

Kirkpatrick Methods

Kirkpatrick level	Why do it?	How do you do it?
Level 1	Reactions of students – helps learning process Confirms to trainer they are reaching people	Questionnaires – multiple choice or straight answers Team Meetings Quality circles/focus groups Video Peer discussion Evaluation sheets Review at end Feedback – informal Online questionnaire Action plans
Level 2	See what learning has actually taken place during the session or change in attitude. See if objectives have been met	Assessment during training Online testing pre- and post- course Assessment pre- and post- course Case studies Role plays Simulations Projects Performance review Quiz Game or activity
Level 3	To see changes in behaviour/output/knowledge etc Check if learning has “stuck”	Observation & feedback from manager Feedback from peers 360 feedback Self-assessment Mystery shopping Presentations Performance review Measurement against competencies Focus group One-to-one coaching review
Level 4	See what the return on investment is (ROI)Business results	Volumes Timescales Labour turnover Employee opinions Increased sales Cost-benefit analysis Critical incident analysis Performance metrics Benchmarking Customer opinions