

# **Evaluation and Training:**

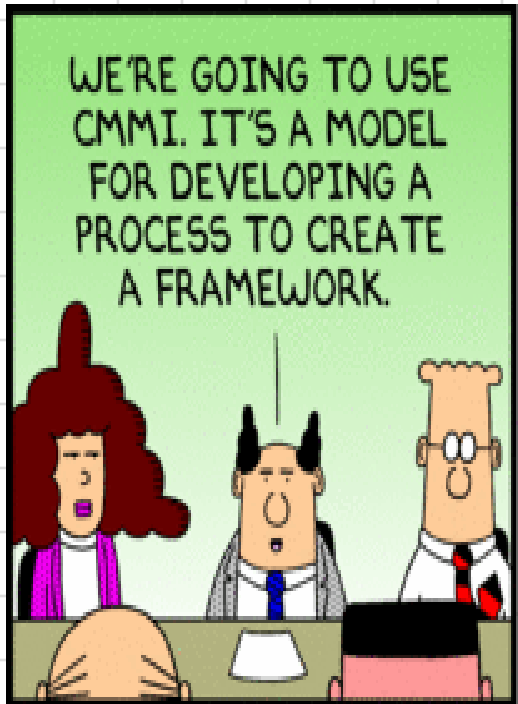
## **Kirkpatrick' s Model**

**What level are you on?**

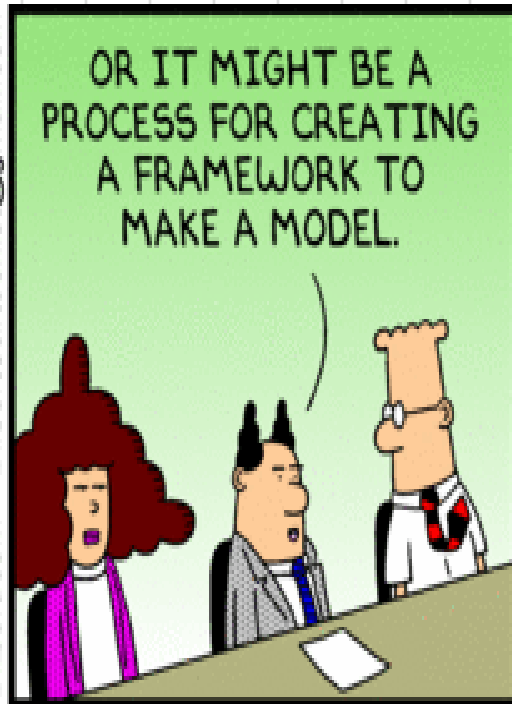
By Patrick Roche (OCFS)



# Sad But True



Dilbert.com DilbertCartoonist@gmail.com



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# Goals/ Outcomes

At least 10 trainings statewide with newly added level II evaluation by 9/10.

At least 5 trainings statewide with newly added level III evaluation by 9/10.

# **Your Objective**

**(should you choose to accept it)**

- Participants will create an action plan that identifies at least one specific Level II evaluation tool and one specific Level III evaluation tool they plan to incorporate into a new or existing training in the next 6 months.

# Kirkpatrick's Model

Put the levels in the correct order:

- Behavior
- Learning
- Results
- Reaction

# Kirkpatrick's Model

And they are...

## Level 1: Reaction

Did the participants enjoy the training?



# Kirkpatrick's Model

## Level 2: Learning

Did the participants learn the intended skills, knowledge, attitudes based on their participation in the training?

# Kirkpatrick's Model

## Level 3: Behavior

Are participants applying the what they learned during training when they are back on the job?

# Kirkpatrick's Model

## Level 4: Results

After the learning event and subsequent reinforcement, to what degree were targeted outcomes reached?



