

Unit-3 Evaluating HRD Programs

FRAMEWORK MODEL OF EVALUATION

Learning Evaluation Methods

One of the major issues with developing and continuing learning models in an enterprise is the cost of the program and the return on investment you get. When you measure a learning model against business KPIs, it gives a clear picture of what's working and what's not.

However, this evaluation is tricky as it has to be measurable and contain demonstrable data. That's why you need to use an approved learning evaluation method to get in-depth insights.

Evaluation models below.

1. Kirkpatrick Model of Evaluation

This is an old learning [evaluation model](#) developed by Dr. Donald Kirkpatrick in the 1950s. It is commonly used by many organizations, though it has a few limitations. The model divides learning evaluation into four levels-

1. **Reaction/ Satisfaction:** What is the learner's reaction to the program? Are they satisfied with it?
2. **Learning:** Measure the learning outcome to determine how much has been retained by the learner.
3. **Impact/ Behavior:** The impact of the program is determined by measuring learners' behavior to see if they are applying the newly learned skills at work.
4. **Results:** This deals with how the learning program and the learner's new behavior affect the organization at the macro level.

You should measure all four levels to identify where the problem lies and how you can overcome it. Missing or ignoring even one level leads to incomplete and incorrect analysis. This can affect your learning models and ROI. Furthermore, this is a continuous process and not a one-time event.

2. Kirkpatrick-Phillips Model

An extension of Kirkpatrick's model, [this model](#) takes into account a number of factors. Jack Phillips added ROI to the levels to make the learning evaluation model more comprehensive for business organizations. The idea is that the L&D departments should pay attention to ROI instead of focusing on cost savings, thus affecting the quality of the training programs.

However, the limitation of using this model is that the calculation can be done only after the training is complete. You will know the ROI after you spend money on training and not before. Furthermore, setting a low-cost learning intervention against a greater project cost can result in skewed impressions. The ROI should be calculated only in certain conditions, like when the training program is expensive or if the strategy/ job profile is vital for the top management.

3. Anderson's Value of Learning Model

This is one of the recent learning [evaluation models](#) published in 2006. It is a three-stage model that deals with two primary challenges- value challenge and evaluation challenge.

The learning model emphasizes the importance of aligning learning program goals with business strategic goals so that you get accurate analysis from evaluating the programs. This model has three stages:

1. What is the current alignment of the learning programs with strategies?
2. Using ROI, ROE, learning function, and benchmarking to evaluate the training results.
3. Determining and establishing relevant learning programs/ approaches. This helps to bridge the gap between the learning programs and business strategies to get the desired results.

However, this model is not enough on its own. It only provides the effectiveness of the learning programs on the macro levels. You have to rely on other learning evaluation models to find out the efficiency of a single training program. That said, Anderson's Value of Learning Model will give you the right metrics required to plan the training programs and achieve business goals.

4. Brinkerhoff's Success Case Method

Rob Brinkerhoff developed the [Success Case Method](#) to compare the most and least successful learning programs in an organization. Success is determined in terms of low investment costs and high returns. An advantage of SCM is that it can be for various variables and is not limited to evaluating training programs.

That said can be used as a one-time evaluation method but not as the only method for learning evaluation. Similar to the previous model, the Success Case Method cannot be used independently and needs to be supported by other methods. Yet, SCM can give you the necessary details to understand what you should retain and what to change so that the learning programs are more effective.

5. Kaufman's Model of Learning Evaluation

[Kaufman's model](#) of learning evaluation is based on Kirkpatrick's model we listed at the top. Kaufman made two significant changes to the model by dividing the

first level into two- input and process. The second change he made is the addition of a fifth level after organizational benefits. He included a fifth level that looks at the benefits of the learning program for the clients or society.

Besides that, another perk of this model is that it allows you to evaluate learning programs individually instead of grouping them. This way, you can identify the programs that are not up to the mark and take the necessary action to improve overall effectiveness.

Some businesses don't use the fifth level of evaluation, but it could give you a better picture. For example, it helps determine if the training for customer service teams has made them more efficient at work by measuring customer satisfaction levels before and after the training.

6. Learning Transfer Evaluation Model

LTEM ([Learning Transfer Evaluation Model](#)) was developed by Will Thalheimer in 2018. It is an alternative option to Kirkpatrick's model. Thalheimer said that his model provides more guideposts that help create better cycles of improvement.

