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Kirkpatrick Blended Evaluation Plan®

City of Ecklenberg Background

The fictitious city of Ecklenberg, VA, faced increasing pressure from economic challenges and civic demands. They were being asked to provide more services with the same or reduced budget. Specifically, many prominent residents of the city had voiced publicly that they felt it was taking too long to get a response from numerous city offices and that it was difficult to figure out who to contact in the first place. They went on to say that these contacts would not have to be made if things were happening "the way they're supposed to."

To meet the demands of the voting taxpayers, the city needed to improve efficiency and implement better cost control measures to provide better service within existing programs and services. They also felt they needed to do something to provide an easier way for citizens to get information and answers from the city. The city of Ecklenberg felt that those in leadership positions would serve critical roles in meeting these challenges successfully.

The mayor is completely behind this initiative and willing to do his part to lead it.

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Level 4: Results

The degree to which targeted outcomes occur as a result of the initiative and the support and accountability package

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Organizational Outcome

Organization Name

Name of your organization or company, not division, department, or team.

City of Ecklenberg

Organizational Purpose

Brief, plain language statement of what the organization does.

Ecklenberg is a real city on the East Coast of the United States with a population of roughly of one million people. The name has been changed so this case example can be published.

Organization Mission Statement

Organization's mission statement, not division, department, or team mission statement.

City of Ecklenberg strives to create and maintain a diverse and safe community where businesses flourish, and citizens live productive and meaningful lives.

Metrics & Methods to Measure Mission Statement

Metric(s) What will be the measure of success?	Method(s) Method/tool used to obtain the data or information?
Business success metrics	Surveys, business valuations
Annual budget, 10% spending reduction	City financial documents
Quality of life metrics	Satisfaction surveys, population variance and numbers, safety checks

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Initiative Outcomes

Initiative Name
Initiative for which this plan is being created.

Ecklenberg Alive! Leadership Program

Business Case for the Initiative
A compelling statement of the importance of this initiative and/or the problem or condition that this initiative would address. Why did stakeholders request this initiative? What problem is the initiative trying to solve? The business case should not focus on the training initiative but rather the performance and strategic organizational benefits. (100 words or fewer)

The city of Ecklenberg is in a financial and public relations crisis. Economic challenges have forced budget cuts, yet citizens demand ongoing high-quality service. Increasing citizen complaints have caused civic leaders to worry about providing adequate services on a reduced budget, as well as sustaining their own political futures.

Threats and Benefits
Statement or list of what is at risk if this initiative is not executed or is unsuccessful, and what can be gained if it is executed successfully. Start with a small threat and then gradually move to the strategic threats as seen by your stakeholders. Then do the same for the benefits but in reverse order starting with the most strategic benefit to the most tactical.

If the leadership program does not positively impact city employee performance and key outcomes, service complaints from residents will continue to grow, leading to more local negative publicity. Suboptimal first responses for emergencies will cause people to feel less safe and secure in the community, and people may opt to move away. Home values may drop, leading to a reduced tax base, and local businesses could suffer from reduced business and revenue, further eroding the tax base.

Reduced tax revenue will lead to the need for increasing budget cuts, which will reduce city service levels further and may necessitate layoffs. This will further

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reduce city employee morale and performance levels due to heavy workload and feelings of job insecurity.

Citizens will likely have an increasingly negative view of the present city government and may vote for changes in upcoming elections, threatening the jobs of city officials and the success of key referenda.

If this program is successful, the city will return to being the vibrant, safe, and affordable community it was in the past. The diverse population will see their differences as opportunities to contribute their unique talents and perspectives to enhance the city. City government will be viewed as integral to the success of the city. Ecklenberg will attract new residents and visitors to experience all its benefits, which will increase its financial strength.

Stakeholder Expectations

List of stakeholder expectations from tactical to strategic. Use the benefits you developed to create this list.

