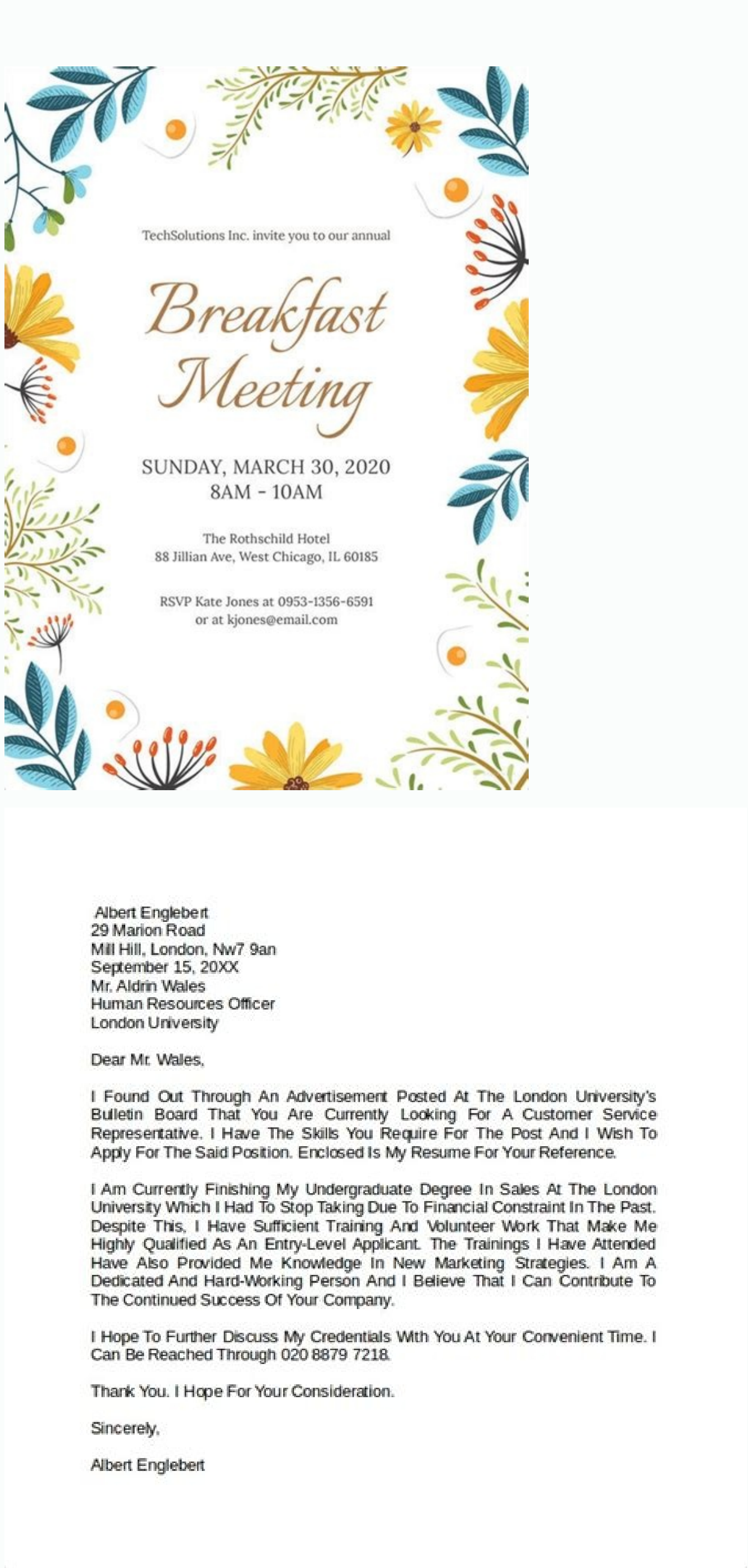


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5.

EVALUATION

5.1.

Evaluation Objectives and Tools

The training evaluation process has the potential to provide useful information to multiple stakeholder groups. By designing an effective training evaluation process, an organization can obtain the information needed to improve both training program delivery and business performance, creating opportunities for continuous organizational improvement. Evaluation of training means measuring the effectiveness of a training program. Evaluation helps in defining the learning outcomes more sharply, remove unnecessary training content, and ensure that the training method meets the training needs of the learners and consequently of the business. This effectiveness is as much about short-term retention as about the long-term retention and application by learners. The purpose of this Evaluation is to assess the effectiveness of the training events carried out for participants on project BEST.

Training Evaluation Approach: There are several approaches used to measure the effectiveness of training. At the project BEST was applied Kirkpatrick's Four Levels of Evaluation" approach(See Table 8. below). In this model, each successive evaluation level is built on information provided by the earlier lower level. The evaluation consisted of the following four different questionnaires to measure learning and general effectiveness of training programm.

Table № 8.: Kirkpatrick's four-level model of evaluation

Level	Measure	Evaluation description and characteristics	Tools and methods	Utilization
1	Participant Reaction	Reaction evaluation is how the delegates felt about the training or learning experience.	Daily Evaluation form (Participant Questionnaire) Questionnaire for evaluation of training module. Questionnaire for evaluation of Trainers.	At the end of each day of training
2	Participant Learning	Learning evaluation is the measurement of the increase in knowledge - before and after.	Individual pre/post-training tests for comparisons	Pre-test: At the beginning of the training course Post-test At the end of the training course
3	Knowledge Transfer	Behavior evaluation is the extent of applied learning back on the job - implementation.	Focus groups to gather information. Facilitator Observations	At the end of the training course
4	Organizational Impact	Results evaluation is the effect on the business or environment by the trainee. This evaluation measures the success of the training program	Facilitator Observations	At the end of the training

Different methods and instruments of training evaluation applied in this training. These methods and instruments were applied in different evaluation phases.

³ Donald Kirkpatrick, Professor Emeritus at the University of Wisconsin and past president of the American Society for Training and Development (ASTD), first published his Four-Level Training Evaluation Model in 1959, in the US Training and Development Journal. The model was then updated in 1975, and again in 1994, when he published his best-known work, "Evaluating Training Programs." The four levels are: Reaction; Learning; Behavior and Results.

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