This model has the following eight levels.

1. Employee/ learner participation in the training programs is measured (though this is not a sign of learning, it is still a necessary metric)
2. The learning activity is divided into three sub-levels- attention, interest, & participation (however, the levels are correlated)
3. The learners' perspectives of the training program are recorded (which may not always align with the results)
4. The learners' knowledge is tested based on their recalling and retention capabilities ([AI question generator tools](#) like PrepAI are used to [create automated question papers](#) in bulk)
5. The decision-making abilities of the learner are tested by providing real-life simulations (the decision-making skills should remain even if a portion of the knowledge gained is lost over time)
6. The learners' decision-making skills are combined with their ability to convert plans into action and deliver the results (here, you understand if further training can improve performance)
7. The learners' ability to transfer the knowledge to work is measured (the correlation between workplace environment and learners' skills is also considered)
8. The last level deals with how the learners' new learning is transferred to others around them (colleagues, clients, family, etc.) and if the learner has leadership skills (both positive and negative effects are measured)

Assessing The Impact of HRD Programs

HRD Application

Having an HR department alone is not enough for a company if it wants to work faster and compete in the current industrial era. Therefore, the HRD application is present as a solution where the main function of this system is to help HRD work in general. The pile of tasks carried out by HRD can be lightened quite a lot by using an application.

The purpose of software application is so that all this work can be completed faster, so that this valuable time can be used to focus more on various other strategic things. A clear example of the benefits of this software is the simplification of the process for collecting CVs, to checking information about candidates.

In fact, if you ask what application can HRD, then this HR software can be said as if you get an invisible HRD. Where HR Software Indonesia as an HRD application can also increase productivity in financial management. Because with this software, all work can be shortened and done faster.

Features in the HRD Application

When you want to choose an HRD application that is used to help various tasks within the company, then you can't just choose. Because not all applications have the full features required by the company. At least, the following important features are must-haves.

1. Online Leave

The existence of an online leave feature will allow HR to review, process, and decide whether to approve or reject leave applications made by employees. Thanks to this feature, the leave application process will be easier to do. So that it can provide certainty to employees, so they can refocus on their work.

Interestingly, usually the leave feature is equipped with a leave calendar, the amount of leave allowance for employees, to the leave policy that the employee has. So that the questions from many companies have been answered regarding what applications can be HRD. Just make sure that the application has full features, one of which is this online leave.

2. Claim or Reimbursement

In addition to taking care of employee leave, the HRD department also takes care of other employee benefits such as claims or reimbursements. A good HRD application should also have this feature, so that it can make it easier for employees

to submit their applications. In this case, the company can determine the applicable policies, terms of use, balance, and the approval flow.

3. Payroll

Payroll system is also very important to note. Moreover, this is one of the main tasks of the HR department. Where the calculation process will include attendance, leave, overtime, deductions and incentives, to the preparation of salary slips. HR Software Indonesia with this feature will certainly minimize human errors in calculating employee payroll.

4. HR Report

With all the data recorded in the application, the HRD application should also have a reporting feature. Where this report can be prepared accurately and quickly. Even the recorded data is also in real time in valid and actual conditions. Therefore, what applications can HRD? HR Software Indonesia is the answer.

HR Software Indonesia will assist the company's HRD in improving employee performance and productivity. One that you can choose is HR Software from Soltius Indonesia, SAP Successfactor. Enjoy the various advantages and best features of this HRD application, by contacting Soltius directly at the contact listed at www.soltius.co.id.

Concepts of Socialization

Socialization is the process through which people are taught to be proficient members of a society. It describes the ways that people come to understand societal norms and expectations, to accept society's beliefs, and to be aware of societal values.

Human infants are born without any culture. They must be transformed by their parents, teachers, and others into cultural and socially adept animals. The general process of acquiring culture is referred to as socialization. Socialization is known as the process of inducting the individual into the social world. The term socialization refers to the process of interaction through which the growing individual learns the habits, attitudes, values and beliefs of the social group into which he has been born.

