

Level 3 Evaluation Job Aid

➤ Level 3 evaluation facts*

- 55% of organizations evaluate at least some learning programs at Level 3
- 75% of organizations view Level 3 data as having high or very high value
- Four most common methods for evaluating behavior
 - Participant survey (31%)
 - Action planning (27%)
 - Performance records monitoring (24%)
 - On job observation (24%)

➤ Overall guidelines for conducting Level 3 evaluations**

- Use pre- post-test design
- Where possible use a control group
- Allow enough time for behavior to change
- Include some measures that can be independently verified

➤ Sources for measuring Level 3 behavior

- Learners
- Peers
- Direct reports
- Managers of learners
- Trainer
- Customers

► Eleven tips for creating valid Level 3 participant surveys

• Tips on Content

1. Focus on observable behavior not thoughts or motives***

Example:

This: When offering feedback to employees, this manager cites specific, descriptive examples of their behavior.

Not This: Before giving employees feedback about their job performance, this manager considers whether or not he or she is familiar with their actual job performance.

2. Limit each item to a single description of behavior***

Example:

This: When offering employees constructive feedback to improve a performance deficiency, this manager also makes it known that he or she is available to help with the improvement.

Not This: This manager provides employees with regular ongoing feedback about their job performance and speaks in a normal conversational tone or manner when delivering the feedback.

3. Word about $\frac{1}{3}$ of the survey items so that the desired answer is negative***

Example: This manager doesn't get to know all his or her employees as individuals before providing them with feedback about their job performance.

• Tips on Format

4. Keep sections of the survey unlabeled***
5. Design sections to have a similar number of questions and questions a similar number of words***

• Tips on Measurement

6. Collect data from multiple observers or a single observer multiple times
7. Create a response scale with numbers at regularly spaced intervals and words only at each end***

