EVALUATION METHODS

Methods	Evaluation Levels			
	1 Reaction	2 Learning	3 Behavior	4 Results
Survey, questionnaire, individual or group interview	✓	✓	✓	✓
Action plan monitoring, action learning		✓	✓	✓
Work review, skill observation, behavior observation, action learning		✓	✓	
Case study, knowledge test, knowledge check, presentation, teach back		✓		
Request for validation			✓	✓
Key business and HR metrics				✓

Sources of Data

- Participants
- Supervisors and managers
- Peers
- Direct reports
- Performance data
- Internal audits
- Business outcome data
- System usage
- External sources (mystery shoppers, customers, consultants)
- Inside specialists (other staff members, subject matter experts)
- HR data (exit interviews, climate surveys, recruiting data)

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