



The Most Reliable Global Engineering Services Provider / Trailblazer of Green Innovation /
The Best Employer That Builds / A Corporate Citizen Willing to Commit

In order to ensure that the effectiveness of training can be reliably measured, we have introduced the Kirkpatrick Four-Level Training Evaluation Model, to which the business operations results are linked to examine the Return on Investment (ROI) after training. The training effectiveness evaluation at each level is as follows:

■ Evaluation of Training Effectiveness

		Level
Return on Investment (ROI)	For investment return after training, we convert the results of the previous phase into monetary data -- the key position development costs, reduced costs of new employee turnover, reduced quality rework costs, and so on.	<ul style="list-style-type: none"> ➔ Reduce development cost for key personnel ➔ Reduce turnover cost for new employees ➔ Reduce quality rework cost <p style="font-size: 2em; font-weight: bold; color: white; background-color: #f9c94d; border-radius: 50%; padding: 20px; display: inline-block;">Level 5</p>
Result Evaluation (Result)	The general effectiveness of training is determined by examining the retention of key positions, retention of new employees, and promotion status of employees who have worked in the Company for 3-5 years.	<ul style="list-style-type: none"> ➔ Internal employee promotion rate 19.53% ➔ 1~3 year employee promotion rate 42.86% ➔ 3~5 year employee promotion rate 34.4% ➔ Key personnel retention rate 81.7% (target rate 95%) <p style="font-size: 2em; font-weight: bold; color: white; background-color: #f9c94d; border-radius: 50%; padding: 20px; display: inline-block;">Level 4</p>
Behavior Evaluation (Behavior)	Every six months, the growth of professional competencies of the peers is examined through the results of the professional competence assessment on each colleague, and the overall effectiveness of the training is reviewed using the low-quality missing rate within the company's annual targets.	<ul style="list-style-type: none"> ➔ Professional expertise achievement rate 81%(target 92%) ➔ Low design quality missing rate 85.6 points (target >80) ➔ Defect rate 90.6 (target > 80) ➔ SOJT Completion Rate 95.03% <p style="font-size: 2em; font-weight: bold; color: white; background-color: #f9c94d; border-radius: 50%; padding: 20px; display: inline-block;">Level 3</p>
Learning Evaluation (Learning)	The effectiveness of training is evaluated by means of examination, on-site operation, simulation, feedback report, post-training action plan, and evaluation on instructors.	<ul style="list-style-type: none"> Annual training plan achieved 94% Average score from all training courses (*) result 94.49 ➔ Learning effectiveness evaluation, including tests, field operation, simulated practice, learning reflection, report, action plan after class, instructor evaluation. <p style="font-size: 2em; font-weight: bold; color: white; background-color: #f9c94d; border-radius: 50%; padding: 20px; display: inline-block;">Level 2</p>
Reaction Evaluation (Reaction)	Trainees take post-training questionnaires, so that we can determine their level of satisfaction on session content, training hours, training materials, instructors, etc.	<ul style="list-style-type: none"> ➔ Training Completion Rate 97.35% ➔ Training Satisfaction Rate 93.88% <p style="font-size: 2em; font-weight: bold; color: white; background-color: #f9c94d; border-radius: 50%; padding: 20px; display: inline-block;">Level 1</p>



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Level	Particulars	2019		2020		2021	
		Results	Total Score	Results	Total Score	Results	Total Score
Return on investment (ROI)	Reduce key position development costs (NT\$)	\$218,376		-\$20,007,473		-\$35,397,837.38	
	Reduce the cost of new employees (NT\$)	-\$140,180,625		-\$127,408,613		-40,185,113	
	Reduce quality rework costs (NT\$)	-\$6,360,000		-\$61,480,000		-\$59,260,000	
	Employee productivity (NT\$/person)	\$10,000,117.13		\$10,067,614.79		\$11,537,537.11	
	Human capital return on investment (%)	8.09		8.12		9.09	
Results	Key position retention rate (%)	95.1		85.9		78.9	
	External customer satisfaction (score)	78.3		82.90		81.80	
	Total employee turnover rate (%)	7.03		10.35		9.96	
	New employee turnover rate (%)	19		18.18		12.58	
	Internal employee promotion rate (%)	16.36		18.25		19.53	
	1-3 years employee promotion rate (%)	34.22		40.51		42.86	
	3-5 years employee promotion rate (%)	20.80		25.73		34.4	
Behavioral assessment	Achievement rate of professional competence (%)	98.39		97.95		81.00	
	Low design quality rate (%)	79.4	8.07	74.20	7.81	85.60	8.32
	Low-quality event rate (%)	87.5		85.70		90.60	
	SOJT completion rate (%)*	95.00		94.96		95.03	
Learning	Average learning evaluation results of each training course (minutes)	93.50		94.86		94.49	
	Annual training plan completion rate (%)	99.46		97.35		94.00	
Reaction	Average completion rate for each training course (%)	98.18		97.24		97.35	
	Average employee satisfaction rate of each training course (%)	93.15		93.85		93.88	

Notes : SOJT : Structure On-the-job-Training, which aims to provide the employees who still need to improve their skills with professional attitude and ability required for independent operation. In addition to training courses, the department assigns a mentor during daily operations to impart necessary knowledge, skills, work methods and other tasks.
The SOJT completion rate refers to those who have mastered professional skills after completing the SOJT training program.
We use Kirkpatrick's four level training evaluation model to evaluate the training effectiveness, and then connect it with the corporate operation results to review the return on investment after training.
The total score is the annual total score calculated after each evaluation level and project set their own target value.
The target value of total score is 8.0; if the target value is not reached, the status of each item will be reviewed and used as a reference for adjustment and improvement in the next year.