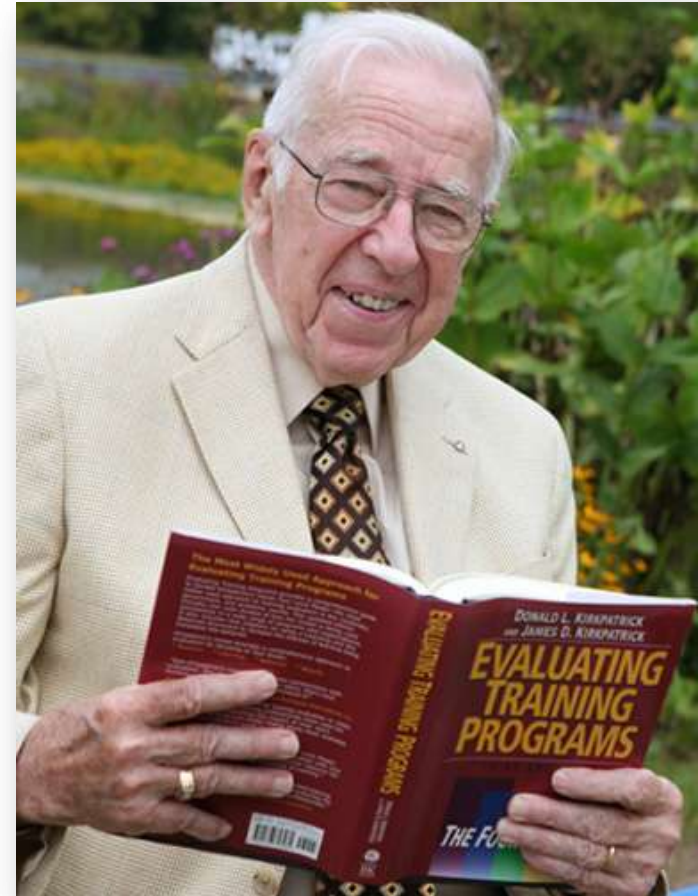**Kirkpatrick Levels of Training Evaluation**

Donald Kirkpatrick

- Kirkpatrick developed a model of training evaluation in 1959.

- Arguably the most widely used approach.

- Simple, Flexible and Complete

- 4-level model.

Why Evaluate?

- Should the program be continued?

- How can the program be improved?

- How can we ensure regulatory compliance?

- How can we maximize training effectiveness?

- How can we be sure training is aligned with strategy?

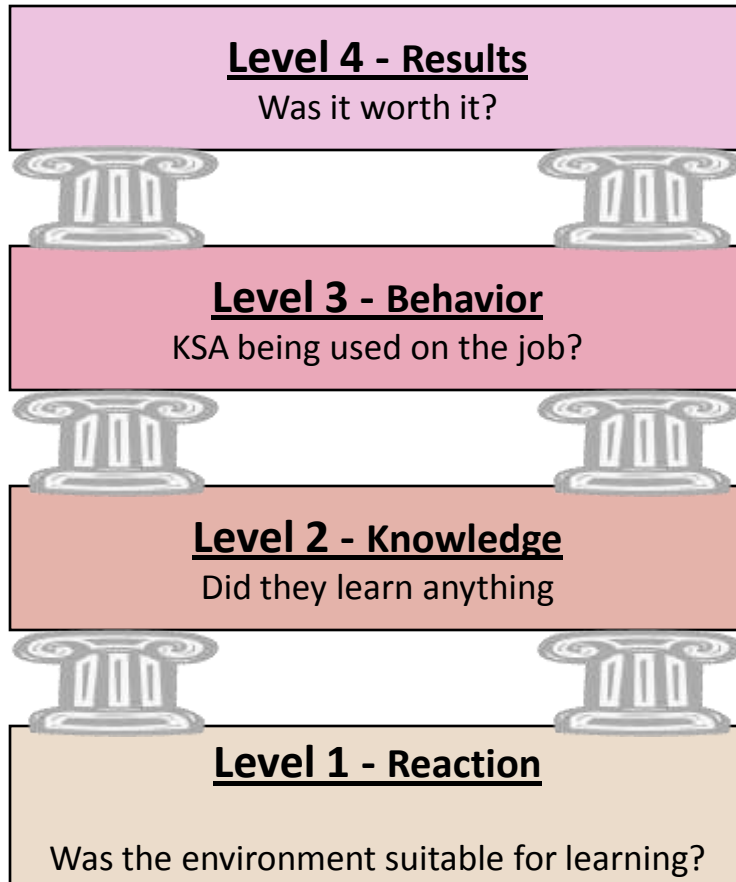- How can we demonstrate the value of training?

