

Kirkpatrick's Learning and Training Evaluation Theory



Donald Kirkpatrick first published his ideas on the evaluation of training programs in 1959 in a series of articles in the U.S. Training and Development Journal. These articles were subsequently included in Kirkpatrick's book *Evaluating Training Programs* (1975), which was published by the American Society for Training and Development, of which Kirkpatrick previously served as president.

Kirkpatrick has written several other significant books about training and evaluation and has consulted with some of the largest corporations in the world. His theory has become the most widely used model for the evaluation of training and learning. Kirkpatrick's four-level model of training evaluation—now considered industry standard in human resources and training communities worldwide—was redefined and updated in his 1998 book *Evaluating Training Programs: The Four Levels*.

The four levels of Kirkpatrick's evaluation model, as shown in Figure 1, measure the following:

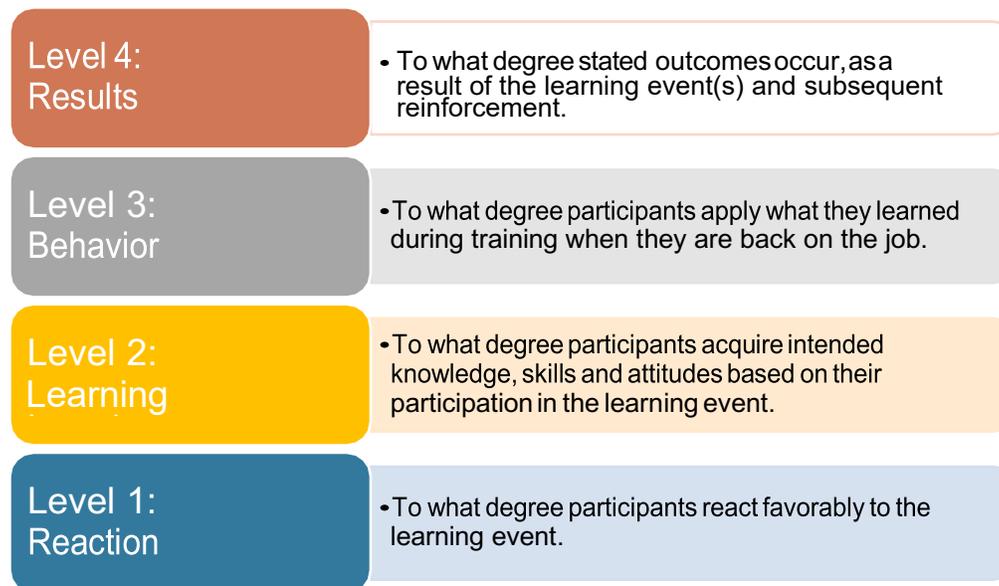


Figure 1. Kirkpatrick's evaluation model

The Kirkpatrick measures are recommended for the full and meaningful evaluation of learning in organizations as reflected in Table 1.

Table 1
Kirkpatrick's Levels of Measurement

Level	Evaluation Type (what is measured)	Evaluation Description & Characteristics	Evaluation Tools & Methods	Relevance & Practicability
1	Reaction	Reaction evaluation is how the delegates felt about the training or learning experience.	"Happy sheets" or feedback forms. Also verbal reaction, post-training surveys and questionnaires.	Quick and easy to obtain. Not expensive to gather or analyze.
2	Learning	Learning evaluation is the measurement of the increase in knowledge—before and after.	Typically, assessments or tests before and after the training. Interviews or observations can also be used.	Relatively simple to set up. Clear-cut for quantifiable skills; more difficult for complex learning.
3	Behavior	Behavior evaluation is the extent of applied learning back on the job (i.e., implementation).	Observations and interviews over time to relevance and sustainability of change.	Measurement of behavior change typically requires cooperation and skill of line managers.
4	Results	Results evaluation is the effect on the business or environment by the trainee.	Measures are already in place via normal management systems and reporting. The challenge is to relate to the trainee.	Individually not difficult; unlike whole organization. Process shall attribute clear accountabilities.

Other Training Evaluation Models and Resources

The following list contains only a few of the evaluation models available. IACET does not endorse any training evaluation model. As such, choose one that best fits your needs and those that comply with the IACET Standard.

- The New World Kirkpatrick Model
<http://www.kirkpatrickpartners.com/Our-Philosophy/The-New-World-Kirkpatrick-Model>
- CIPP Model
<http://inspiringed.com:8082/rid=1P108VQWW-2C1PNMN-3L8/CIPP-ModelOregon10-03.pdf>
- IPO Model_
http://go.galegroup.com/ps/i.do?id=GALE%7CA8254390&sid=googleScholar&v=2.1&it=r&linkaccess=fulltext&issn=00410861&p=AONE&sw=w&authCount=1&u=litchfield_az&selfRedirect=true#similarArticles
- Other Models
<https://elearningindustry.com/4-learning-evaluation-models-can-use>