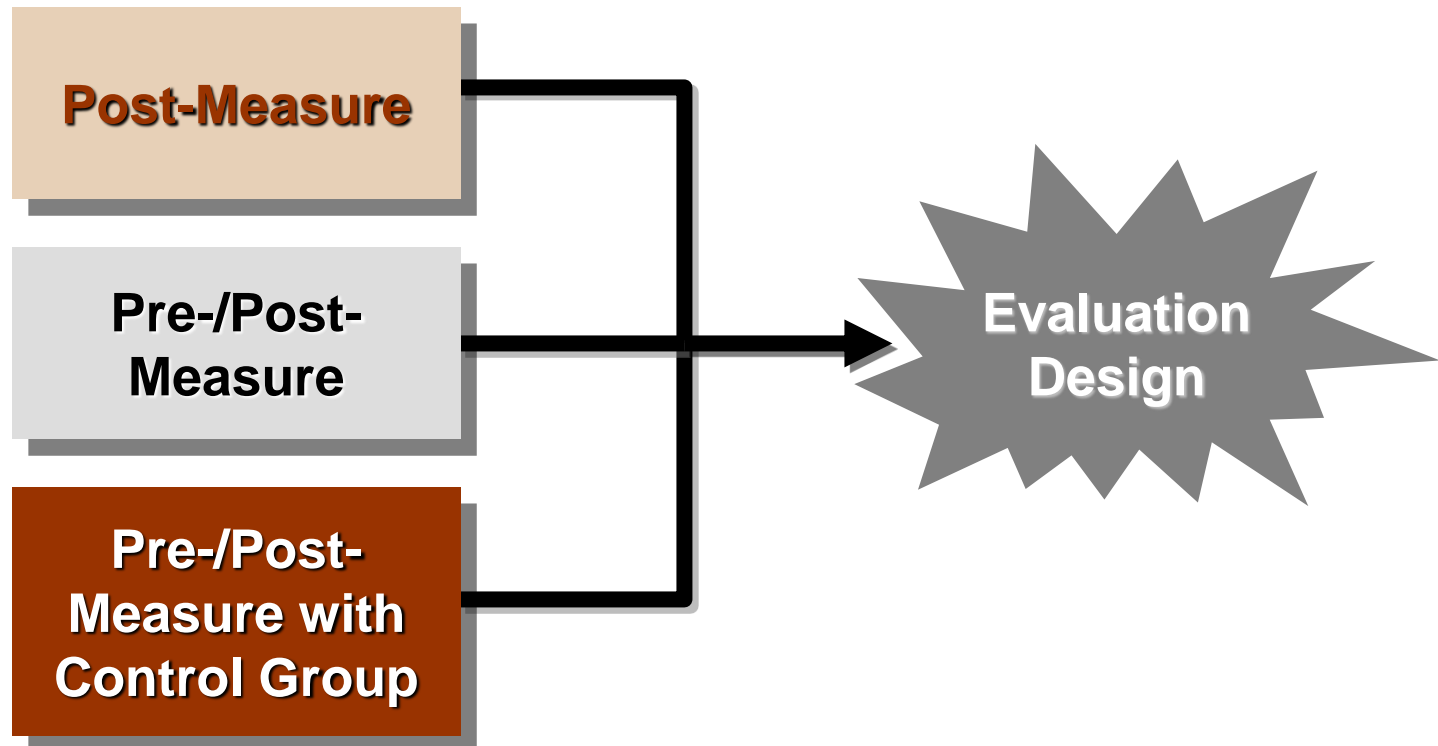
The Training Evaluation

Penyusunan Desain Pelatihan





EVALUATION DESIGN





TRAINING EVALUATION

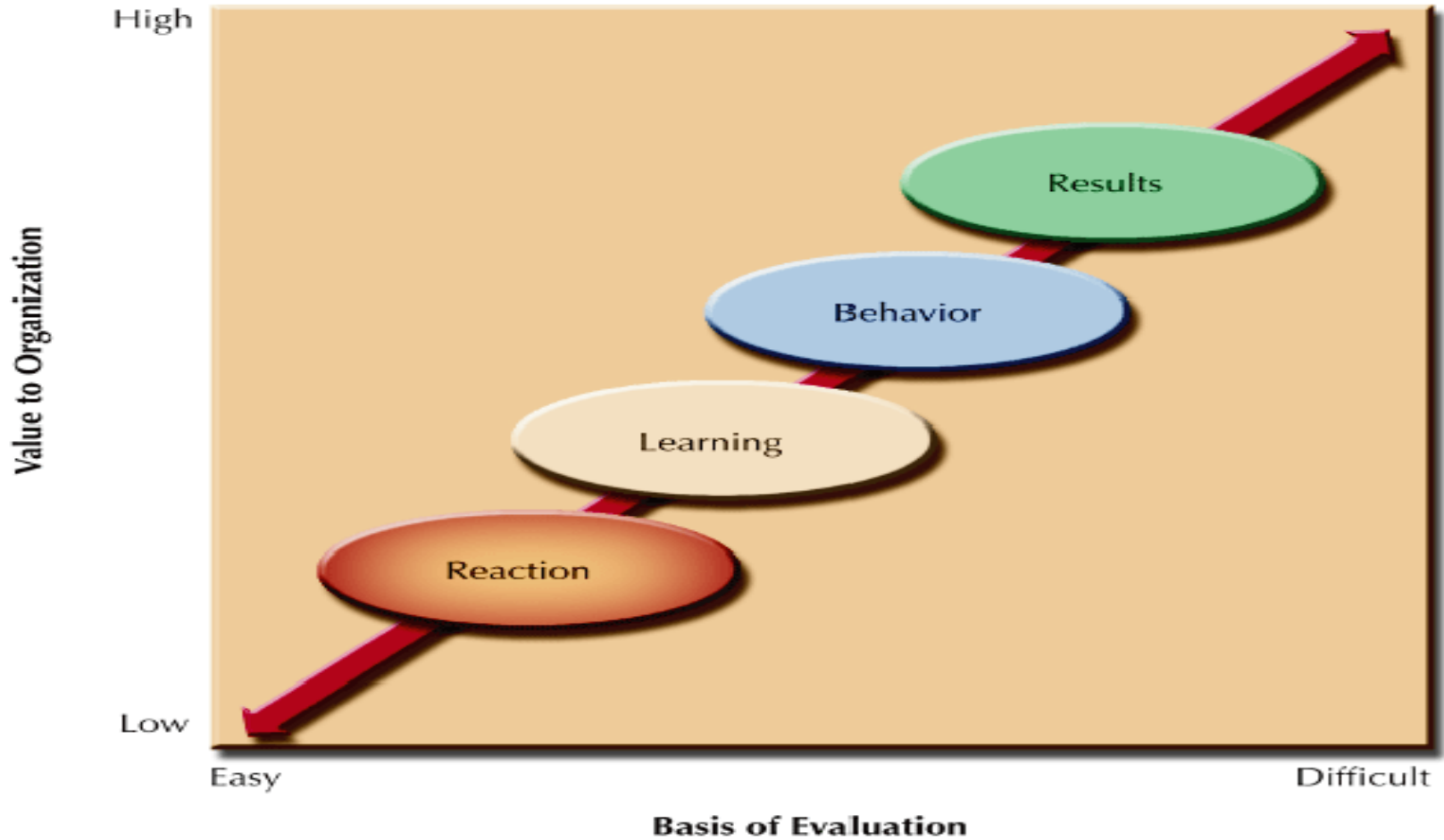


EXHIBIT 9-3: FOUR LEVELS OF TRAINING EVALUATION

Level	Questions Being Asked	Measures
Results	Is the organization or unit better because of the training?	Accidents Quality Productivity Turnover Morale Costs Profits
Behavior	Are trainees behaving differently on the job after training? Are they using the skills and knowledge they learned in training?	Performance appraisal by superior, peer, client, subordinate
Learning	To what extent do trainees have greater knowledge or skill after the training program than they did before?	Written Tests Performance Tests Graded Simulations
Reaction	Did the trainees like the program, the trainers, the facilities? Do they think the course was useful? What improvements can they suggest?	Questionnaires

Source: Kirkpatrick, Donald. "Four Steps to Measuring Training Effectiveness," in *The Personnel Administrator*, Volume 28, #11, November 1983, p. 19. Reprinted with permission.



TRAINING EVALUATION

Kirkpatrick's Levels of Evaluation

Evaluation Comparison			
	Frequency of Use	Ease of Use	Value of Information
Reaction	Highest	Highest	Lowest
Learning			
Behavior			
Results	Lowest	Lowest	Highest

The table illustrates the relative difficulty of measuring each level of evaluation. For 'Frequency of Use' and 'Ease of Use', the measurement becomes more difficult as the level progresses from Reaction to Results. For 'Value of Information', the measurement becomes more difficult as the level progresses from Reaction to Results. The diagram uses upward-pointing arrows for the first two columns and a downward-pointing arrow for the third column to indicate these trends.



REACTION

- # Merupakan level yang paling mudah dan paling sering digunakan
- # Yang diukur adalah kepuasan trainee terhadap keseluruhan program pelatihan
- # Diukur langsung pada sesi akhir program training.
- # Reaksi positif belum tentu meningkatkan kemauan belajar trainee, tetapi persepsi negatif akan mengurangi kemauan untuk belajar.



KNOWLEDGE

- Merupakan level kedua dalam evaluasi training
- Mengukur sejauh mana Knowledge, Skill dan Ability trainee mengalami perubahan setelah training:
 - What knowledge was learned?
 - What skills were developed or improved?
 - What attitudes were changed?
- Menggunakan paper and pencil test
- Dilaksanakan di sesi akhir training
- Penggunaan grup kontrol sangat dianjurkan