KIRKPATRICK’S MODEL: BETTER TRAINING THROUGH EVALUATION

TALENT DEVELOPMENT COMMUNITY

APRIL 2017

Collaborative Partnerships Sub-Committee Update
DONALD L KIRKPATRICK

- 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

<table>
<thead>
<tr>
<th>Level 1: Reaction</th>
<th>Level 2: Learning</th>
<th>Level 3: Behavior</th>
<th>Level 4: Results</th>
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</thead>
<tbody>
<tr>
<td>• Measures customer/learner satisfaction</td>
<td>• Determines learning to extent of attitudes, increased knowledge or increased skills</td>
<td>• Defines the extent to which change in behavior has occurred</td>
<td>• Measures the final results that occurred because the person attended a training session</td>
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<td>• To measure, learner must complete the post course evaluation survey</td>
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<td>• Usually seen as an increase in production, work quality or turnover</td>
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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

<table>
<thead>
<tr>
<th>Step</th>
<th>Level</th>
<th>Action</th>
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<tbody>
<tr>
<td>1</td>
<td>Level 4: Results</td>
<td>Determine what success will look like.</td>
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</table>
| 2    | Level 3: Behavior      | Determine critical behaviors and organizational drivers required to achieve that success.  
                              **Critical behaviors** are applied back at the job to bring about the desired outcomes.  
                              **Organizational drivers** 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.  
                              - **Environment** is the location and mode of the training.  
                              - **Conditions** are prerequisites for ultimate success (i.e., corporate culture, participant readiness). |
| 5    |                        | Design and build the learning program to achieve the targeted outcomes.  
                              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