

Improving Institutional Corrections Training Academy: Resource Guide for Outcomes-based Training Evaluation

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The purpose of the resource guide is to provide free, publicly available resources related to the topics discussed in the Outcomes-Based Training Evaluation webinar series. This document is a supplement to the material covered in the webinar series and does not serve as standalone training. Please see the series linked [here](#) for more information.

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The resources provided below are organized by topic and include a brief description of the purpose.

Considerations for Effective Training and Training Design

Conducting a Needs Assessment: As a step before designing and implementing training, it is important to consider deploying a needs assessment. A training needs assessment is a systematic process to uncover gaps in knowledge or skills to determine the training needs within your agency. The needs identified will be the outcomes of interest in your future outcomes-based training evaluation.

1. *A Guide to Conducting a Training Needs Analysis [Free Template]* – This web article by the Academy to Innovate HR explains what a training needs analysis is, steps for conducting one, and examples. See here: <https://www.aihr.com/blog/training-needs-analysis/>
2. *Comprehensive Needs Assessment (PDF)* – The U.S. Department of Education created this guide to help program planners prepare and complete needs assessments. The document includes a summary of key concepts, worksheet activities, and steps to take broken out by phase. See here: <https://www2.ed.gov/admins/lead/account/compneedsassessment.pdf>
3. *Assessing Training Needs: Conducting Needs Analysis* – The Center for Disease Control and Prevention has a variety of publicly available resources on the topic of training needs assessments, including a Needs Assessment and Training Analysis Checklist, guidance for performing an environmental scan, and more.

See here: <https://www.cdc.gov/training-development/php/about/assess-training-needs-conducting-needs-analysis.html>

Effective Training Design: For training to be effective, many factors should be considered, such as the intended outcomes, the learning style of the trainees, the mode of delivery (e.g., in-person versus virtual), the content of the curriculum, and more. These considerations are discussed at length in the resources below.

4. *Designing a Training Program* – Available through the University of Minnesota Twin Cities open library, this source provides an easy-to-follow framework for the development of a training program. This source also provides exercises to work through, additional references, and visual aids. See here: <https://open.lib.umn.edu/humanresourcemanagement/chapter/8-4-designing-a-training-program/>
5. *Effective Training: A Toolkit for Teaching Adults* – This toolkit is a concise resource created by the Northwest Center of Public Health Practice at the University of Washington. The materials describe the differences in adult learning and how adult learning can impact the training content, presentation materials, and overall efficacy of the training. See here: https://afd.calpoly.edu/learn-and-grow/docs/effective_training.pdf
6. *Designing Effective Training Programs According to the Needs of Human Resources (Jameel and Abid, 2021)* – In this article, the authors provide a case study on the development of effective training. The information includes a checklist for the implementation of the training program design, challenges and barriers to implementing training, and overall recommendations. See here: https://www.researchgate.net/publication/351822148_Designing_effective_training_programs_according_to_the_needs_of_human_resources_Case_Study_in_the_General_Directorate_of_Municipalities
7. *Training Development Tools* – The Center for Disease Control and Prevention shares a variety of training development tools, all of which can be found here: <https://www.cdc.gov/training-development/php/tools/index.html>
8. *How to Deliver an Engaging Face-to-Face Classroom Training* – This free YouTube video by the L&D Academy provides tips for delivering engaging training -- even when the topic is boring. Watch here: <https://www.youtube.com/watch?v=YNQ5XzWkMbk>

Outcomes

Good Outcomes: Not all training outcomes are created equal. These resources will help you to better understand the considerations to make in identifying training outcomes based on your training and goals.

1. *Why Measure Performance? Different Purposes Require Different Measures (Behn, 2003)* – In this article, the author discusses the purpose of measuring performance and considerations to be taken in the early stages of designing outcomes-based training evaluation. See here: https://www.researchgate.net/publication/227533290_Why_Measure_Performance_Different_Purposes_Require_Different_Measures
2. *Outcomes-based Education: An Introduction to Outcomes-Based Education (Harden et al., 1999)* – This short article provides a summary of outcomes-based curriculum, why it is important, the presentation of outcomes, and more. See here: <https://paeaonline.org/wp-content/uploads/imported-files/19e-Intro-to-Outcome-Based-Education.pdf>

SMART Goals: Training is more likely to achieve the intended outcomes when thought about in a critical way. SMART Goals help to take training outcomes a step further to ensure the goals are specific, measurable, achievable, relevant, and time-based.