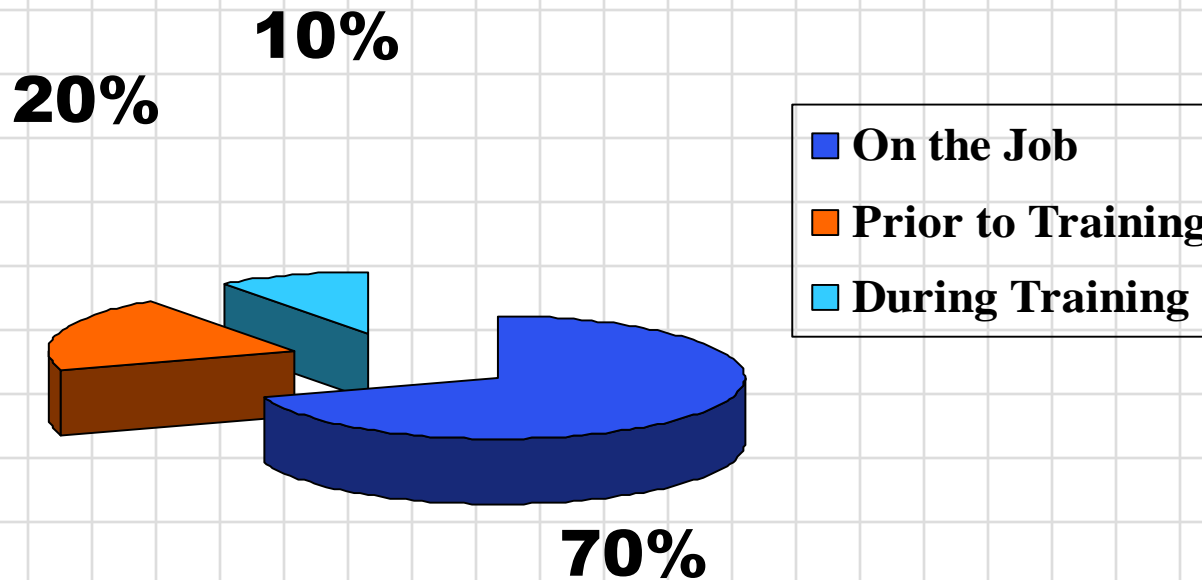
# **Kirkpatrick's**

## **5 Reasons to Evaluate**

1. Were objectives met?
2. Identify strengths
3. Identify areas for improvement
4. Marketing
5. ROI

