Developing an Evaluation Plan for IIS Training

Suggestions for Designing Evaluations
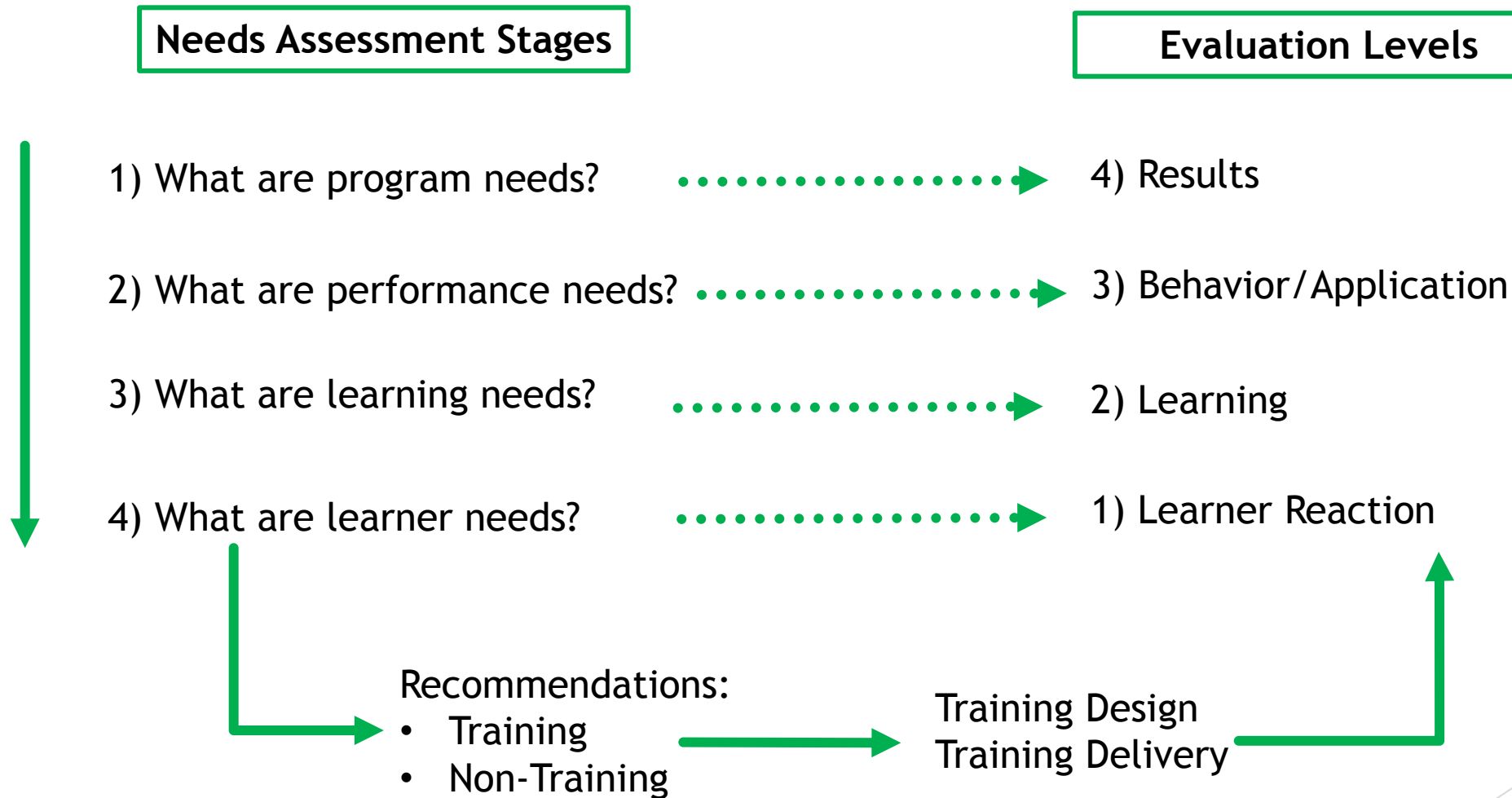
Kirkpatrick's Levels of Evaluation

❖ Level 1 - Reaction

❖ Level 2 – Learning

❖ Level 3 – Behavior

❖ Level 4 - Results

❖Evaluation Plan used Kirkpatrick's New World Model
www.kirkpatrickpartners.com/OurPhilosophy/TheNewWorldKirkpatrickModel/tabid/303/Default.aspx

Work in Reverse

Needs Assessment Stages   **Evaluation Levels**

1) What are program needs? ·············▶ 4) Results

2) What are performance needs? ·············▶ 3) Behavior/Application

3) What are learning needs? ·············▶ 2) Learning

4) What are learner needs? ·············▶ 1) Learner Reaction

Recommendations:
- Training
- Non-Training

Training Design
Training Delivery

❖ *Needs Assessment Basics* by Deborah Tobey.
http://store.astd.org/Default.aspx?tabid=167&ProductId=7346

Step 1 - Program Needs

1) What are program needs? ••••••••••••••••➤ 4) Results

- ❖ What is Your End Goal/Desired ROI?
- ❖ How Do You Measure It?

