

Assignment #5

Business



1. Pretend I'm your employer and you want to impress me with your knowledge of evaluation. My questions to you follow: Sir/Madam, why is level 2, according to Phillips, important during the evaluation process? Why not just acquire reaction data, then move on to changes in behavior, results, and ROI?

The level 2 is very important because it is through this step that it can be assured, the participants have assimilated the content of the training and they have acquired the skills to use it in an effective manner (Phillips, 1997, p. 42). It is these skills that have to be applied by the participants to score positively in all other succeeding levels, which concern with changes in behavior, results, and ROI (Phillips, 1997, p. 43).

2. What is the primary difference in the Cost/Benefit Ratio (CBR) to the ROI Formula?

In calculating Cost/Benefit Ratio, the total benefits are divided by the cost while for assessing ROI formula, "the costs are subtracted from the total benefits to produce the net benefits, which are then divided by the costs" (Phillips, 1997, p. 43). Thus ROI is the Cost/Benefit Ratio calculation that is done by taking not the total benefits but the net benefits, which is calculated by subtracting total costs from the total benefits. The ROI formula takes into account the tangible costs and benefits alone while Cost/Benefit Ratio incorporates both tangible and intangible costs and benefits, thereby being more comprehensive (Phillips, 1997, p. 73).

3. Which of the four basic approaches to determining validity of an instrument do you think is most often used (and why)?

The most often used validity testing approach is content validity just because it is more "cost-effective" (Phillips, 1997, p. 90). This is also so
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because the “ successful mastery of program content” as is shown by this validity test will be “ related to improved job performance” (Phillips, 1997, p. 280).

4. In your own words, and within six sentences or less, state and explain at least one method or strategy an evaluation practitioner could use to isolate the effects of an HRD training program.

Control groups, customer input and forecasting model are three methods that can be used to isolate the effects of an HRD training program (Phillips, 1997, p. 105, 197, 70). In the control group method, it is the “ results of the experimental group, when compared to the control group” that show the “ impact of the HRD program” (Phillips, 1997, p. 105). In a training program that is intended to ensure that customers come back to the company, customer input could be a valuable strategy to isolate the effects (Phillips, 1997, p. 197). In a situation where “ input and output variables are known”, it is easy to predict the effects out of logical reasoning and common sense and hence the forecasting model will be an effective method to isolate effects (Phillips, 1997, p. 70).

5. Provide an example of, and explanation of why, an evaluator should gather data over a period of time as opposed to a one-time only event. It is for consistency of data that an evaluator should gather data over a period of time as opposed to a one-time event (Phillips, 1997, p. 132). This time frame is also important because learning is an ongoing process and its effect could also be an evolving matter (Phillips, 1997, p. 132).

6. Assume I am your superior in the workplace and I ask you, our HRD internal consultant, to explain Results-Based HRD to me. Specifically, I ask that you provide me with a list of characteristics with short explanations of

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each of the characteristics. I am planning to meet with upper-level management next week and want to emphasize the need for Results-Based HRD throughout our organization. Please list the characteristics and explain each in your own words.

Results-based HRD is useful:

- a. To create “concrete evidence to indicate a connection between the program and (...) results” so that improvements can be made to “corporate strategies” (Phillips, 1997, p. 7-9).
- b. To help “identify the strengths and weaknesses in the HRD process” so that focus can be on core areas of strength and weaknesses can be rectified (Phillips, 1997, p. 37).
- c. To help gather “information about a performance deficiency” so that it can be improved (Phillips, 1997, p. 41).
- d. To get “business results” that can be “integrated throughout the HRD cycle” thereby providing a chance for comprehensive intervention (Phillips, 1997, p. 44).
- e. “To add value to corporate strategy” so that overall performance can be improved (Phillips, 1997, p. 9).

7. What is meant by soft data and how do you capture it?

Soft data is non-quantifiable, subjective and ‘not easily transferable to monetary values’ information and are mostly connected with soft skills (Phillips, 1997, p. 80). For example, soft data include, “work habits, work climate, attitudes,” new skills, development and progress, initiative etc. (Phillips, 1997, p. 68). Soft data are usually captured by listing them as “intangible measures” and used to balance the overall evaluation outcome <https://assignbuster.com/assignment-5/>

(Phillips, 1997, p. 68).

I did not see the 8th question. Is it a numbering mistake?

9. In your own words, and with six sentences or less, state and explain at least one method or strategy an evaluation practitioner could use to isolate the effects of an HRD training program.

This question is same as the 4th question.

References

Phillips, J. J. (1997) Handbook of Training Evaluation and Measurement Methods, Oxford: Gulf Professional Publishing.