**OPM Workshop
Evaluating Leadership Development Programs: Easing into Kirkpatrick *Levels 3 & 4***

Addressing Common Challenges to Effective Training Evaluation

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| **Common Challenge** | **Strategic Business Partnership Solution** |
| “Our budget is too small to do much other than train.” | Take an inventory of your training programs and determine how many truly drive strategy.• For those that do not (or only do so to a limited degree), find alternate ways of delivering the information other than instructor-led or online training.• Often these needs can be met with job aids or other on-the- job interventions.• With the time and budget you save, you will have resources to address Level 3 efforts for more strategic programs.Technological advances have made it unnecessary to continue to deliver content-heavy training; large amounts of information can be obtained on-demand on the internet. |
| “We do not have clear enough direction from senior leadersto ‘start with the end in mind’” | Delivering training or any type of intervention without knowing what the ‘destination’ is will likely lead to wasted resources and minimal mission accomplishment. This message needs to be brought boldly to senior leaders, and collaborative sessions arranged to identify specific, measurable Level 4 Results that will accurately reflect mission accomplishment and be realistic to accomplish. |
| “Our leaders are only asking for training. They are not interested in the other aspects of the model.” | Move from being a training provider to a strategic business partner. Educate your leaders as to the inefficiency and ineffectiveness of training events alone:• Show them relevant research and best practices.• Convince them of a better way, typically through a successful business partnership pilot program within your agency. |
| “We do not have the expertise to do much more than deliver training.” | • This Field Guide and the Federal Training and Development [Wiki](http://www.opm.gov/WIKI/training/index.aspx) are designed to be used by people who are not experts in evaluation, and likely have other responsibilities. The methods are simple and straightforward.• New applications and tips will be added to the [Federal Training and Development Wiki](http://www.opm.gov/WIKI/training/index.aspx) on a regular basis, as will the opportunity for you to ask and receive answers to your specific questions. |

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| **Common Challenge** | **Strategic Business Partnership Solution** |
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| “We do not have enough staff to go beyond Level 2.” | Make Level 1 and 2 evaluations as efficient as possible to save resources for Levels 3 and 4.• Create short, learner-centered Level 1 reaction sheets.• For Level 2, use retrospective pre- and post-assessments instead of full pre and posttests.• Conduct Level 3 and Level 4 surveys and focus groups for mission critical programs only. |
| “Even our training staff members are having trouble believing in going beyond delivering training.” | Assemble your group and have an outside professional talk with the entire groups and work towards a common purpose and approach. This is definitely a problem that cannot be ignored. If your own staff is not on board with the concept of training effectiveness there is little chance of convincing others of its power. |