BRINKERHOFF’S
SIX STAGE MODEL FOR EFFECTIVE HRD EVALUATION
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Robert O. Brinkerhoff received B.A. degree (1964) in English literature from Colgate University. He earned his M.A. degree (1971) in educational foundations and his Ed.D. degree (1974) at the University of Virginia.
• His training experience began in the U.S. Navy where he served as training officer 1965 to 1969. In 1972 he conducted federal education and training projects. From 1978 to 1984 he was associate director of evaluation research at Western Michigan University’s evaluation Center.
Brinkerhoff’s Six Stage Model

Training must meet two crucial criteria.

- It must produce learning changes with efficiency and efficacy.
- If it does not result in some benefit to the organization, then it has no worth.

Worth is defined as the extent to which HRD produces value to the organization at a reasonable cost.

Efficacy = Power or capacity to produce a desired effect.
Formal Definition

The six stage model is a comprehensive evaluation model that incorporates the results oriented aspects of the business and industry models and also the formative, improvement-orientatated aspects of educational models --- a systems perspective with an emphasis on return on investment.

A basic assumption of the six stage model is that the primary reason for evaluation should be to improve the program (systems perspective).
HRD Building Blocks

HRD activities are meant to benefit the organization. They come in 3 basic levels.
• New SKA Skills, knowledge, and attitudes.
• Behavior changes.
• Benefits to the organization.
All 3 produce benefits for the organization.
Most have multiple outcomes for the employee and the organization.
HRD programs take many forms: workshops, seminars, tuition-reimbursement programs, apprenticeships, on-the-job instruction, and conferences.
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<th>Stage</th>
<th>Evaluation of</th>
<th>Type</th>
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<td>I</td>
<td>Needs Assessment</td>
<td>Formative</td>
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<tr>
<td>II</td>
<td>Evaluation of program Plan and Design</td>
<td>Formative</td>
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<tr>
<td>III</td>
<td>Evaluation of Program Operation and Implemenation</td>
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<td>IV</td>
<td>Evaluation of Learning</td>
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The Six stages of Effective HRD Evaluation

The Six-Stage Model as a Cycle

Stage I sets evaluation criteria for stage IV - Final Critical outcomes

Stage I: Evaluate needs and goals

Stage II: Evaluate HRD design

Stage III: Evaluate operation

Stage IV: Evaluate learning

Stage V: Evaluate usage and endurance of learning

Stage VI: Evaluate payoff
Stage I
Evaluate Needs And Goals

- Is there a worthwhile problem or an opportunity to be addressed?
- How important and urgent is the problem?
- What organizational benefits could HRD produce?
- Is HRD the best solution are alternative?
- Who should receive HRD training?
- What SKA are needed?
- What is the expected behavior change?
- Will the intended reaction lead to intended organizational benefit?
Stage II
Evaluate HRD design

Decision points
- What learning processes will best produce needed SKA?
- Is a design already available?
- Can an effective design be created?
- Is it likely to work?

Outcome
- A workable program design is created.
Stage III
Evaluate Operation

Decision Points
- Implementation
  - What is really happening?
  - Has the design been installed as planned?
- Evaluation
  - Is it working?
  - What problems are occurring?
- Revisions
  - What change should be made?
Stage IV
Evaluate Learning

- Decision points
  - Who has and has not acquired SKA?
  - What else was learned?
  - Are SKA sufficient to enable on-job usage?
  - Did the program accomplish an expected outcome?

- Outcome
  - Recipients exit with new SKA; enough HRD has taken place.
Stage V
Evaluate Usage and Endurance of Learning

Decision points
- Have HRD effect lasted?
- Who is using new SKA?
- Which SKA are/are not being used?
- How are SKA being used?
- How well are SKA being used?

Outcome
- Recipient use new SKA on the job or in personal life; reactions to HRD are sustained
Stage VI
Evaluate Payoff

Decision points
- What benefits are occurring?
- What benefits are not occurring?
- What are the problems because of new SKA uses/non-uses?
- Should HRD be continued? more/less?
- Are revisions needed?
- Was it worth it?
The Six stages of Effective HRD Evaluation

The Six-Stage Model as a Cycle

Stage I
Evaluate needs and goals

Stage II
Evaluate HRD design

Stage III
Evaluate operation

Stage IV
Evaluate learning

Stage V
Evaluate usage and endurance of learning

Stage VI
Evaluate payoff

Stage I sets evaluation criteria for stage IV - Final Critical outcomes
Key Points

• Addressing Merit and Worth
• Outcomes Versus Process
• How Process Evaluation Works
• Recycling Process
Merit and Worth

- Merit is assessed as a function of Stages II, III, IV.
  - Meritorious HRD has sound design that makes economical use of resources, is efficiently conducted, and results in learning.

- Worth is assessed as a function of Stage VI and I.
  - Worth pertains to the value of what has been learned.
Outcomes / Processes

• Results after HRD - An outcome
  – Did the Participant learn?
  – Is this program making a difference?
  – Is the program worthwhile?

• Process evaluation
  – Accountability
  – Improvement
  – Cost effective?
How Process Evaluation Works

- Design problems
  - Lack of learning
  - Confusion
  - Lack of interest
  - Non engagement

- Procedural problems
  - Program not working as planned

- Recycling
  - Going back to stage I, II, and III

- Redesign for improvement
  - Using what we learned to design and redesign future programs
Recycling among the stages is the process by which HRD builds on its own experience to improve.

• Where are we going?
• How are we going to get there?
• How did we get where we are today?
• Can we do it again?

These questions produce the need to collect data used to determine if there is a need to recycle back to the early stages and redesign or modify the program.

Continuous survey of previous stages are made during problem solving activities within the current stage.
Stage I: Evaluate needs and goals

Stage II: Evaluate HRD design

Stage III: Evaluate operation

Stage IV: Evaluate learning

Stage V: Evaluate usage and endurance of learning

Stage VI: Evaluate payoff

Stage I sets evaluation criteria for stage IV.
Summary

• The Six Stage Model is meant to help clarify and inform the many decisions that must be made if HRD is to succeed.
• Information must be collected for each decision.
• Starting with stage I problems are analyzed, needs assessed and goals assessed to determine if HRD is the right solution and is worthwhile.
• Stage II answers the question “Is HRD plan good enough to go with?”. Implementation is ready to complete if so.
Summary continued

• Stage III guides process evaluation and asks “How is it going”.
• Stage IV, V, VI track the results of the program and recycles back through previous stages when necessary.
• Stage IV assesses immediate reactions of learning outcomes.
• Stage V measures on the job usage of HRD learning.
• Stage VI evaluates whether HRD has met the organizations needs and goals as well as HRD process improvement.
Summary continued

- Recycling among the six stages is inevitable and is the process by which HRD builds on its own experience to improve.

- While providing HRD’s impact and worth is a goal of evaluation - the real payoff of evaluation - and the basis of the Six-Stage Model - is improving HRD.