Handbook of Improving Performance in the Workplace
Volume 3: Measurement and Evaluation

Volume Three of the Handbook of Improving Performance in the Workplace focuses on Measurement and Evaluation and represents an invaluable addition to the literature that supports the field and practice of Instructional Systems Design.

With contributions from leading national scholars and practitioners, this volume is filled with information on time-tested theories, leading-edge research, developments, and applications and provides a comprehensive review of the most pertinent information available on critical topics, including: Measuring and Evaluating Learning and Performance, Designing Evaluation, Qualitative and Quantitative Performance Measurements, Evidence-based Performance Measurements, Analyzing Data, Planning Performance Measurement and Evaluation, Strategies for Implementation, Business Evaluation Strategy, Measurement and Evaluation in Non-Profit Sectors, among many others. It also contains illustrative case studies and performance support tools.

Sponsored by International Society for Performance Improvement (ISPI), the Handbook of Improving Performance in the Workplace, three-volume reference, covers three core areas of interest including Instructional Design and Training Delivery, Selecting and Implementing Performance Interventions, and Measurement and Evaluation.

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Handbook of Improving Performance in the Workplace

Volume Three

Measurement and Evaluation
The International Society for Performance Improvement (ISPI) is dedicated to improving individual, organizational, and societal performance. Founded in 1962, ISPI is the leading international association dedicated to improving productivity and performance in the workplace. ISPI reaches out to more than 20,000 performance improvement professionals in over 40 countries through publications and educational programs.

ISPI’s mission is to develop and recognize the proficiency of our members and advocate the use of Human Performance Technology. This systematic approach to improving productivity and competence uses a set of methods and procedures and a strategy for solving problems for realizing opportunities related to the performance of people. It is a systematic combination of performance analysis, cause analysis, intervention design and development, implementation, and evaluation that can be applied to individuals, small groups, and large organizations.
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About Pfeiffer

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Pfeiffer  w w w . p f e i f f e r . c o m  Essential resources for training and HR professionals
This handbook is dedicated to the many students with whom I have had the pleasure to interact over the years in teaching product and program evaluation theory and practice and to those among them who have taken the material and applied their skills and strategies in evaluation and measurement to multiple workplace settings. I salute all of you on your courage to make a difference and to influence change.

—JLM

This handbook is dedicated to all the HPT, HR, IT, and other practitioners who are already doing evaluation and measurement—and to those who are open to adding evaluation and measurement to their repertoire of knowledge and skills.

—JCD
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INTRODUCTION TO VOLUME THREE

APPRECIATING WHAT THIS HANDBOOK HAS TO OFFER

Purpose
The purpose of our Volume Three handbook is simple: it updates the field of measurement and evaluation in the workplace with new perspectives and emerging ideas that capture and blend both theory and practice. It also transforms workplace measurement and evaluation from a selected set of activities and functions about programs to evidence-based results that add value and affect an organization’s bottom line. It provides the workplace practitioner with opportunities to read, think, and reflect upon issues of importance in measurement and evaluation. It may even cause the reader to be challenged and take action in learning more about this interesting discipline.

Scope
The scope of this handbook is widespread, ranging from traditional, cherished, and sometimes sacred views of workplace measurement and evaluation to more maverick thinking and application. The handbook consists of four sections: Perspectives, Pillars, Mosaics, and Frontiers in Measurement and Evaluation. The five chapters in each section are carefully selected and orchestrated to reflect the authors’ thinking about and experiences with the world of workplace measurement and evaluation. We ask the readers to make a quantum leap
whenever necessary in adapting the practical dimensions of the chapters and to spearhead their ability to influence change.

**Goal and Objectives**

The goal of this handbook is to offer new insight into the theoretical and practical worlds of workplace measurement and evaluation. The handbook will assist workplace learning and performance (WLP) practitioners to accomplish the following objectives:

1. Align workplace measurement and evaluation with business goals and objectives of the organization;
2. Conduct evaluations with an ethical and humane perspective in mind;
3. Become familiar with tools, techniques, and tips about the measurement and evaluation process and be able to integrate them into professional practice;
4. Appreciate the changing nature of evaluation and the evolving trends in the field; and
5. Challenge themselves to reflect upon the authors’ thoughts and how they are or are not congruent with their own.

