Kirkpatrick® Job Aid

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Kirkpatrick Partners

The Standard for Leveraging and Validating Talent Investments™

Job Aid: Questions to Ask Internally
(of the training requester and/or stakeholder)

- What problem is this training supposed to solve?
- What outcome would mean success?
- Are there key company metrics you are hoping to improve with this initiative?

_____**LEVEL 4**

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Job Aid: Questions to Ask Internally
(of the training requester and/or stakeholder)

- What performance problem are you trying to solve?
- What should people actually do on the job after training?
- What support/tools/resources do people need in order to be successful?
- How can performance be tracked?

LEVEL 3

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Job Aid: Questions to Ask Internally
(of the training requester and/or stakeholder)

- What do people need to know to be able to perform well on the job?
- What practice is required for people to perform the necessary skills?
- How do you think people will feel about being asked to do these things on the job?
- Do you want to see test scores, or evidence that training was effective?

LEVEL 2

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Job Aid: Questions to Ask Internally
(of the training requester and/or stakeholder)

- To what degree are you interested in hearing about participant reaction to the training?
- Is there any other data you wish to receive about the training program itself?

LEVEL 1

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Job Aid: Questions to Ask Externally
(of the external consultant, vendor or training provider)

- How well does the training align to the desired result?
- Who would determine if the goal was met, and how?
- What if progress is not made towards the desired result?

LEVEL 4

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Job Aid: Questions to Ask Externally
(of the external consultant, vendor or training provider)

- How would this content prepare individuals to perform the identified critical behaviors?
- What is the on-the-job support plan for after training is completed?
- What are the roles and responsibilities for accountability after training?

LEVEL 3

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Job Aid: Questions to Ask Externally
(of the external consultant, vendor or training provider)

- How are knowledge and skill verified?
- Are attitude, confidence and commitment addressed in the content (if relevant)?
- Is any formative evaluation built into the program or content?
- Is any summative evaluation provided?

LEVEL 2

Job Aid: Questions to Ask Externally
(of the external consultant, vendor or training provider)

- Are formative evaluation methods built into the content?
- Are any summative evaluation tools provided?
- Do existing evaluation tools and methods allow for open-ended responses?

LEVEL 1

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KIRKPATRICK® BLENDED EVALUATION PLAN® FORM SAMPLES

You may pull items from the following sample evaluation forms to build an evaluation form for your own program.

Participant Survey

Instructions: Thinking about the course you just completed, please indicate to what degree you agree with each statement using this rating scale:

0 1 2 3 4 5 6 7 8 9 10	
Strongly Disagree	Strongly Agree

Please provide comments along with your rating to help us to improve this course in the future.

	Strongly Disagree										Strongly Agree
The class environment helped me to learn.	0	1	2	3	4	5	6	7	8	9	10
I was engaged with what was going on during the program.	0	1	2	3	4	5	6	7	8	9	10
The activities and exercises aided in my learning.	0	1	2	3	4	5	6	7	8	9	10
I was given adequate opportunity to practice what I was learning.	0	1	2	3	4	5	6	7	8	9	10
I will be able to immediately use what I learned.	0	1	2	3	4	5	6	7	8	9	10
The program material will contribute to my future success.	0	1	2	3	4	5	6	7	8	9	10
I would recommend this program to my co-workers.	0	1	2	3	4	5	6	7	8	9	10

Comments:

From what you learned, what will you be able to apply on your job?

What assistance or resources will you need to successfully apply what you learned on the job?

How confident are you that you will be able to apply what you have learned back on the job? (Circle one rating)

0…..1…..2…..3…..4…..5…..6…..7…..8…..9…..10

Not at all confident   Extremely confident

Comments:

How committed are you to applying what you learned to your work? (Circle one rating)

0…..1…..2…..3…..4…..5…..6…..7…..8…..9…..10

Not at all committed   Extremely committed

Comments:

What outcomes are you hoping to achieve as a result of your efforts?

What other feedback would you like to share?

Delayed post-training survey for (provide course name)

Instructions: Thinking about the course you completed 3 months ago, please indicate to what degree you agree with each statement using this rating scale:

1 = Strongly Disagree   2 = Disagree   3 = Agree   4 = Strongly Agree   N/A = Not Applicable   Please use "Comments" to provide a brief explanation or further feedback.

