



Job Aid: Evaluation Methods at Each Level

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

Data Sources

- 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)