

Kirkpatrick's Levels of Evaluation

Level	What it Measures	When to Use	Tools
Level 1: Reaction	Participants first reaction to training event; measures content, instructor(s), environment	Immediately at completion of training event	Standard evaluation form, often referred to as a 'smile sheet'
Level 2: Learning	What extent participants increased knowledge or improved skills	Immediately after training event (1-2 weeks is typical)	Quizzes, pre/post tests, skill demonstration
Level 3: Behavior	What extent participants behavior changed on the job as a direct result of training	Varies depending on company objectives; suggested at least 1 month; typical 3 months.	Observation by management or independent party
Level 4: Results	What are final results and how do they tie to a company's bottom line and strategic goals (quality, quantity, sales, costs, etc). - ROI or ROO	Based on company goals; could be quarterly, bi-annually or annually	Setting clear objectives at onset of training that tie to strategic goals; showing evidence of achievement.