Socialization is the process by which human infants begin to acquire the skills necessary to perform as a functioning member of their society, and is the most influential learning process one can experience. Unlike many other living species, whose behavior is biologically set, humans need social experiences to learn their culture and to survive. . Many scientists say socialization essentially represents the

whole process of learning throughout the life course and is a central influence on the behavior, beliefs, and actions of adults as well as of children.

Characteristics/ Features of Socialization

Socialization takes place formally and informally:

Formal socialization takes through direct instruction and education in schools and colleges. Family is, however, the primary and the most influential source of education. Children learn their language, customs, norms and values in the family.

Socialization is a continuous and gradual, rather than a salutatory process :

Socialization is a life-long process. It does not cease when a child becomes an adult. In nature we find that every species or organism follows a pattern of socialization. The same is the case with human beings. Socialization occurs in orderly manner and follows a certain sequence which, in general is the same for most children. The rate and speed of development may vary in individual cases.

Socialization is a product of interaction of the organism and its environment.

. But it is not possible to indicate exactly in what proportion heredity and environment contribute to the of an Individual Socialization. The two work hand in hand from the very conceptions. The environment bears upon the new organism from the beginning. Among, the environmental factors like nutrition, climate, the conditions in the home, the type of social organisation in which individual move and live, the roles they have to play and other.

Socialization is a continues process -

Socialization does not stop at any time. It continues from the moment of conception until the individual reaches maturity. It takes place at a slow or a rapid rate but at a regular pace rather than by leaps and bounds.

There may be a break in the continuity of growth due to illness, starvation or malnutrition or other environmental factors or some abnormal conditions in the child's life.

Socialization is rapid if there is more humanity among the- agencies of socialization:

Socialization takes place rapidly if the agencies' of socialization are more unanimous in their ideas and skills. When there is conflict between the ideas, examples and skills transmitted in home and those transmitted by school or peer, socialization of the individual tends to be slower and ineffective.

Socialization proceeds from general to specific responses-

It is observed that general activity always precedes specific activity. The early responses of the baby are very general in nature which is gradually replaced with specific ones. The earliest emotional responses of the new born are generally diffused excitement and this slowly gives way to specific emotional patterns of anger, joy, fear, etc. Babies wave their arms in general, random movements before

they are capable of such specific responses as reaching for an object held before them.

Socialization involves change-

The human being is never static. From the moment of conception to the time of death, the person is undergoing changes. Nature shapes most clearly Socialization through genetic programming that may determine whole sequences of later. It refers to a Socialization progressive series of orderly coherent changes.

Socialization is often predictable-

Psychologists have observed that each phase has certain Socialization common traits and characteristics. We have seen that the rate of for each child Socialization is fairly constant. The consequence is that it is possible for us to predict at an early age the range within which the child is likely to fall.

Socialization is unique-

Each child is a unique individual. No two children can be expected to behave or develop in an identical manner although they are of the same age. For example, in the same class, a child who comes from a deprived environment cannot be expected to do as well in studies as a child of the same ability whose parents put high value on education and encourage the child to study.

Socialization is an individualized process:

These individual differences arise because each child is controlled by a unique combination of hereditary endowment and environmental factors. All children therefore do not reach the same point of at the same Socialization age.

Socialization practices varied markedly from society to society.

The socialization practices were generally similar among people of the same society. This is not surprising since people from the same culture and community are likely to share core values and perceptions. During the early 1950's, John and Beatrice Whiting led an extensive field study of early socialization practices in six different societies. They were the Gusii of Kenya, the Rajputs of India, the village of Taira on the island of Okinawa in Japan, the Tarong of the Philippines, the Mixteca Indians of central Mexico, and a New England community that was given the pseudonym Orchardtown. All of these societies shared in common the fact that they were relatively homogeneous culturally

Realistic Job Review Model

According to John Wanous, the goal of an RJR is to increase newcomers' satisfaction and commitment and the likelihood that they will remain with the organization. A model of the RJR process suggests four interrelated mechanisms: vaccination, self-selection, coping, and personal commitment.

- Vaccination Against Unrealistically High Expectations
- Self-Selection
- Coping Effect
- Personal Commitment

Vaccination Against Unrealistically High Expectations

providing accurate information to outsiders is similar to vaccinating people against a disease. New recruits are given information that permits them to adjust their expectations to the reality of the job. For example, a realistic portrayal of typical overtime or weekend work may assist applicants in understanding all that will be required of them in a given job.