Step 1 - Program Needs

Step 2 – Performance Needs

2) What are performance needs? ••••••••••••••••••► 3) Behavior/Application

❖ What happens when they finish training?

❖ Can they perform as required back on the job?

❖ How do you measure it?

Step 2 - Performance Needs

Step 3 – Learning Needs

3) What are learning needs? · · · · · · · · · · · · · · ·▶ 2) Learning

- ❖ Knowledge and Skill Mastery
- ❖ Did they learn what they were supposed to learn?
- ❖ How do you measure it?

Step 3 – Learning Needs

Step 3 – Learner Needs

4) What are learner needs? · · · · · · · · · · · · · · · · · ·▶ 1) Learner Reaction

❖ Where they happy with the learning experience?

❖ How do you measure it?

Step 4 – Learner Needs

Make Your Recommendations

❖ Is it really a training issue?

   ❖ Transfer Climate
      ❖ Does their manager support IIS reporting?

   ❖ Learner Self-Efficacy
      ❖ Do users feel confidence in IIS usage?

   ❖ Transfer Design
      ❖ Are you giving tailored real-world examples of IIS usage?

Design Your Solution (Training or not)

Select font size   T T T

Wht is a S.M.A.R.T. objective?

◉ Allow Single Choice Only   ○ Allow Multiple Choices   ☑ Shuffle Answers   ☐ Limit Attempts

Specific, Measurable, Attainable, Relevant, Time-bound

Smart, Meaningful, Accomodating, Relatable, Time-sensitive

Starting, Miniscule, Applicable, Residual, Timely

Strong, Manageable, Actonabe, Rateable, Timeless

＋ Add another answer

Preview   Terms | Privacy & cookies

http://www.astd.org/Publications/Books/ASTDs-Ultimate-Train-the-Trainer

Design Your Solution (Training or not)

❖ What is your objective?

   ❖ *Who* will *do what*, by *when*, and *how well*.

▶ **S**pecific

▶ **M**easurable

▶ **A**ttainable, yet a stretch

▶ **R**elevant

▶ **T**ime-bound

❖ *ASTD Ultimate Train-the-Trainer* by Elaine Biech
   http://www.astd.org/Publications/Books/ASTDs-Ultimate-Train-the-Trainer

Evaluation Plan – Level 1 (Reaction)

❖ How do you measure?

  ❖ Training Evaluation (smile sheets)

  ❖ Observation during class

❖ When should you do conduct this evaluation?

  ❖ During the program

  ❖ End of the program

Level 1 - Match Learner Needs to Reaction

Evaluation Plan – Level 2 (Learning)

- ❖ How do you Measure?
  - ❖ Knowledge tests
  - ❖ Observed skill
- ❖ When should you do conduct this evaluation?
  - ❖ Before the program
  - ❖ During the program
  - ❖ After the program

Level 2 - *Match Learning Needs to Learning*

Evaluation Plan – Level 3 (Behavior)

- ❖ How do you measure?
  - ❖ IIS reports
  - ❖ Observed skill
  - ❖ Help Desk calls
  - ❖ Manager interviews
- ❖ When should you do conduct this evaluation?
  - ❖ A few weeks to 3 months after program

Level 3 - Match Performance Needs to Behavior

Evaluation Plan – Level 4 (Results)

- ❖ How do you measure?
  - ❖ IIS reports
  - ❖ Observed skill
  - ❖ Manager interviews
  - ❖ Program measurements/audits
- ❖ When should you do conduct this evaluation?
  - ❖ 3 months to 1 year after program

Level 4 - Match Program Needs to Results

Resources

❖Evaluation Plan used Kirkpatrick's New World Model
www.kirkpatrickpartners.com/OurPhilosophy/TheNewWorldKirkpatrickModel/tabid/303/Default.aspx

❖ *Needs Assessment Basics* by Deborah Tobey.
http://store.astd.org/Default.aspx?tabid=167&ProductId=7346

❖ *ASTD Ultimate Train-the-Trainer* by Elaine Biech
http://www.astd.org/Publications/Books/ASTDs-Ultimate-Train-the-Trainer

❖ *ASTD Learning System: Measuring and Evaluating* by ASTD Press
http://www.astd.org/Publications

❖ Association for Talent Development (formerly ASTD):
http://www.astd.org/Publications/Search?filter=productType:Books&filter=businessCategory%3aMeasurement%2c+Evaluation+and+ROI

Questions?

Gwen Navarrete Klapperich

Co-Chair, AIRA Educational Steering Committee

Independent Training Consultant

gcnwrite@yahoo.com