

# Work-basedLearning.org

## The Evaluation Framework

**Note:** In addition to carrying out a solid analysis of needs, an organized and thorough approach to evaluation will help you make the business case for investments in work-based learning.

In the late 1950s, D.L. Kirkpatrick developed what has become one of the most popular models for evaluating workplace education programs. Kirkpatrick's system has four levels of evaluation, from the most simple (measuring learner response), to the most complex (measuring effects on business results). Using Kirkpatrick's framework will help you organize your thinking on the various ways to measure the results of your work-based learning efforts. Please remember that the goal, as much as possible, should be to use as high a level of evaluation as possible. The higher you move up Kirkpatrick's scale, the better your business case.

Level	What the Level Measures	Examples of How These Measures Can be Obtained	Notes for My Work-based Learning Program
<b>1. Response</b>	Was the employee satisfied with the workplace education and did employee complete it?	<ul style="list-style-type: none"> <li>• Learner questionnaire</li> <li>• Discussion with learners</li> <li>• Learner focus group</li> </ul>	
<b>2. Learning</b>	What did the employee learn from the workplace education program?	<ul style="list-style-type: none"> <li>• Various tests (e.g. multiple choice, true / false, short answer, matching lists, role playing, simulated work situations, etc.)</li> </ul>	
<b>3. Performance</b>	How did the workplace education program positively affect employee performance?	<ul style="list-style-type: none"> <li>• Job performance (e.g. how much, how quickly, how well, compare to past performance, etc.)</li> <li>• On-the-job behavior</li> <li>• Feedback from supervisor, peers, customers</li> <li>• Monitoring action plans</li> </ul>	
<b>4. Results</b>	Did improvements in employee performance attributable to workplace education affect organizational performance?	<ul style="list-style-type: none"> <li>• Return on investment calculations</li> <li>• Customer satisfaction ratings</li> <li>• Profit margins</li> <li>• Cost savings</li> <li>• Quality measures (of goods or services or both)</li> </ul>	