

KIRKPATRICK'S MODEL: BETTER TRAINING THROUGH EVALUATION

TALENT DEVELOPMENT COMMUNITY

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Collaborative Partnerships Sub-Committee Update

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- 1959 – series of 4 journal articles
- “Evaluating Training Programs: The Four Levels”
- Book finally published in 1994
- How do you evaluate effectiveness?



THE FOUR LEVELS

Level 1: Reaction

- Measures customer/learner satisfaction
- To measure, learner must complete the post course evaluation survey

Level 2: Learning

- Determines learning to extent of attitudes, increased knowledge or increased skills

Level 3: Behavior

- Defines the extent to which change in behavior has occurred

Level 4: Results

- Measures the final results that occurred because the person attended a training session
- Usually seen as an increase in production, work quality or turnover

CAN YOU START WITH EVALUATION?

Planning with Evaluation in Mind

- Return on Expectations (ROE)
- Planning can start with Level 4
- Not until step 5 do we look at building the tools and measurement plans

Step	Level	Action
1	Level 4: Results	Determine what success will look like.
2	Level 3: Behavior	Determine critical behaviors and organizational drivers required to achieve that success. <i>Critical behaviors</i> are applied back at the job to bring about the desired outcomes. <i>Organizational drivers</i> are actions and processes by coaches, mentors, and peers that reinforce critical behaviors.
3	Level 2: Learning	Determine the required Knowledge, Skills and Abilities (KSAs) needed for performing the new on-the-job behaviors.
4	Level 1: Reaction	Determine the learning environment and conditions that will support learning effectiveness and enjoyment. <ul style="list-style-type: none"> • <i>Environment</i> is the location and mode of the training. • <i>Conditions</i> are prerequisites for ultimate success (i.e., corporate culture, participant readiness).
5		Design and build the learning program to achieve the targeted outcomes. <ol style="list-style-type: none"> 1. Determine the best way to measure each of the four levels. 2. Build the tools and measurement plan to be used.
6		Deliver the learning program.

POST-TRAINING ASSESSMENT TOOLS

Level 1: Reaction

- Surveys and Happy Sheets



Level 2: Learning

- Tests and Quizzes



Level 3: Behavior

- Observations and Interviews



Level 4: Results

- Data and Reporting

