Goal-Based and Systems-Based Approaches to Training Evaluation

Evaluation Approach	Goal Based	Systems-Based		
Evaluation Model	Kirkpatrick (1959)	CIPP Model (1987)	IPO Model (1990)	TVS Model (1994)
Characteristics	**Level 1: Reaction:** to gather data on participants reactions at the end of a training programme	**1. Context:** obtain objective and relevant information about the situation to decide on training needs and to establish programme objectives	**1. Input:** evaluation of system performance indicators such as trainee qualifications, availability of materials, appropriateness of training, etc.	**1. Situation:** collect pre-training data to determine current levels of performance within the organisation; define a desirable level of future performance
	Level 2: Learning: to assess whether the learning objectives for the training programme were met	**2. Input:** identify educational strategies most likely to achieve the desired result	**2. Process:** embraces planning, design, development, and delivery of training programmes	**2. Intervention:** identifying the reason for the existence of the gap between the present and desirable performance to find out if training is the solution to the problem
	Level 3: Behaviour: to assess whether job performance changes as a result of training	**3. Process:** assess the implementation of the educational programme	**3. Output:** Gather data resulting from the training interventions	**3. Impact:** evaluate the difference between the pre- and post-training data
	Level 4: Results: to assess costs against benefits of training programmes, i.e., organisational impact in terms of reduced costs, improved quality of work, increased quantity of work, etc.	**4. Product:** gather information regarding the results of the educational intervention to interpret its worth and merit	**4. Outcomes:** longer-term results associated with improvement in the organisation's bottom line- its profitability, competitiveness, etc.	**4. Value:** measures differences in quality, productivity, service, or sales, all of which can be expressed in terms of dollars