The Four Levels of Evaluation

- Level I: **Evaluate Reaction**

- Level II: **Evaluate Learning**

- Level III: **Evaluate Behavior**

- Level IV: **Evaluate Results**

- Fifth level was recently "added" for return on investment ("ROI") but this was not in Kirkpatrick's original model
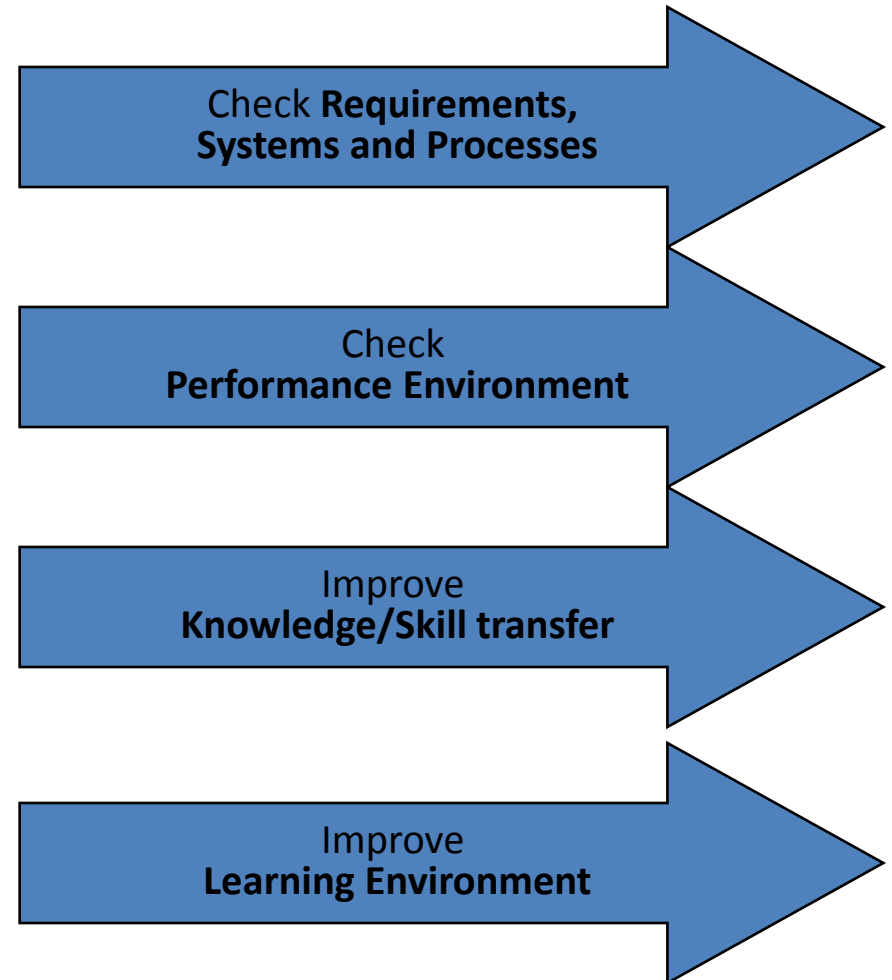
Relationship Between Levels

Level 4 - Results
Was it worth it?

Level 3 - Behavior
KSA being used on the job?

