

Evaluation Framework and Key Questions

Levels of Evaluation	Key Questions Answered
Level 1: Reaction, Satisfaction and Planned Action	<ul style="list-style-type: none"> • Was the program relevant to participants' jobs and mission? • Was the program important to participants' job/mission success? • Did the program provide new information? • Do participants intend to use what they learned? • Would participants recommend it to others? • Is there room for improvement with facilitation, materials, and the learning environment?
Level 2: Learning	<ul style="list-style-type: none"> • Do participants know what they are supposed to do with what they learned? • Do participants know how to apply what they learned? • Are participants confident to apply what they learned? • Did participants gain new knowledge, change their attitude, increase awareness?
Level 3: Application and Implementation	<ul style="list-style-type: none"> • How effectively are participants applying what they learned? • How frequently are they applying what they learned? • If they are applying what they learned, what is supporting them? • If they are not applying what they learned, why not?
Level 4: Business Impact	<ul style="list-style-type: none"> • So what? • To what extent does participant application of what they learned improve the measures the program was intended to improve? • How did the program impact output, quality, cost, time, customer satisfaction, employee satisfaction, work habits? • What were the consequences of participants' application of knowledge and skills acquired during the program, process, intervention, change? • How do we know it was the program that improved these measures?
Level 5: ROI	<ul style="list-style-type: none"> • Do the monetary benefits of the improvement in business impact measures outweigh the cost of the program?