

TABLE 6.10 Factors That Influence the Type of Evaluation Design

Factor	How the Factor Influences the Type of Evaluation Design
Change potential	Can the program be modified?
Importance	Does ineffective training affect customer service, safety, product development, or relationships among employees?
Scale	How many trainees are involved?
Purpose of training	Is training conducted for learning, results, or both?
Organization culture	Is demonstrating results part of company norms and expectations?
Expertise	Can a complex study be analyzed?
Cost	Is evaluation too expensive?
Time frame	When is the information needed?

1. The evaluation results can be used to change the program.
2. The training program is ongoing and has the potential to have an important influence on employees or customers.
3. The training program involves multiple classes and a large number of trainees.
4. Cost justification for training is based on numerical indicators. (Here, the company has a strong orientation toward evaluation.)
5. Trainers or others in the company have the expertise (or the budget to purchase expertise from outside the company) to design and evaluate the data collected from an evaluation study.
6. The cost of the training creates a need to show that it works.
7. There is sufficient time for conducting an evaluation. Here, information regarding training effectiveness is not needed immediately.
8. There is interest in measuring change (in knowledge, behavior, skill, etc.) from pretraining levels or in comparing two or more different programs.
For example, if the company is interested in determining how much employees' communications skills have changed as a result of a training program, a pretest/post-test comparison group design is necessary. Trainees should be randomly assigned to training and no-training conditions. These evaluation design features offer a high degree of confidence that any communication skill change is the result of participation in the training program.⁴³ This type of evaluation design is also necessary if the company wants to compare the effectiveness of two training programs.