

INTRODUCTION TO THE S.H.E.A. MODELS FOR TRAINING EVALUATION

SMARTRISK LEARNING SERIES

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HISTORY OF TRAINING EVALUATION

- Kirkpatrick (1959) developed a four-level model of training evaluation
- Developed for the private sector
- Now the “industry standard”
- Used by SMARTRISK since 2003

Kirkpatrick's Model and It's Four Levels

- 1) Reaction
- 2) Learning
- 3) Behavior
- 4) Results

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The S.H.E.A. MODEL "S"

- **S**even-Level
- **H**ierarchical
- **E**valuation
- **A**ssessment
- **M**odels

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Added Value of S.H.E.A. (2007) Models

- Seven Levels versus Four
- Different Models for Different Contexts (i.e., private sector, public/NFP sectors, CBT/online training)
- All of our models start with logic models and “implementation” evaluation

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WHY CONTEXT MATTERS

- Private sector has more power to control implementation variation
- Private sector produces standardized training materials and trainers
- Public/NFP sector has much less budget (e.g., Bell Canada \$3,000 per staff)

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WHY SEVEN LEVELS?

- Kirkpatrick did not address the issue of implementation
- Logic models were unknown in 1959 and Kirkpatrick never did address this
- Results (Kirkpatrick's Level Four) is much simpler in private sector context

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TODAY'S FOCUS

- Public and NFP sectors only
- Will describe how the seven levels could be used in the context of the CIPC
- A proposal to the CCCIPC will be submitted for this in early 2008

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IMPLEMENTATION EVALUATION

- Cannot assume that implementation will be automatic
- Critical in multi-site training programs
- Need a logic model developed with staff
- See CIPCC example
- Much more to training than just delivery

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IMMEDIATE FEEDBACK

- Should be done before the trainees leave
- Include some implementation evaluation
- Use Likert Scales with 5 or 7 points
- Only ask about what you can change
- Use this data a.s.a.p.
- Does not always require a questionnaire

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KNOWLEDGE & SKILL GAINS

- Need a pre-test usually
- One variation is the post-test then pre-test
- Follow-up is critical
- Recommend collecting data at least once at three-months follow-up
- Sometimes longer follow-up is needed

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APPLICATION OF KNOWLEDGE & SKILLS

- Three month minimum follow-up
- Collect data from trainees
- Online surveys can be very useful
- Can be done with follow-up knowledge test
- “Usefulness” is key
- If not useful ...

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BENEFITS TO TRAINEES' ORGANIZATIONS

- Some of this data can be collected at follow-up
- Six months or more is recommended
- Need to collect data from trainees' supervisors at minimum
- Use 360 degree method if possible

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CONTRIBUTION TO CLIENT OUTCOMES

- In our context we “contribute” in small ways to long-term outcomes
- This is the “attribution” question (Mayne)
- Logic model is critical here
- We can contribute only
- Multiple sources of “explained” variance

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COSTS & BENEFITS

- Not as important in NFP or Public Sector
- However, we do need to document the “hidden costs” of training
- Need to quantify benefits when and where ever possible

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SUMMARY

- A lot has changed since 1959
- Context in which training is done matters
- Implementation is not automatic
- Logic models are key
- Follow-up is essential
- Results are multi-faceted

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