The Four Levels of Evaluation

(Kirkpatrick Model)

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Tools Used** | **What it Measures/Benefits** | **What it Doesn’t Measure or**  **Difficulties** |
| 1  Reaction | Smiley Sheet | Looks for trainees’ reactions to the course – Helps trainer to see if the training design or instructor has “put off” trainees or made it hard to learn. | Not an indicator of whether the training worked or if anything was learned. |
| 2  Learning | Pencil and Paper Tests | Test to see what the trainees’ have learned – what they can recall. It helps you to identify if they have learned what you taught. | These are often more recall than ability BUT still a step further for the trainer to gauge where the trainees’ are at. |
| 3  On-the-Job  Behavior | Observations,  Before and after comparisons,  Customer Feedback  Performance checks | Measures **behavioral** changes on the job. It tends to be particularly good for “soft skills.” | Most difficult to measure accurately since there is a lot of judgment involved. |
| 4  Organizational Results | Quantitative and Qualitative comparisons  Objectives, business goals  Performance Checks  Customer Feedback | Attempts to measure value to the **bottom line**. Did the training meet its goal and improve the business results? | Many times there are multiple factors and it’s hard to know or segregate any one element out totally. This is by far the most valuable level. |

If you start by identifying your **business goal** when deciding on what training is needed, and how to do it, you are more likely to be able to successfully conduct Level 4 measurement. Level 4 is where we can understand and sell the **VALUE** of training most effectively.

**In manufacturing some of the typical measurable elements are:**

Downtime/uptime Safety – Lost Time Accidents (LTA)

Waste Consumer complaints

Quality measures Service calls

Turnaround or changeover time Overtime

Equipment failure (machine history) Sales

Raw and packaging material losses Labor costs