1. Maintain or improve city services

2. Maintain current tax levels

3. Improve citizen and business owner satisfaction

4. Decrease population attrition

5. Reduce operating expenses by 10%

6. Increase standings in "best places to live" surveys

7. Improve safety by decreasing undesirable incidences

Leading Indicators

Results and outcomes that are directly related to the initiative and support the organization's mission statement. Leading indicators are shorter-term observations and measurements suggesting that critical behaviors are on track to create an ultimately positive impact on the mission statement. Typically, the tactical benefits are internal leading indicators. Similarly, the higher-level benefits may serve as

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external leading indicators. Sequence both groups in order of first occurrence to help tell a story.

Important initiatives that warrant a Blended Evaluation Plan® form need six external and six internal leading indicators.

See the Resource Library in LearnWorlds for example leading indicators.

External Leading Indicators
Customer, client, and/or industry response

1. Citizen quality of life

Metric(s)	Method(s)
Qualitative response	Public opinion polls and focus groups
First call resolution scores	City service records

2. Community impression

Metric(s)	Method(s)
"Best place to live" rankings	Chamber of Commerce sources
Positive versus negative community buzz	Observation by council members

3. Community safety

Metric(s)	Method(s)
Number of critical incidences	Police, fire, and rescue reports
Safey audit scores	Observation by city officials

4. Business success

Metric(s)	Method(s)
Quarterly collective business revenue	City financial records
Rate of business openings/closures	City business records

5. City population

Metric(s)	Method(s)
Population growth rate	City census reports

Internal Leading Indicators
Individual, team, department, and/or organizational outcomes

1. Cost control

Metric(s)	Method(s)
Operating expenses	City financial records
Number of departments meeting budget goals	Department financial records

2. Employee attrition

Metric(s)	Method(s)
Manager and supervisor turnover	City human resource records
Employee turnover	City human resource records

3. Cross-functional collaboration

Metric(s)	Method(s)
Qualitative analysis	Focus groups and interviews with supervisors

4. Employee loyalty

Metric(s)	Method(s)
Survey scores	Quarterly survey
Qualitative analysis	Employee focus groups and interviews

5. Employee confidence

Metric(s)	Method(s)
Survey scores	Quarterly survey
Qualitative analysis	Employee focus groups and interviews

6. Employee performance

Metric(s)	Method(s)
Quality Assurance scores	Peer work review and supervisor observation
Qualitative analysis	Supervisor focus groups

Interim Reporting to Stakeholders on Leading Indicators

Stakeholders' expectations regarding how they want leading indicator data provided (e.g., dashboard, written report, presentation), the frequency of the interim reports (e.g., monthly), and who is responsible for providing the interim reports.

How to Report Interim Data	Frequency of Interim Data Reports	Who is Responsible for Providing Interim Reports
Written report	Monthly	Assistant City Manager

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Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job

Critical Behaviors

The few key behaviors that the primary group will have to consistently perform on the job to bring about targeted outcomes. Critical behaviors are:

☐ Specific, not broad
☐ Measurable and quantifiable
☐ Observable

Primary Group to Perform the Critical Behavior City managers and team leads

1. Create departmental budget with cost reduction of 10%

Monitoring		
Metrics(s)	**Methods(s)**	**Timing** Start, Frequency, Duration
Number of departments with budgets to standard	Comptroller budget review	4-8 weeks after training
	Mayor budget review	4-8 weeks after training

2. Participate in weekly cross-functional meetings by sharing synergistic ideas for maintaining service levels with a lower budget

Monitoring		
Metrics(s)	**Methods(s)**	**Timing** Start, Frequency, Duration
Attendance	Attendance log	Weekly
Percentage of participants who contribute at least one viable idea per meeting	Viable ideas and contributor name noted in meeting minutes, minutes reviewed by city council	Weekly

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3. Conduct weekly department meetings with focus on maintaining services and decreasing costs

Monitoring		
Metrics(s)	**Methods(s)**	**Timing** Start, Frequency, Duration
Attendance	Attendance log	Weekly
Percentage of meetings in which improving services and maintaining costs was discussed	Meeting minutes reviewed by department heads	Weekly

Required Drivers

Support and accountability factors that reinforce, monitor, encourage, and reward performance of critical behaviors on the job

See the Resource Library in LearnWorlds for example required drivers.

