

**Human Resource Development Evaluation, Theory
Development Research, and Beyond**

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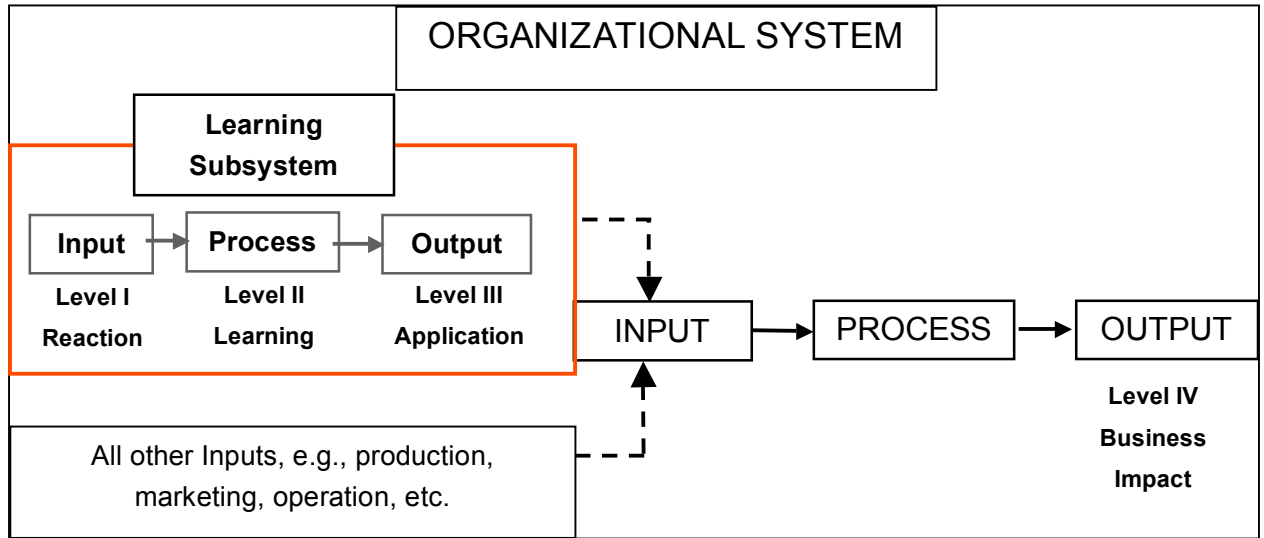
Old Dominion University

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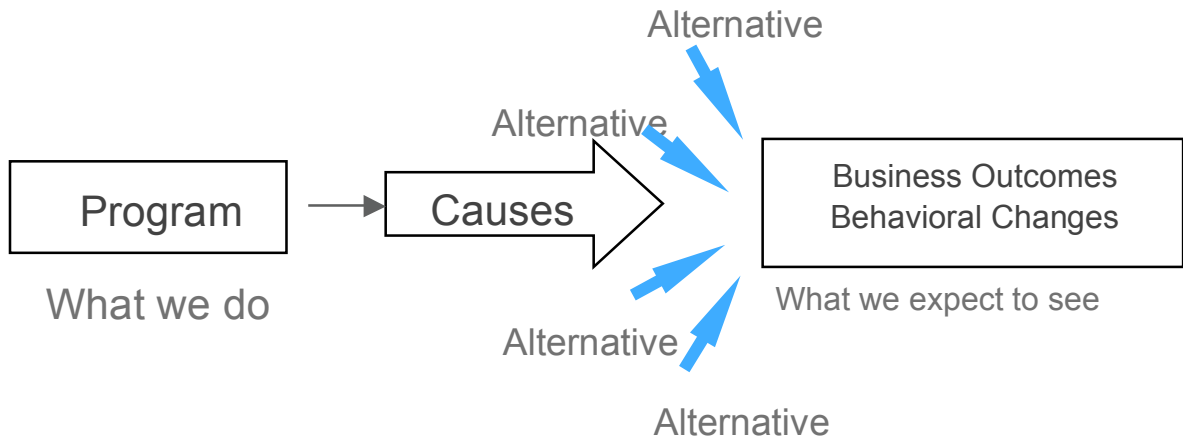
- Research is a sense-making business
- Building your scholarly sense:
 - ◆ Analytical thinking
 - ◆ Independent thinking
 - ◆ Critical thinking
 - ◆ Creative thinking
- Four Level Evaluation
 - ◆ What is it?
 - ◆ A tool?
 - ◆ A method?
 - ◆ A model?
 - ◆ A typology or classification?
- Conclusion
 - ◆ A communication language
 - ◆ A vocabulary
- The ROI Equation
 - ◆ $ROI = (Net\ Benefit)/(Total\ Cost)$
- What is it?
 - ◆ A fifth level?
 - ◆ Part of the fourth level?
- Conclusion
 - ◆ A measurement method
- Three Challenges in HRD Measurement and Evaluation
 - ◆ Business challenge
 - Past-oriented or business dashboard?
 - ◆ Technical challenge
 - Isolating HRD's impact
 - ◆ Analytical challenge
 - Level four or level five

➤ How about level 58 or 63

- Wang's Approach (I)



