

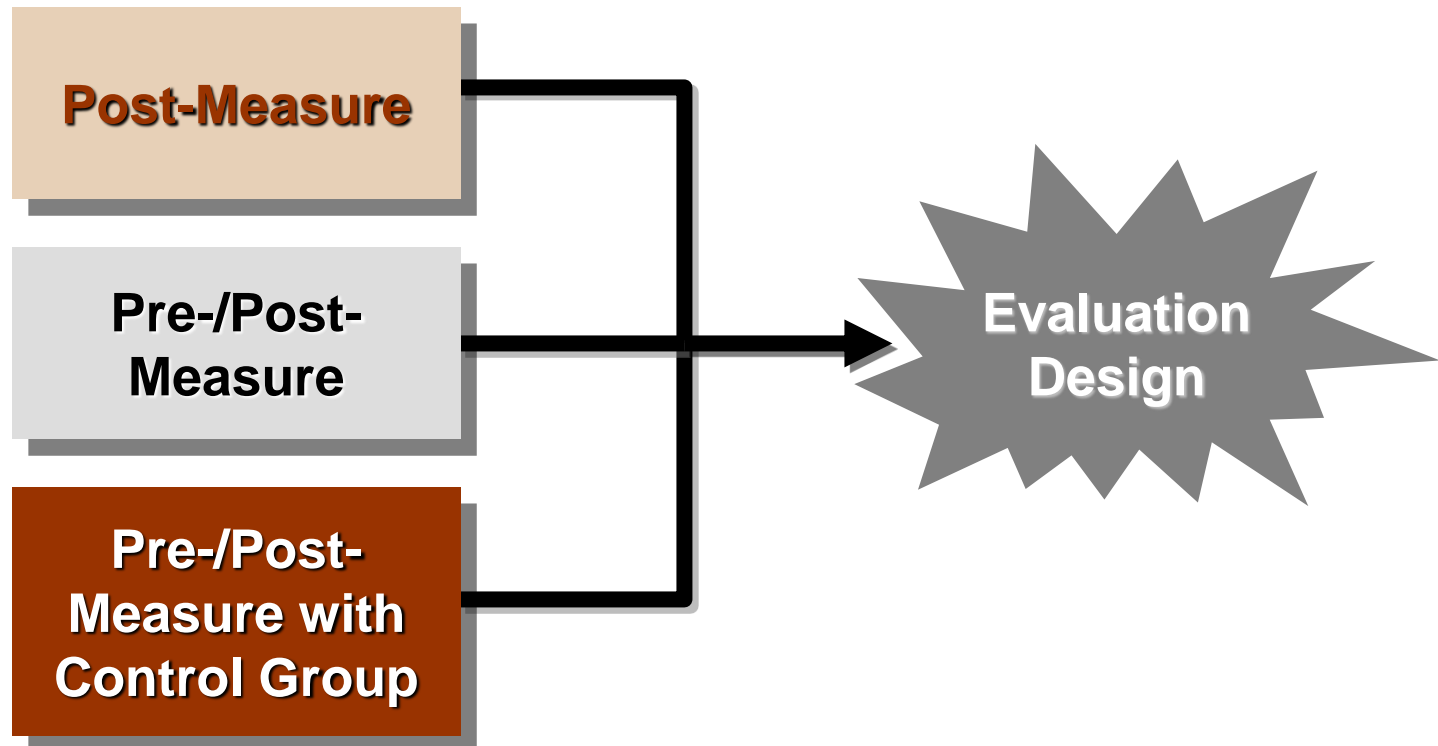
# Learning Evaluation

Penyusunan Desain Pelatihan





# EVALUATION DESIGN





# TRAINING EVALUATION

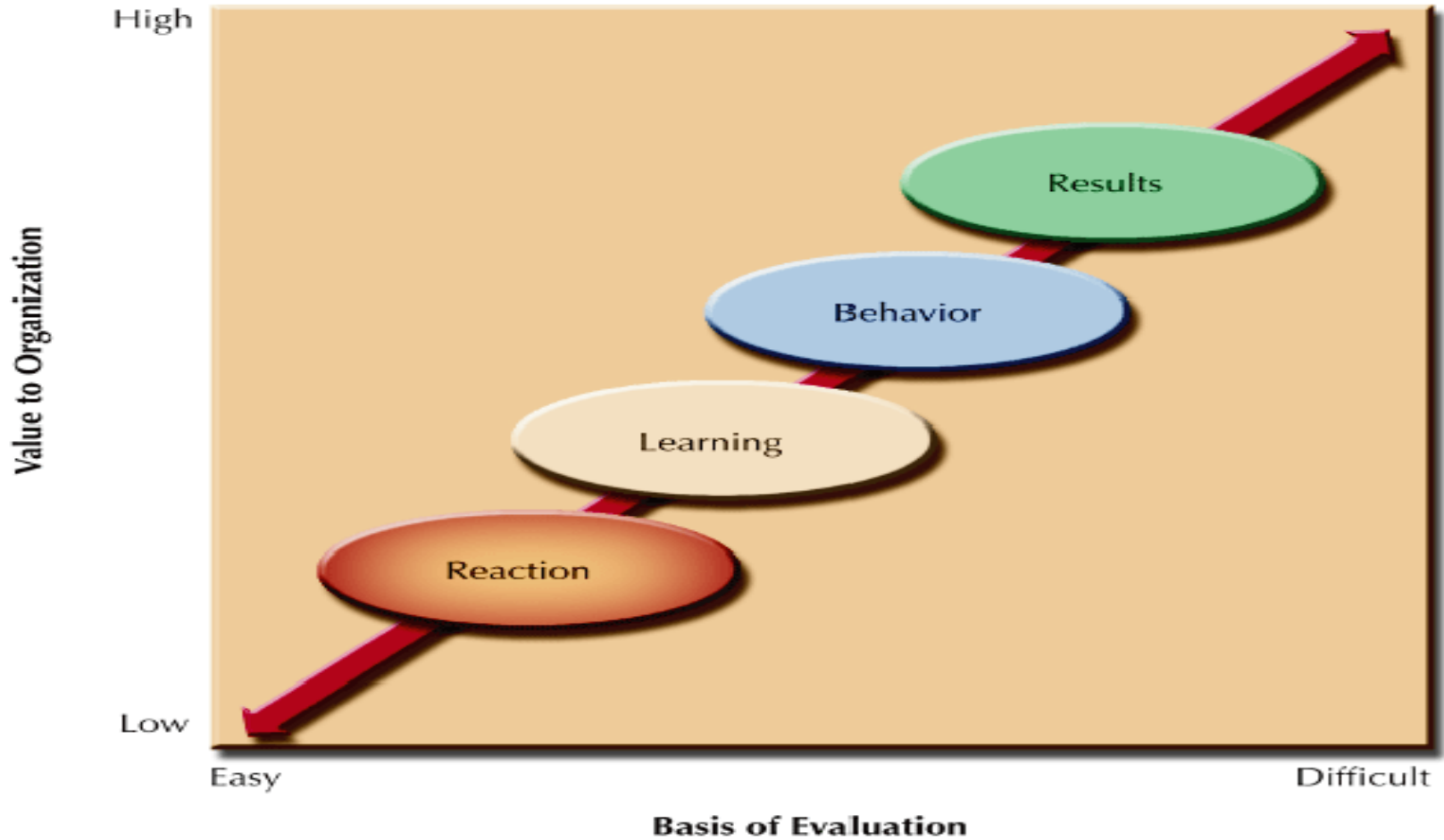


EXHIBIT 9-3: FOUR LEVELS OF TRAINING EVALUATION

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.



## BEHAVIOR

- Merupakan level ketiga dalam Evaluasi Training
- Mengukur perilaku yang muncul oleh trainee, disebabkan oleh training yang diikuti.
- Pengukuran membutuhkan waktu setelah kembali ke lingkungan pekerjaan  $\pm$  3-6 bulan setelah training



## RESULT

- Merupakan level keempat / tertinggi dalam Kirkpatrick's Evaluation
- Merupakan pengukuran atas hasil akhir yang muncul sebagai akibat training yang dilakukan
- Bisa berupa produktivitas, penurunan biaya, penurunan turnover, dan lain-lain yang memiliki dampak langsung ke tujuan strategis organisasi



# TRAINING EVALUATION: Balancing Costs & Benefits

## Typical Costs

- Trainer's salary and time
- Trainees' salaries and time
- Materials for training
- Expenses for trainer and trainees
- Cost of facilities and equipment
- Lost productivity (opportunity cost)

## Typical Benefits

- Increase in production
- Reduction in errors and accidents
- Reduction in turnover
- Less supervision necessary
- Ability to use new capabilities
- Attitude changes





## RETURN OF INVESTMENT

- Training is not an expense, but Investment
- Biaya Training sejumlah tertentu, sedangkan hasil belum tentu dapat diukur secara langsung nilai profitnya.
- Cost – Benefit Analysis