**Audience**

We group the audience for this book into five categories:

1. **Work units and organizations.** As the context for evaluation expands to units and organizations as diverse as government, private, for-profit, not-for-profit organizations, foundations, faith-based and community-based organizations, and so forth, new emphases are placed on evidence-based results in workplace measurement and evaluation. The focus now is on producing credible facts and noteworthy outcomes. This handbook addresses these needs.

2. **Individuals using measurement and evaluation data.** The definition of value in measurement and evaluation has shifted from a series of activities performed to focus, design, gather, analyze, interpret data, and report information to results that make an individual’s work credible and viable. This handbook has relevance to all workplace learning and performance (WLP) specialists who want or need to demonstrate that their work in this area really matters and that their work really makes a substantial and sustainable difference.

3. **Academics and students in learning environments.** The handbook is a compendium of current thinking about measurement and evaluation. It is particularly well-suited for advanced undergraduate and graduate courses
in program evaluation in performance settings. It can be used as a stand-alone resource and reference.

4. **Professionals in the field.** Since the volume captures new thinking and future challenges about measurement and evaluation, it is very useful for consultants and others who make their living in measurement and evaluation arenas. Its focus is on perspectives, tips, and strategies that shape and challenge current discourse and dialogue in the field.

5. **Researchers, librarians, and other knowledge management personnel.** Every discipline and field of study utilizes evaluation principles and evaluation data to guide their research and planning efforts. The handbook provides initial guidance for researchers, librarians, and others to share in seeking and answering queries regarding measurement and evaluation in the workplace.

**OVERVIEW OF VOLUME 3 CHAPTERS**

The editors of this handbook asked the authors to provide bulleted items that represent the thoughts and essence of their chapters. These pivotal ideas are captured below to give the readers an initial glimpse of what they will discover in each chapter.


- Clarification of terminology
- Why measurement counts
- Units of measurement
- Measurement and the performance chain
- Behavior influences in measurement
- Standard data display for decision making

Chapter Two: “Measurement and Evaluation in the Workplace”

- Distinctions between measurement and evaluation
- Types of measurements and evaluations
- Methods and types of assessments at individual, team, and organization levels
- IBSTPI evaluator domains, competencies, and performance statements

Chapter Three: “Unleashing the Positive Power of Measurement in the Workplace”
Introduction to Volume Three

- Importance of measurement
- Dysfunctions of measurement
- How individuals experience measurement
- Keys to transforming performance measurement


- Training and development as a microcosm of a broader strategy for driving talent management
- Proactive alignment of evaluation linked to business results
- Viewing Joseph from multiple perspectives
- Sharing lessons learned

Chapter Five: “Success Case Methodology in Measurement and Evaluation”

- Realities of training with impact on measurement and evaluation
- Success case method as a strategic perspective
- Practical guidelines for implementing a new mindset to view evaluation

Chapter Six: “Needs Assessment: A Lighthouse Beacon”

- Our definition of needs assessment
- Models of needs assessments
- Approaches to organizational needs assessments
- Using Evaluation Standards and Guiding Principles for Evaluators to frame a needs assessment

Chapter Seven: “The Impact Evaluation Process”

- Aligning every component of evaluation with objectives and expectations that the organization values
- The interrelationships of programs, activities, and internal results
- Desired results and benefits outweighing costs and unintended consequences
- Stakeholder expectations and the need to align efforts

Chapter Eight: “Full-Scope Evaluation: Do You ‘Really Oughta Wanna’?”

