

The Most Widely Used Approach for Evaluating Training Programs

Evaluating Training Programs provides a comprehensive guide to Donald Kirkpatrick's classic Four Level Model—the most widely used approach to training evaluation in the corporate, government, and academic worlds. This updated edition includes new case studies of how the model is being used successfully in a wide range of programs and organizations. It also includes new chapters on using e-Learning and the Balanced Scorecard to increase the chances of learning being translated into behavior.

Kirkpatrick's model provides a comprehensive approach to evaluation by focusing on four levels:

* Reaction * Learning * Behavior * Results

"Don Kirkpatrick's name has long been synonymous with evaluation. This book provides, in one place, Don's best thinking on the subject. I highly recommend it!"

-Robert W. Pike, President, Creative Training Techniques International, Inc.

"Don Kirkpatrick set the standard for training evaluation in 1959, and ever since, dedicated training professionals have used his Four Level Model for evaluating the impact of their work. *Evaluating Training Programs* finally makes these ideas available in an easy-to-use reference guide."

-Jane Holcomb, PhD, On-Target Training

"Training owes much to Kirkpatrick's original Four Level Model. This book updates the classic approaches to evaluation with new theory and practical case examples. It is a valuable resource for anyone serious about measuring the outcomes of training."

-Jack Zenger, President, Times Mirror Training Group

"Kirkpatrick's model for evaluating training has provided training professionals with a simple, practical approach for measuring the effectiveness of training. A must-read for all HRD professionals."

-Judith P. Clarke, Training Manager, Kemper National Insurance Companies



BUSINESS

EVALUATING TRAINING PROGRAMS

DONALD L. KIRKPATRICK
AND JAMES D. KIRKPATRICK



DONALD L. KIRKPATRICK
AND JAMES D. KIRKPATRICK

EVALUATING TRAINING PROGRAMS

THIRD EDITION

THE FOUR LEVELS

Copyright © 2006 by Donald L. Kirkpatrick and James D. Kirkpatrick

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to the publisher, addressed "Attention: Permissions Coordinator," at the address below.

Berrett-Koehler Publishers, Inc.

1333 Broadway, Suite 1000
Oakland, CA 94612-1921
Tel: (510) 817-2277 Fax: (510) 817-2278 www.bkconnection.com

ORDERING INFORMATION

Quantity sales. Special discounts are available on quantity purchases by corporations, associations, and others. For details, contact the "Special Sales Department" at the Berrett-Koehler address above.

Individual sales. Berrett-Koehler publications are available through most bookstores. They can also be ordered directly from Berrett-Koehler. Tel: (800) 929-2929; Fax: (802) 864-7626; www.bkconnection.com

Orders for college textbook/course adoption use. Please contact Berrett-Koehler. Tel: (800) 929-2929; Fax: (802) 864-7626.

Orders by U.S. trade bookstores and wholesalers. Please contact Ingram Publisher Services, Tel: (800) 509-4887; Fax: (800) 838-1149; E-mail: customer.service@ingrampublisherservices.com; or visit www.ingrampublisherservices.com/Ordering for details about electronic ordering.

Berrett-Koehler and the BK logo are registered trademarks of Berrett-Koehler Publishers, Inc.

Printed in the United States of America

Berrett-Koehler books are printed on long-lasting acid-free paper. When it is available, we choose paper that has been manufactured by environmentally responsible processes. These may include using trees grown in sustainable forests, incorporating recycled paper, minimizing chlorine in bleaching, or recycling the energy produced at the paper mill.

Library of Congress Cataloging-in-Publication Data

Kirkpatrick, Donald L.

Evaluating training programs: the four levels/Donald L. Kirkpatrick and James D. Kirkpatrick—3rd ed.

p. cm.

Includes bibliographical references and index.

ISBN-10: 1-57675-348-4; ISBN-13: 978-1-57675-348-4

1. Employees—Training of—Evaluation. I. Kirkpatrick, James D., 1952-II. Title.

HF5549.5.T7K569 2005

658.3'12404—dc22

2005048069

Third edition

20 19 18 17 16 12 11 10 9 8

Book production by Westchester Book Group

Contents

Foreword	ix
Foreword to the Third Edition	xi
Preface	xv
Part One: Concepts, Principles, Guidelines, and Techniques	1
1. Evaluating: Part of a Ten-Step Process	3
2. Reasons for Evaluating	16
3. The Four Levels: An Overview	21
4. Evaluating Reaction	27
5. Evaluating Learning	42
6. Evaluating Behavior	52
7. Evaluating Results	63
8. Implementing the Four Levels	71
9. Managing Change	75
10. Using Balanced Scorecards to Transfer Learning to Behavior	82
11. So How Is E-Learning Different?	95

Part Two: Case Studies of Implementation	115
12. Developing an Effective Level 1 Reaction Form: Duke Energy Corporation	117
13. Evaluating a Training Program for Nonexempt Employees: First Union National Bank	124
14. Evaluating a Training Program on Developing Supervisory Skills: Management Institute, University of Wisconsin	131
15. Evaluating a Leadership Training Program: Gap Inc.	144
16. Evaluating a Leadership Development Program: U.S. Geological Survey	168
17. Evaluating a Leadership Development Program: Caterpillar, Inc.	186
18. Evaluating Desktop Application Courses: Pollak Learning Alliance (Australia)	200
19. Evaluating an Orientation Program for New Managers: Canada Revenue Agency, Pacific Region	206
20. Evaluating Training for an Outage Management System: PacifiCorp	221
21. Evaluating a Coaching and Counseling Course: Grupo Iberdrola (Spain)	239
22. Evaluating a Performance Learning Model: Defense Acquisition University	262
23. Evaluating an Information Technology Skills Training Program: The Regence Group	276
24. Evaluating a Performance Improvement Program: Toyota Motor Sales, U.S.A., Inc.	287
25. Evaluating a Career Development Initiative: Innovative Computer, Inc.	321

26. Evaluating the Four Levels by Using a New Assessment Process: Army and Air Force Exchange Service (AAFES)	343
27. Evaluating a Training Program at All Four Levels: Cisco Systems, Inc.	351
Index	361
The Authors	373