

Levels of Evaluation

Kirkpatrick’s Four Levels of Evaluation and Phillips ROI Methodology

Explore **Table 1** with your own organization in mind. We have included sample ways to measure each level.

Table 1: Evaluation levels and measures

Level	When to Measure	What to Measure	How to Measure
Level 1: Reaction (Like it)	<ul style="list-style-type: none"> • During the program (formative) • At the end of the program (summative) 	<ul style="list-style-type: none"> • Reactions • Pace and sequence • Relevance (content) • Instrument strategies • Interaction • Facilitator’s style • Level of discussion • Objectives met • Environment • Knowledge of facilitator • Participant interaction 	<ul style="list-style-type: none"> • Questionnaires • Surveys • Individual responses in class • Follow-up interviews • Observation checklists • Wow/how about feedback at the end of the day

Levels of Evaluation

Level	When to Measure	What to Measure	How to Measure
Level 2: Learning (Learn it)	<ul style="list-style-type: none"> • Before the program • During the program • At the end of the program 	<ul style="list-style-type: none"> • Learning and extent of learning • Teaching of content • Knowledge of participants 	<ul style="list-style-type: none"> • Knowledge tests • Performance tests • Role plays • Case studies • Monitored skill demonstrations • Checklists • Product tests
Level 3: Behavior (Apply it)	A few weeks to three months after the program	On-the-job behavior change/workplace transfer	<ul style="list-style-type: none"> • Frequency • Use of skills with an input on barriers and enablers • Ride-alongs • On-site observations

Levels of Evaluation

Level	When to Measure	What to Measure	How to Measure
Level 4: Results (Impact)	Three months to one year after the program	Effect on the organization	<ul style="list-style-type: none"> • Output • Quality • Time • Costs • Customer satisfaction • Action plans • Interviews • Questionnaires • Focus groups • Performance contracts • Sales • Retention rates • Error rates
Level 5: ROI (Return on investment)	Three months to one year after the program	The monetary benefits of a program against the program's associated costs	<ul style="list-style-type: none"> • Cost-benefit analysis • Percent of benefit • Stat analysis