Does evaluation influence inner-firm education and training strategies?
Results of my Bachelordissertation
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Outline

1. Research questions
2. Linking evaluation and decision-making on VET
3. The underlying evaluation model – Kirkpatrick
4. Research method: Literature review
5. Results of the literature review
6. Conclusion and recommendation for further research

Research questions

1. To what extent do firms evaluate inner-firm VET?
2. How does evaluation influence inner-firm education and training strategies?

Linking evaluation and decision-making on VET

Evaluation can be used
– to decide on,
– to legitimate,
– to optimize vocational education and training.

The underlying evaluation model – Kirkpatrick (Kirkpatrick & Kirkpatrick, 2006)

1 reaction
2 learning
3 behaviour
4 results

Research method: Literature review

- Summarize literature and empirical studies about evaluation
- Generating a new perspective on evaluation
- Selection of eleven empirical studies
  - Kirkpatrick’s evaluation model as underlying model
  - Published in peer-reviewed journals
  - Recent references: 1999–2007
Results of the literature review

1. To what extent do firms evaluate inner-firm VET?
   • Do HR-Managers collect information about trainings?

<table>
<thead>
<tr>
<th>Empirical study</th>
<th>results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yadapadithaya &amp; Stewart (2003)</td>
<td>85% / 94% of the firms evaluate trainings</td>
</tr>
<tr>
<td>Blanchard et al. (2000)</td>
<td>90% / 95% of the firms evaluate trainings</td>
</tr>
<tr>
<td>Al-Athari &amp; Zairi (2002)</td>
<td>14% of firms evaluate trainings usually</td>
</tr>
<tr>
<td></td>
<td>60% of firms evaluate trainings sometimes</td>
</tr>
<tr>
<td></td>
<td>19% of firms evaluate trainings rarely</td>
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<tr>
<td>Wickramasinghe (2006)</td>
<td>Evaluation is not widespread</td>
</tr>
<tr>
<td>Haring (2003)</td>
<td></td>
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<tr>
<td>Sadler-Smith (1999)</td>
<td></td>
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</tbody>
</table>

Results of the literature review

2. How does evaluation influence inner-firm education and training strategies?
   • Who is interested in which evaluation results?
     - Participants and trainers: lower levels
     - Upper Management: higher levels
     - HR-Manager: no clear tendency
   • For which purpose do the HR-Managers use evaluation results?
     - To legitimate/to optimize/to decide

Results of the literature review

• What do they evaluate (ref. to Kirkpatrick’s model)?

<table>
<thead>
<tr>
<th>Evaluation-levels as indicated in the studies</th>
<th>Level 0–19%</th>
<th>20–39%</th>
<th>40–59%</th>
<th>60–79%</th>
<th>80–100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1. Reaction</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Level 2. Learning</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Level 3. Behavior</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Level 4. Results</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

- Many enterprises consider all four levels of evaluation.
- Evaluation on level 1 seems to be standard.
- Evaluation on level 3 and 4 is not usual.

Results of the literature review

Conclusion and recommendation for further research

• Firms evaluate information about the impact and success of VET.
• HR-Managers use the information for different purposes, i. a. for decision-making.

But:
• Which evaluation data is exactly used for decision-making?
• How is the data included in decision-making?
• Which other factors influence decision-making on VET?
• The role of evaluation has to be clarified.

Thank you for your attention!

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