

Kirkpatrick's Four Levels of Evaluation

Kirkpatrick's Four Levels of Evaluation can guide you when trying to decide when, what, and how to measure your training solutions.

Level 1: Reaction	Definition	Measures the degree to which participants find the program favorable, engaging, and relevant to their jobs	
	When to Measure	• During the program (end of day) • At the end of the program	
	What to Measure	• Reactions • Pace and sequence • Relevance (content) • Instrument strategies • Interaction • Facilitator's style • Level of discussion	• Objectives met • Environment • Knowledge of the facilitator • Participant interaction • Registration process
	How to Measure	• Questionnaire/surveys • Individual responses in class	• Follow-up interviews • Observation checklists

Continued on next page.

Kirkpatrick's Four Levels of Evaluation

Level 2: Learning	Definition	Measures the degree to which participants acquire the intended knowledge, skills, attitudes, confidence, and commitment	
	When to Measure	• Before the program • During the program • After the program	
	What to Measure	• Learning and the extent of learning • Teaching of the content • Knowledge of participants	
	How to Measure	• Knowledge tests, which may be paper-and-pencil tests or oral questions and answers • Performance tests, role plays, or case studies with evaluation/feedback sheets	• Monitored skill demonstrations • Checklists • Product tests

Continued on next page.

Kirkpatrick's Four Levels of Evaluation

Level 3: Behavior	Definition	Measures the degree to which participants apply what they learned during the program when they are back on the job	
	When to Measure	A few weeks to three months after the program	
	What to Measure	On-the-job change	
	How to Measure	• Performance records • Performance contracts • Action plans • Interviews	• Surveys or questionnaires • Direct observation with checklists • Supervisor interviews

Level 4: Results	Definition	Measures the degree to which targeted outcomes occur as a result of the program (Kirkpatrick and Kirkpatrick 2016)	
	When to Measure	Three months to one year after the program	
	What to Measure	Effect on the organization	
	How to Measure	• Action plans • Interviews • Questionnaires	• Focus groups • Performance contracts