

A BRIEF HISTORY OF EVALUATION



	1959	1967	1974	1975	1977	1978	1979
MODEL	KIRKPATRICK'S 4 LEVELS - Reaction - Learning - Behaviour - Results		HAMBLIN'S 5 LEVELS - Reaction - Learning - Organisational effects - Job behaviour - Ultimate value "It's all about control"	RESPONSIVE MODEL I (Skate)		WARR'S CIRO - Context - Input - Reaction - Outcome	BORICH'S 6 STAGES - Client needs - Structured composition - Evaluative dimensions - Questions - Stats - Reporting
MEASURE		Approaches to evaluation mooted: - Training programme improvement - Decision about trainees - Administrative decisions about training - Decisions concerning training variables				"Cost effectiveness techniques are of little help in making the value judgement of whether an extra benefit is worth the extra cost" Fielden and Pearson	
ACTIVITY						Survey reports 52% relied on reaction feedback 24% measure job behaviour 1.8% calculated ROI	

	1981	1982	1986	1988	1992	1993
MODEL	JUDICIAL MODEL CONNOISSEURSHIP MODEL					KRAIGER'S LEARNING OUTCOME APPROACH - Cognitive - Skills-based - Affective - Use different 'lenses' for evaluation
MEASURE	NATURALISTIC APPROACH Borich & Jemelka	COST EFFECTIVENESS Schmidt $\Delta U = TNd_i SD_y - NC$	"The systematic collection of descriptive and judgemental information necessary to make effective training decisions related to selection, adoption, value and modification of instructional activities" Goldstein			"Evaluation should take place 3 months after the training event" Kirkpatrick
ACTIVITY				19% UK firms evaluate benefits 3% attempt cost/benefit	Only 10% of training spend leads to real application Georgensen	13% of UK firms evaluate their training effort beyond reaction Marginson et al.

	1994	1995	1996	1997	2000	
MODEL	PHILLIPS & HOLTON ROI FRAMEWORK - Reaction - Learning - Job application - Business results - ROI	LEE'S PAYBACK, PAY FORWARD - Payback is financial benefits - Pay forward is indirect returns	MOAD'S CONCEPT MAPPING AND PATTERN MATCHING Due to the belief that ROI can't be isolated from other factors	KAPLAN'S BALANCED SCORECARD - Finance - Customers - Internal business process - Learning and growth		INDUSTRIAL SOCIETY CAROUSEL OF DEVELOPMENT Circular model which involves validation and evaluation
MEASURE	RESPONSIVE EVALUATION "The objective of evaluation should be to provide evidence so that key decision makers can determine what they want to know about intervention" Pulley			Self-efficacy immediately after event suggested as good predictor of transfer Mann & Robertson	"No training should take place unless hard business measures are established." Kearns and Miller	
ACTIVITY					84% use end of course questionnaires 84% believe evaluation is increasing 35% use a derivation of Kirkpatrick Industrial Society	