# Studies show...

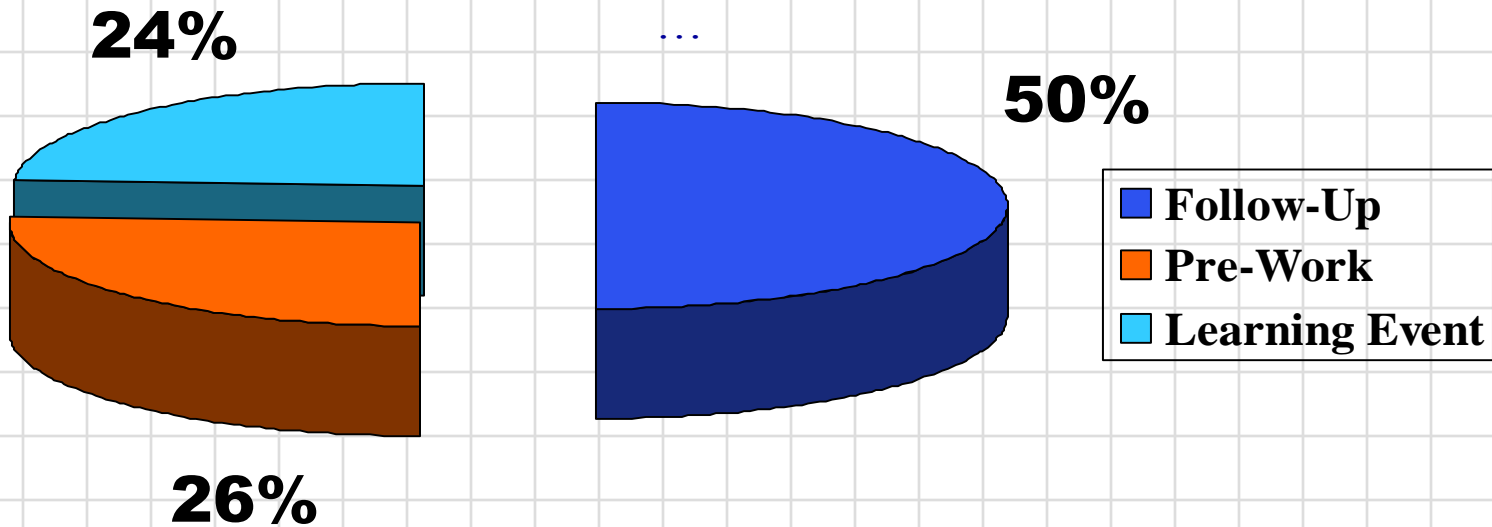
## Where Learning Takes Place



Josh Bersin and Associates, 2008

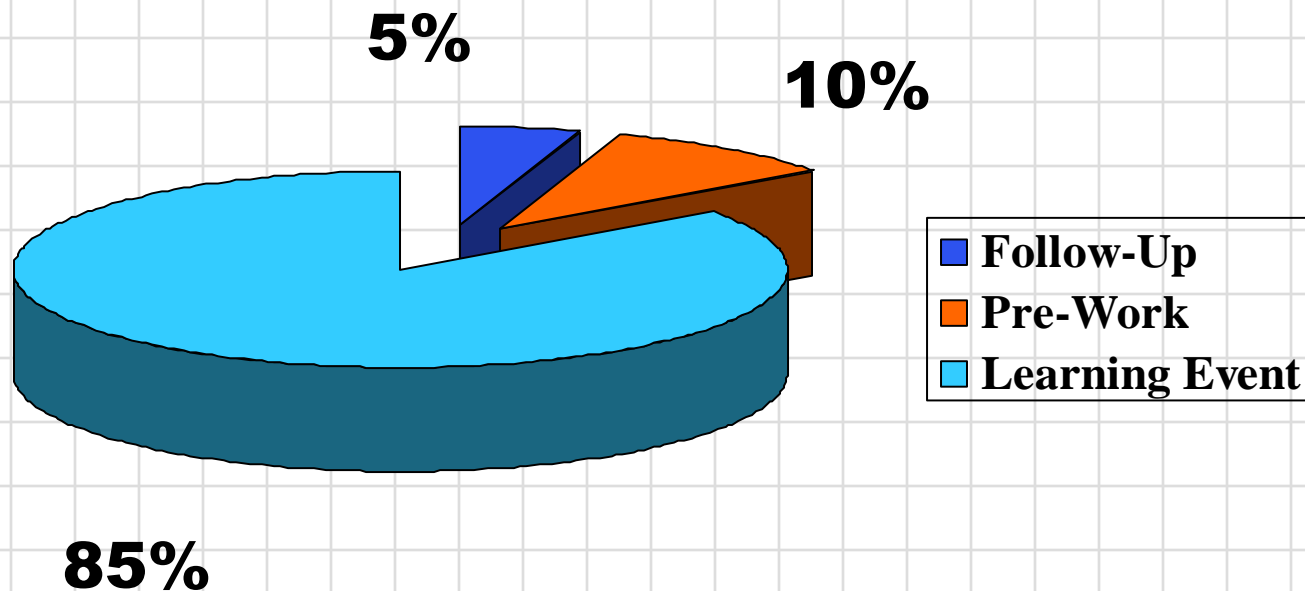
# Studies show...