Level 2 - Knowledge
Did they learn anything

Level 1 - Reaction

Was the environment suitable for learning?
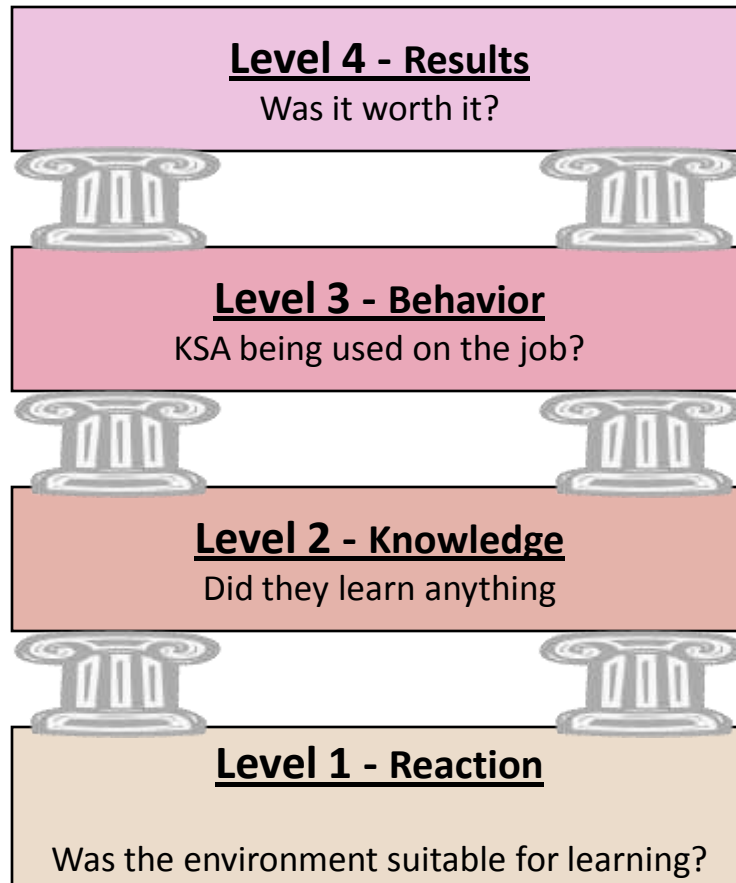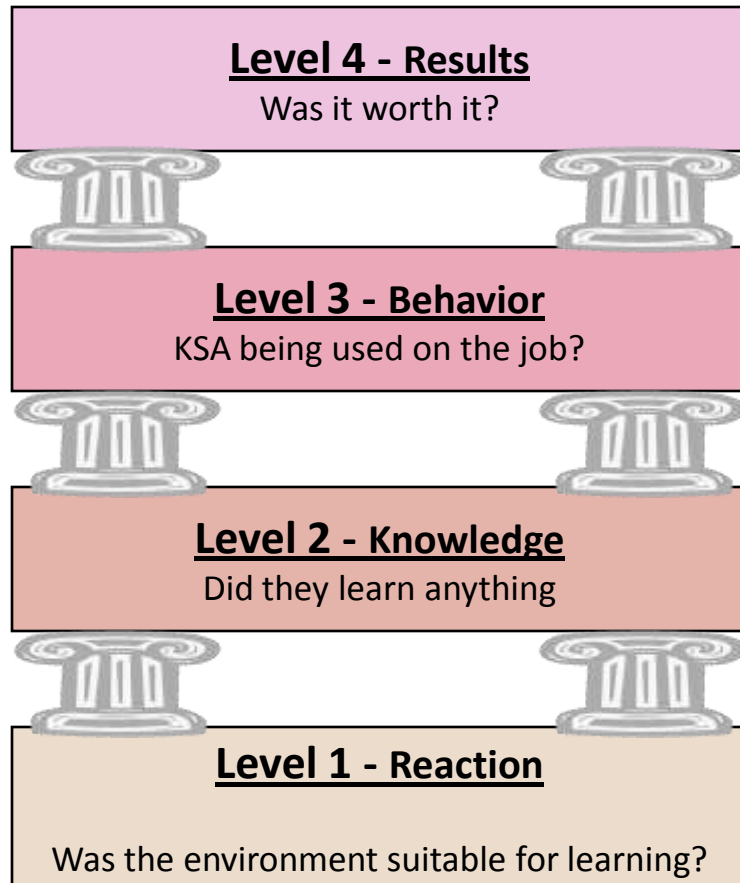
- Each subsequent level is predicated upon doing evaluation at lower level

- A Level 3 will be of marginal use, if a Level 2 evaluation is not conducted

Only by assessing each level can we yield actionable results

Level 4 - Results
Was it worth it?

Level 3 - Behavior
KSA being used on the job?

Level 2 - Knowledge
Did they learn anything

Level 1 - Reaction
Was the environment suitable for learning?

Check **Requirements, Systems and Processes**

Check **Performance Environment**

Improve **Knowledge/Skill transfer**

Improve **Learning Environment**

Types of Assessments Used at Each Level

Level 4 - Results
Was it worth it?

Level 3 - Behavior
KSA being used on the job?

