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| **Evaluation level and type** | **Evaluation description and characteristics** | **Examples of evaluation tools and methods** | **Relevance and practicability** |
| **4. Results** | **Results evaluation** is the **effect on the business or environment** resulting from the improved performance of the trainee—it is the acid test.  Measures would typically be business or organizational key performance indicators, such as: Volumes, values, percentages, timescales, return on investment, and other quantifiable aspects of organizational performance, for instance; numbers of complaints, staff turnover, attrition, failures, wastage, non-compliance, quality ratings, achievement of standards and accreditations, growth, retention, etc. | It is possible that many of these measures are already in place via normal management systems and reporting.  The challenge is to identify which and how to relate to the trainee's input and influence.  Therefore, it is important to identify and agree on accountability and relevance with the trainee at the start of the training, so they understand what is to be measured.  This process overlays normal good management practice—it simply needs linking to the training input.  Failure to link to training input type and timing would greatly reduce the ease by which results can be attributed to the training.  For senior people particularly, annual appraisals and ongoing agreement of key business objectives are integral to measuring business results derived from training. | Individually, results evaluation is not particularly difficult. Across an entire organization it becomes much more challenging, not least of all because of the reliance on line-management, and the frequency and scale of changing structures, responsibilities and roles, which complicates the process of attributing clear accountability.  Also, external factors greatly affect organizational and business performance, which cloud the true cause of good or poor results. |
| *Source: Businessballs, Donald L Kirkpatrick's training evaluation model - the four levels of learning evaluation,* [*https://www.businessballs.com/facilitation-workshops-and-training/kirkpatrick-evaluation-method/*](https://www.businessballs.com/facilitation-workshops-and-training/kirkpatrick-evaluation-method/) | | | |