## Activities contributing to Learning Effectiveness



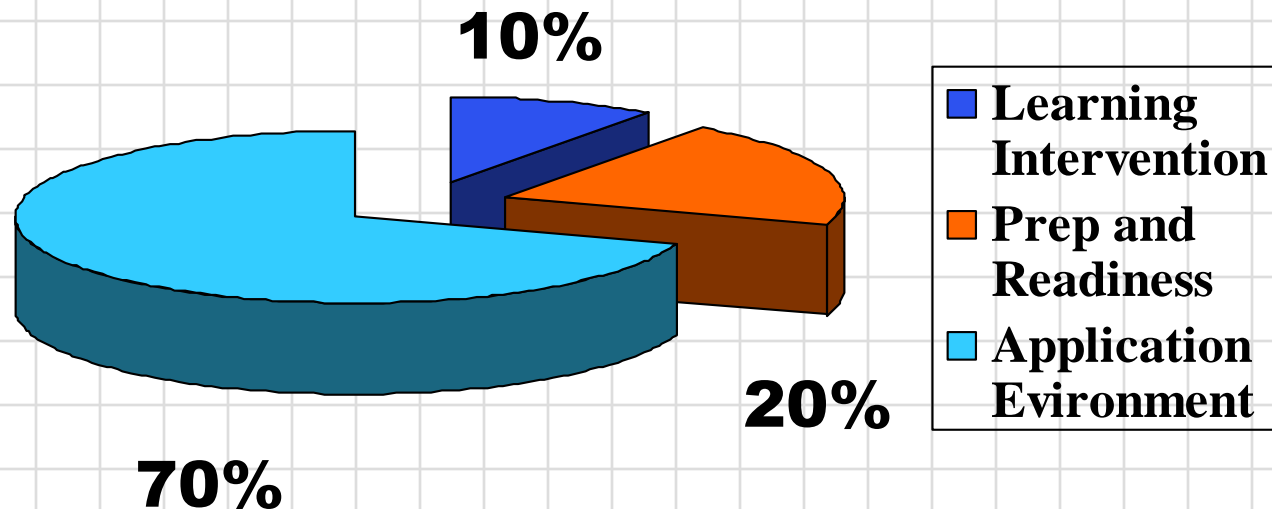
# Studies show...

## Typical Learning Investment



# Studies show...

## Causes of Training Failure



# **3 Reasons**

## **Why We Don't Evaluate Trainings?**

1. Not enough time
2. Participants are hesitant
3. Lack of organizational support

# Studies show...

- Significant correlation between Level I and Level II
- Significant correlation between Level III and Level IV
- Not a significant correlation between Level II and Level III. Why?

# Examples of Evaluation Tools

## Level II and III

1. 360° Survey
  2. Checklist
  3. Trainer Observation
  4. Supervisor Observation
  5. Pre-Post Tests
- (These can all be both II and III)

# OCFS Examples of Evaluation Tools Level II and III

1. **360° Survey** - Supervisory Institute, pre/post, Level III
2. **Checklist** - *Technical Skills*, Level II
3. **Trainer Observation** - Multiple, Level II; *CM/PR* Field Instructor Practicum, Level III
4. **Supervisor Observation** - Supervisory Institute, Level II and III
5. **Pre-Post Tests** - Supervisory Institute and Parker Training Academy, Level II

# Share Your Ideas/Experience

## Action Plan:

1. I will add (name a specific level II tool) to (name a specific training) by 9/2010.
2. I will add (name a specific level III tool) to (name a specific training) by 9/2010.

# Sample Action Plan

I will create 10 question multiple choice pre and post tests to use in our April offering of *Performance Evaluation*.

I will distribute the 360<sup>o</sup> pre-post survey to all participants and their supervisors for our June offering of *Practical Skills*.

# Share Your Experience

We hope to share stories around the use of assessment instruments to increase training effectiveness at the TDC Annual Institute in September.

Please send stories of your personal experiences, action plans, etc. to [patrick.roche@ocfs.state.ny.us](mailto:patrick.roche@ocfs.state.ny.us)