Level 2 - Knowledge
Did they learn anything

Level 1 - Reaction

Was the environment suitable for learning?

Type	Form
Summative	Correlation of business results with other assessment results
Summative	Observation of Performance 360 Survey
Diagnostic Summative	Self-assessment Test
Reaction Formative	Survey Real-time Polling Quizzing

Reaction - What Is It?

How favorably participants react to the training ("Customer satisfaction")

- Collects reactions to instructor, course, and learning environment

- Communicates to trainees that their feedback is valued

- Can provide quantitative information

Reaction - What It Looks Like

Questionnaire - Most common collection tool

- Content

- Methods

- Media

- Trainer style

- Facilities

- Course materials

Reaction: Connection to Other Levels

The Connection - Can ask trainees if they:

- Will use new skill(s) or information (Level II)

- Plan to change behavior (Level III)

- Expect improvements in results (Level IV)

The Disconnection - Does not:

- Measure <u>what</u> was learned (Level II)

- Guarantee behavioral change (Level III)

- Quantify results from learning (Level IV)

Reaction - How to Perform

- Determine what you want to find out

- Design a form to collect/quantify reactions

- Do Immediately

- Develop acceptable scoring standards

- Follow-up as appropriate.

Learning - What Is It?

- Knowledge

- Skills

- Attitudes

Learning - What It Looks Like

- Media used to measure learning:
  - Text
  - Voice
  - Demonstration

- Methods used to measure learning:
  - Interviews
  - Surveys
  - Tests (pre-/post-)
  - Observations
  - Combinations

Learning: Connection to Other Levels

The Connection - People who learn can:

- Experience pride (Level I)

- Experiment with new behaviors (Level III)

- Achieve better results (Level IV)

The Disconnection - It doesn't ensure they:

- Liked training program (Level I)

- Will behave differently (Level III)

- Will get expected results (Level IV)

Learning - How to Perform

- Use a control group, if feasible

- Evaluate knowledge, skills, and/or attitudes before and after

- Get 100% participation or use statistical sample

- Follow-up as appropriate.

Behavior - What Is It?

- Transfer of knowledge, skills, and/or attitude to the real world.

- Measure achievement of performance objectives.

Behavior - What It Looks Like

- Observe performer, first-hand.

- Survey key people who observe performer.

- Use checklists, questionnaires, interviews, or combinations.

Behavior: Connection to Other Levels

- The Connection - Can determine:

  - Degree to which learning transfers to the post-training environment (Level II)

- The Disconnection - Cannot determine if:

  - Participants like the training (Level I)

  - Participants understand (Level II)

  - Behaviors accomplish results (Level IV)

Behavior - How to Perform

- Evaluate before and after training

- Allow ample time before observing

- Survey key people

- Consider cost vs. benefits

  - 100% participation or a sampling

  - Repeated evaluations at appropriate intervals

  - Use of a control group

Results - What Is It?

- Assesses "bottom line," final results.

- Definition of "results" dependent upon the goal of the training program.

Results - What It Looks Like

- Depends upon objectives of

  training program

  - Quantify

- Proof vs. Evidence

  - Proof is concrete

  - Evidence is soft

Results: Connection to Other Levels

- The Connection

  - Positive Levels 1, 2, 3 evaluations results can provide positive Level 4 evidence.

- The Disconnection - Does not:

  - Tell if participants liked training (Level I)

  - Prove trainees understand (Level II)

  - Prove use of preferred behaviors (Level III)

Results - How to Perform

- Use a control group

- Allow time for results to be realized

- Measure before and after the program

- Consider cost versus benefits

- Be satisfied with evidence when proof is not possible.

Summary of Tools to Purpose

	Level 1	Level 2	Level 3	Level 4
Continue program	X		X	
Improve program	X	X	X	
Ensure compliance		X		
Maximize training effectiveness			X	
Align training with strategy			X	X
Demonstrate training's value	X	X	X	X

Evaluation Techniques

	Evaluation Levels			
Methods	1 Reaction	2 Learning	3 Behavior	4 Results
Survey				
Questionnaire/Interview				
Focus Group				
Knowledge Test/Check				
Skills Observation				
Presentations				
Action Planning				
Action Learning				
Key Business HR Metrics				

Prepared by
Manu Melwin Joy
Research Scholar
SMS, CUSAT, Kerala
Phone – 9744551114
Mail – manu_melwinjoy@yahoo.com