Methods(s)/ Tools/ Techniques	Timing Start, Frequency, Duration	Relates to which Critical Behavior(s)?		
		1	**2**	**3**
Reinforcing				
Budget template	Introduced in training	x		
Job aid for conducting effective meetings	Available immediately		x	x
At least one city council member attends each cross-functional meeting	Weekly		x	
Encouraging				
Department managers assigned city council mentors	Monthly	x	x	x
Team leads coached by department managers	Weekly	x	x	x
Rewarding				
Recognition in employee newsletter	Monthly	x	x	x
Personal recognition from mayor	Monthly	x	x	x
Reward certificates for outstanding performance in each department	Presented when earned	x	x	x
Recognition in city newspaper	Quarterly	x	x	x

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Monitor & Adjust

How will you ensure that the required drivers occur? Or how will you monitor the monitoring?

Mayor reviews all revised budgets with comptroller one month after.

Mayor reviews mentoring and coaching logs monthly and follows up with those not in compliance.

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Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Brief Description of Training (100 words or fewer)

The training program for city department managers and team leads will be a two-day offsite event. Prior to the training, a brief meeting led by the mayor and city council will be held to establish the importance of the off-site training and define the specific goals.

The training has three components:
1. Budget creation standards
2. Innovative thinking and problem-solving techniques
3. Communication and interpersonal skills

To wrap up the meeting, the mayor and city council will hear reports from each department as to what they gained as a result of the training and their specific goals for positive change thereafter.

Department managers will have a video conference with the mayor and city council three months after training to discuss progress and address any challenges.

Training Duration Two days

Training Delivery Method (e.g., in-person, eLearning, etc.) In-person

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Learning Objectives

Statements defining what the group that will perform the critical behaviors on the job must do to perform them properly

After training, participants will be prepared to:
1. Create departmental budget with cost reductions of 10% or greater
2. Share ideas inter- and intra-departmentally to synergistically raise or maintain service levels, while at the same time reducing costs
3. Conduct weekly department meetings with focus on improving services and maintaining costs

Components of Learning

Method(s)/ Tool(s)/ Technique(s)	Timing Before, during, or after training
**Knowledge	"I know it."**	
Budget elements activity	During the course
Blended program evaluation	Immediately post-course
**Skills	"I can do it right now."**	
Budget software activity	During the course
Meeting governance role play	During the course
**Attitude	"I believe this will be worthwhile to do on the job."**	
Class discussion	During the course
Blended program evaluation	Immediately post-course
Individual conversations with mentor/coach	After the course
**Confidence	"I think I can do it on the job."**	
Class discussion	During the course
Blended program evaluation	Immediately post-course
Individual conversations with mentor/coach	After the course
**Commitment	"I will do it on the job."**	
Class discussion	During the course
Presentation to city council and mayor	During the course
Individual conversations with mentor/coach	After the course

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Level 1: Reaction

The degree to which participants find the training favorable, engaging, and relevant to their jobs

Components of Reaction

Method(s)/ Tool(s)/ Technique(s)	Timing Before, during, or after training
Engagement | The degree to which participants are actively involved in learning	
Observation by facilitator or trained observer	During the course
Blended program evaluation	Immediately post-course
Relevance | The degree to which course content directly relates to participants' job responsibilities	
Class discussion	During the course
Satisfaction | The degree to which participants react favorably to the learning event	
Hybrid course evaluation	Immediately post-course
Individual conversations with mentor/coach	After the course

Necessities for Success

Prerequisite items, events, conditions, and communications that help leverage success or address problems before they reduce the impact of an initiative

Issue Considering what occurs before, during, and after training is a new mind set for the learning and development group.

Recommended Action Mayor and city council need to meet with the group and punctuate the importance of a blended learning approach for success of the initiative, with particular emphasis on what occurs after the two-day event.

Issue Not everyone seems to be buying into this initiative.

Recommended Action Mayor will address all involved with a speech. The initiative will be publicized in the city newspaper, and reports to the city promised at certain intervals.

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