The course itself:

1. I was clear about the purpose of the course before I attended   1 2 3 4   N/A

2. I was clear about what was expected of me after taking the course   1 2 3 4   N/A

Comments:

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Practical application

3. I am successfully applying what I learned in the course   1 2 3 4   N/A

4. If you answered "Agree" or "Strongly Agree" to Question 3, what are the most significant reasons? (check all that apply)

   ____My past experience

   ____The course itself

   ____Extra help from course instructors

   ____Help from my co-workers

   ____Help from my immediate supervisor

   ____A good system of accountability

   ____Formal or informal recognition for my efforts

   ____My own efforts and discipline to apply what I learned

   ____Referring back to the course materials

   ____Additional training

Comments:

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5. If you answered "Disagree" or "Strongly Disagree" to Question 4, what are the main reasons? (check all that are true)

   ___What I learned is not useful for my job

   ___I have been told not to use it

   ___I don't remember what I learned

   ___I have too many other things to do

   ___I got stuck and did not know how to find help

   ___It is too difficult to apply

   ___I have not been encouraged to apply it

   ___There are no incentives for me to apply it

<u>Comments</u>:

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Overall

6.	The course was a worthwhile use of my time	1	2	3	4	N/A
7.	I am already seeing positive results from this course	1	2	3	4	N/A
8.	I am expecting positive results from this course in the future	1	2	3	4	N/A

<u>Comments</u>:

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9. What suggestions do you have that would make you better able to apply what you learned?

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10. Please provide a specific example of how the course has helped you achieve positive results in your area.

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We would like to conduct a short interview with a number of you to get more details. If you are willing to help us, please provide your email address so we can contact you to make convenient arrangements. Thanks.

Name: _____

Email: _____

This type of form can be used at the end of all but the last day of a multi-day program in order to identify any issues that require attention or correction on the remaining days of the program, or in subsequent program updates.

Kirkpatrick Day One Evaluation

Date and Location: _____

Rating		
strongly disagree		strongly agree

0 1 2 3 4 5 6 7 8 9 10	1.) I took responsibility for being involved in today's session.

Comments:

0 1 2 3 4 5 6 7 8 9 10	2.) The information in today's session is applicable to my work.

Comments:

A: 0 1 2 3 4 5 6 7 8 9 10 B: 0 1 2 3 4 5 6 7 8 9 10	3.) The presentation style of the facilitator contributed to my learning experience.

Comments:

4.) Please provide any suggestions for change / improvement you may have for tomorrow and for future sessions of this program.

Supervisors can use this type of checklist while listening to customer service calls in order to rate the performance of customer service representatives (CSRs) after they have completed training.

Rating Scale

1 = Effective use of targeted behavior

2 = Moderately effective use of targeted behavior

3 = Ineffective use of targeted behavior

Coaching comments may include specific observations that support the rating, and coaching notes to help the associate to be more effective.

| Target Behavior	Rating	Coaching Comments
CSR made good initial connection with the callers' needs to create a rational exchange.		
CSR used relevant, open-ended questions to gather initial information about the callers' needs.		
CSR asked follow-up questions to gain further clarification of the callers' needs.		
CSR presented relevant possible solutions to the callers' concerns.		
CSR offered ongoing support to address the callers' needs while considering the best interests of the company.		
CSR closed the meeting with a clear course of problem resolution.		

Dr. Jim Kirkpatrick is the Senior Consultant for [Kirkpatrick Partners](#). He is a thought leader in training evaluation and the creator of the [New World Kirkpatrick Model](#).

Using his 15 years of corporate experience, Jim trains and consults for organizations around the world. He is passionate about assisting learning professionals in redefining themselves as strategic business partners.

Jim delivers lively keynote addresses and conducts workshops on topics including maximizing business results, creating powerful training and evaluation strategies, building and leveraging business partnerships and increasing the transfer of learning to on-the-job behaviors.

Jim co-authored three books with his father, Dr. Don Kirkpatrick, who is credited with creating the Kirkpatrick Model, and four books with Wendy Kirkpatrick, including [Kirkpatrick's Four Levels of Training Evaluation](#). Jim and Wendy also served as the subject matter experts for the United States Office of Personnel Management's Training Evaluation Field Guide.
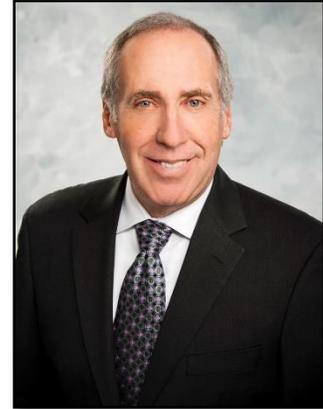
Wendy Kayser Kirkpatrick is the President and Founder of [Kirkpatrick Partners](#). As a global driving force of the use and implementation of [the Kirkpatrick Model](#), Wendy leads companies to measurable success through training and evaluation.

Wendy's results orientation stems from over two decades of business experience in retailing, marketing, and training. She has held positions as a buyer, product manager, process manager and training manager, which leveraged her ability to organize multifaceted projects and yield rapid results.

About Kirkpatrick Partners

Kirkpatrick Partners teaches training professionals credible, non-technical ways to document and report the full range of both financial and collateral training program outcomes. They offer training, consulting, impact studies and books on the Kirkpatrick Model and business partnership.

Kirkpatrick Partners is proud to be the One and Only Kirkpatrick® Company, and the only provider of authentic Kirkpatrick products and programs. They carry on the work of Don Kirkpatrick, Ph.D., and the Kirkpatrick Model of training evaluation, also referred to as the four levels of evaluation.

Read more about Kirkpatrick Partners at [kirkpatrickpartners.com](#).