- About full-scope evaluation—when, why, what
- Getting started—the importance of being focused, intentional, and purposeful
- The Full-Scope Evaluation Planning Inventory—a diagnostic tool that assesses organizational readiness for evaluation
• How to use the Inventory—distribution and analysis
• Validity and reliability of the Inventory

Chapter Nine: “How to Use Kirkpatrick’s Taxonomy Effectively in the Workplace”
• Straightforward taxonomy that codifies professional evaluation practices
• Levels from an “evidentiary chain”
• Practical ways to make Kirkpatrick-style evaluation workable in most organizations
• Applying a systems approach to understanding and using the four levels

Chapter Ten: “Ethical Considerations in Performance Measurement”
• Areas in which ethical considerations guide professional behavior
• Performance measurement system functions
• Professional integrity and professional measurement
• Case study applications and reflection

• Rules for evaluating needs and solutions based on facts or evidence
• Measures and metrics produce evidence-based results
• Adding value in measurement and evaluation
• Leveraging measurement activities

Chapter Twelve: “Test Strategies: Verifying Capability to Perform”
• Aligning testing strategies within business goals and constraints
• Performance testing versus knowledge testing
• Designing and developing performance tests

Chapter Thirteen: “The Business of Program Evaluation: ROI”
• Focus on a business approach
• Types of data and measurement focus
• ROI process model
• Implementing and sustaining ROI
• Benefits of this approach

Chapter Fourteen: “Integrated Evaluation: Improving Performance Improvement”
• Emphasis on fully integrated, ongoing, formative, summative, and confirmative evaluation
Role that process, product, and impact evaluation play in performance improvement life cycle

Providing objective answers to evaluation questions

Chapter Fifteen: “Using Evaluation Results to Improve Human Performance Technology Projects”

- Focuses on supports for evaluation and change
- Attends to critical factors for using, correcting, and adjusting evaluation results
- Makes the case for continuous evaluation and for establishing baseline data
- Evaluates every impact on interventions and makes appropriate changes

Chapter Sixteen: “Understanding Context: Evaluation and Measurement in Not-for-Profit Sectors”

- Shift in evaluation in not-for-profit sectors to outcomes measurement, impact evaluation, and sustainability
- Focus on organizational collaboration in not-for-profits
- Stakeholder analysis and employment of logic models
- Customization of evaluation designs and data collection


- Availability of technology-based evaluation tools
- Using technology to evaluate performance interventions
- Rationale for using technology-based tools in evaluation practice
- Future emphasis in applying emerging technology to evaluation
- Ethical and confidentiality issues related to using new technology for evaluation

Chapter Eighteen: “New Kids on the Block: Evaluation in Practice”

- Telling your workplace story using measurement and evaluation
- Profile of five measurement and evaluation plans
- Application of plans to measurement and evaluation in the workplace
- Criteria + plans = Workplace Alignment Guide

Chapter Nineteen: “Expanding Scope of Evaluation in Today’s Organizations”

- Expanding content of evaluation in all types of organizations
- Outcomes-based approaches and systems approaches to evaluation
Growing use of evaluation results for decision-making and shared learning
Global competency, ethical standards, use of meta evaluation to guide practice

Chapter Twenty: “The Changing Role of Evaluators and Evaluation”

- What characterizes a profession?
- Evaluation as a profession
- Books, journals, and professional organizations
- Competencies, standards, and certification

BENEFITS OF USING THIS HANDBOOK

Because this handbook enjoys a diverse and wide audience, it similarly has benefits. The main benefit is that the handbook can be applied to any measurement and evaluation workplace or endeavor where results are demanded and where value is required. It is also beneficial in adding new perspectives about the topic to current research and development efforts. Because of its practical emphasis, and the nature of handbooks and their intended uses, it encourages dialogue among practitioners who are charged with evaluation in the workplace, and it charges them to influence change.

HOW TO USE THIS HANDBOOK

The handbook is designed to be used as a guide to update the field of workplace measurement and evaluation. Ideally, the serious scholar would read it from cover to cover modeling Sir Francis Bacon’s treatise on reading books. More practically, however, the practitioner would read the general preface and the section introductions to get a flavor of the mixed threads that form the measurement and evaluation coat of many colors. He or she would proceed to read those chapters or entire sections that have specific relevance to individual workplace evaluation issues. Any individual interested in measurement and evaluation could flip through chapter figures and tables as added points of interest and personal value. The perspectives, pillars, mosaics, and frontiers provide a wealth of information to help the readers question their beliefs, guide their thinking, and reflect upon their capability and passion to make a difference in workplace measurement and evaluation.
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