- Wang's Approach (II)



- Ideally...
 - ◆ If X then Y, if no X then no Y
 - ◆ If program then outcomes, if no program, then no outcomes
- Three Stages of HRD Evaluation and Measurement

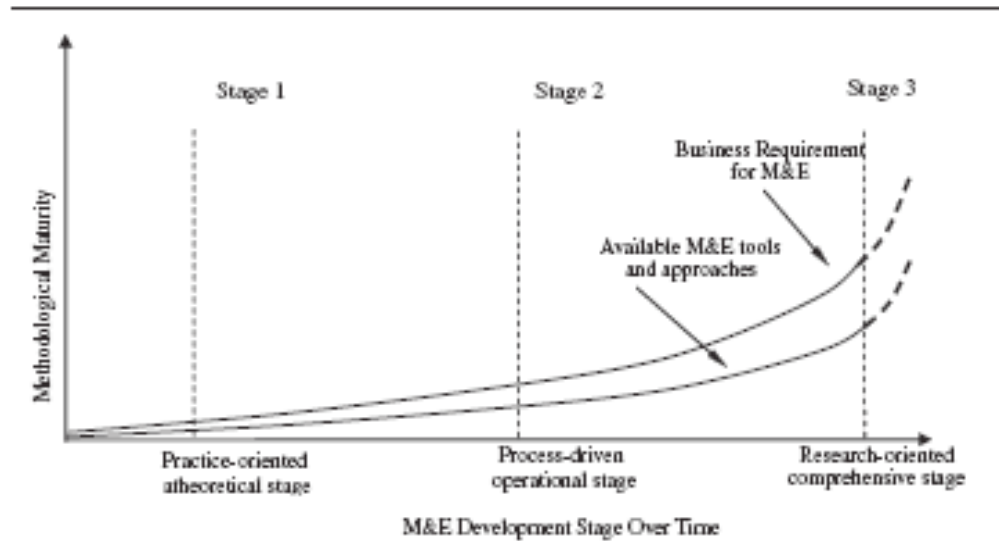
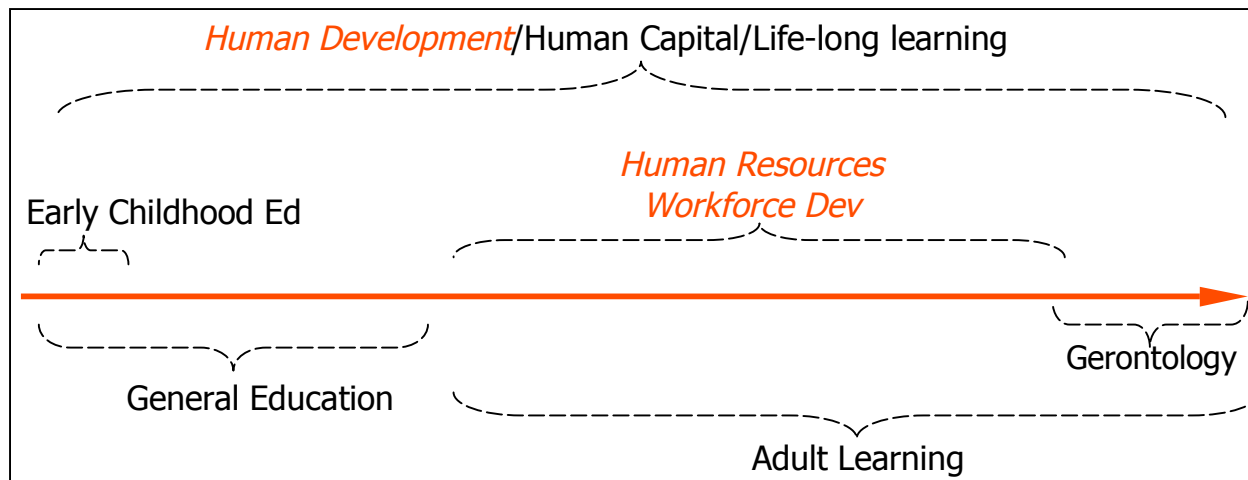


FIGURE 1: Proposed Measurement and Evaluation (M&E) Developmental Stages and Gaps

- HRD Policy Studies: National HRD Research
 - ◆ Does HRD equal to HD?
 - ◆ Should HRD research be bogged down to data points or focus on big picture?
 - ◆ Research conclusion should be evidence-based or perception-based?
- HRD = HD?
 - ◆ Difference:
 - Human resource development
 - Human development
 - ◆ Key Difference: Resource
 - Add value - productivity
 - Materialized creativity

- Who are we developing?



- Propositions:

- ◆ Proposition 1.

- Current NHRD research does not advance our knowledge in economic development and human resource development under different cultural contexts.

- ◆ Proposition 2.

- Current NHRD research is not based on accumulated knowledge and practices by development economics and international development communities.

- ◆ Proposition 3.

- From a theory building perspective, it is logical and methodologically consistent to categorize current NHRD research as *HRD Policy Studies*

- ◆ Proposition 4.

- Current HRD policy research is still at a raw data collection and formative stage and has not identified appropriate method and theory building tools to decode the raw data to advance the field of HRD.