Self-Selection

realistic expectations enable new recruits to decide whether the job and the organization match their individual needs. If they are incompatible, the recruit will probably not accept the position, thus saving the organization from hiring someone who would likely be dissatisfied and quit.



The model suggests that self-selecting individuals are more likely to be satisfied employees. Self-selection obviously assumes that the organization has enough other applicants that it can afford to let applicants select themselves out of the hiring process.

Coping Effect

realistic expectations help newcomers develop a clear idea of their roles, which in turn enables them to develop coping strategies for performing their jobs effectively.

Personal Commitment

a new recruit who makes a decision to join in an organization based on a realistic perspective will develop a stronger personal commitment to that choice. This may lead to job satisfaction and a long-term commitment to remain with the organization. Although the RJR occurs during the recruitment process, it can also be considered as an HRD intervention in that it shares many of the same goals and techniques as other HRD approaches.

As we described earlier, the socialization process really begins before an employee formally joins the organization, and the RJR addresses its initial step (i.e., anticipatory socialization) by attempting to adjust unrealistic impressions and reinforce accurate expectations.

Career Development

Career development is the series of activities in an on-going/lifelong process of developing one's career which includes defining new goals regularly and acquiring skills to achieve them. Career development usually refers to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business.

Career development is directly linked to the goals and objectives set by an individual. It starts with self-actualization and self-assessment of one's interests and capabilities. The interests are then matched with the available options.

The individual needs to train himself to acquire the skills needed for the option or career path chosen by him. Finally, after acquiring the desired competency, he has to perform to achieve the goals and targets set by him.

Career development is directly linked to an individual's growth and satisfaction and hence should be managed by the individual and not left to the employer. Career development helps an individual grow not only professionally but also personally. Learning new skills like leadership, time management, good governance, communication management, team management etc. also help an employee develop and shape their career.



Steps of Career Development

There are various steps or stages in a person's overall career development:

1. Self Assessment

The first step in career development is the self assessment which means that the individual has to assess oneself on the kind of career and growth one wants and what kind of skills and interests are there.

2. Career Awareness

This stage is when an individual explores various career paths which align with the self assessment done in the first step.

Career awareness can be how a person can explore various domains and types of jobs/work available

3. Goal Setting

This is the most important step in career development because this is where one defines clear short term and long term goals to meet the career one aspires. Both short term and long term goals need to be defined to begin with.

Short term goals would be more actionable but long term goals can be changed or tweaked as per the growth.

4. Skill Training

Once the career and goals are set, one needs to acquire the right skills to achieve the growth. Skill training can be done through self training or joining a structured training program online or offline.

Once the right skills are acquired, one can start the final stage.

5. Performing

With all the right knowledge and skills, the important part is to perform the tasks and jobs in the career successfully to grow in the career path.

Career Management

Career management is the process of thoughtfully planning occupational progress to maximise professional growth and stability in an individual's career. Doing this requires identifying one's own goals and objectives. These goals may be SMART (specific, measurable, attainable, relevant and time-based) to ensure a strategic approach. This process usually begins with designing short-term goals in the initial stages of one's career, which focus on taking action to meet the set objectives. You can then follow with planning long-term goals. When managing a career, certain adjustments in planning are sometimes necessary to accommodate changes in industry requirements or preferences

Elements Of Career Management

Career planning

Career planning is an intentional process involving determining career goals, understanding the opportunities and potential constraints and making decisions, while also considering their consequences and taking active steps to achieve those goals. Typically, the employee and their supervisor do this together. The employee

usually requires assessing their skills and experience to better understand their strengths and areas to improve to become more proficient as a professional. They may then discuss with their supervisors about the opportunities in those areas or fields.

Career pathing

A career path is similar to a roadmap that lets employees know their progress opportunities within an organisation in the long term. By looking at the career expectations that are set during the planning process, employees and their supervisors can monitor and consider potential paths for the employee. As an employee may likely have several career path options available to them, companies often try to have a clear career development structure in place to encourage employees to join their organisation.

An organisation's career development system ideally establishes these paths so that employees have specific objectives to strive for and potential role models to consult and follow. It is best to remain practical while identifying career paths in relation to the time frame required to achieve mutually set goals.