3. *SMART Goals and Measures* – This YouTube short video by Stanford Medicine briefly introduces the audience to the concept of SMART goals, their importance, and how to set them. See here: <https://www.youtube.com/watch?v=nS4HnMk8tCo&t=513s>
4. *SMART Goals: A How-To Guide* – The University of California provides a how-to guide for managers and employees in their development of SMART Goals. This guide includes a template for writing SMART goals and examples. See here: <https://www.ucop.edu/local-human-resources/files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf>
5. *Crafting Your SMART Goal Statements* – This worksheet provided by Harvard University allows you to go through the steps of crafting your SMART goal statements. See here: <https://hlc.harvard.edu/wp-content/uploads/sites/2412/2020/09/SMART-Goal-Handout.pdf>

Reliability versus Validity: The concepts of reliability and validity are not interchangeable, and it is important to have a foundational understanding of the differences between them prior to developing your outcomes-based training evaluation.

6. *Reliability vs. Validity: What's the Difference? (Middleton, 2020)* – This handout simply describes the differences between the concepts of reliability and validity.

See here: https://online210.psych.wisc.edu/wp-content/uploads/PSY-210_Unit_Materials/PSY-210_Unit02_Materials/Middleton_Scribbr_2019.pdf

Outcomes-based Training Evaluation Design with Kirkpatrick's Model

The Kirkpatrick Model: The Kirkpatrick Training Outcome Evaluation Model is a commonly used model, made up of four easy-to-remember levels including reaction, learning, behavior, and results. The following sources will introduce you to this Model.

1. *The Kirkpatrick Model by Kirkpatrick Partners* – This is the source of original information about the Kirkpatrick Model. On this website, you can sign up for free resources and find podcasts, webinars, and more. See here: <https://www.kirkpatrickpartners.com/resources/>
2. *How to Use Kirkpatrick's 4-Levels of Evaluation Model for Effective Learning and Development Assessments* – This free YouTube video by the L&D Academy introduces the audience to the model and provides practical tips, real-world examples, and data considerations. Watch here: https://www.youtube.com/watch?v=eV6e8PZz_WI
3. *Training Evaluation Field Guide: Demonstrating the Value of Training at Every Level* – Provided by the United States Office of Personnel Management, this guide reviews each stage of planning in training evaluation, additional resources including the Kirkpatrick Model, and more. See here: https://www.opm.gov/policy-data-oversight/training-and-development/reference-materials/training_evaluation.pdf
4. *Evaluation Practice Toolkit (Simpson et al., 2018)* – From the King's College London King's Research Portal, this PDF provides a helpful toolkit for evaluation design (including the Kirkpatrick Model), collecting data, and examples in the medical fields. See here: https://kclpure.kcl.ac.uk/portal/files/155834490/KCL_CLINICAL_EVALUATION_PRACTICE_TOOLKIT_PRINT_AW.pdf

Data Collection and Analysis

Data Collection and Analysis: Data collection and analysis involves both quantitative and qualitative methods, and there are many publicly available resources on the topic. Those included below are chosen due to their ability to provide clear examples, questions, response options, and more that can be incorporated into pre-existing data collection tools or used to create new ones.

1. *Blended Evaluation Form Samples by Kirkpatrick Partners* – This PDF includes evaluation form samples for participant surveys, post-training surveys, and more. See here: <https://www.kirkpatrickpartners.com/wp-content/uploads/2024/04/evaluation-form-samples.pdf>
2. *Outcomes Evaluation Toolkit* – This Toolkit from the Augustana Research Institute provides a plethora of information, including tools and templates like the Operationalizing Outcomes Checklist and Questionnaire Design Checklist, to assist you in your data collection effort. See here: <https://www.augie.edu/sites/default/files/documents/2022-05/Outcomes%20Evaluation%20Toolkit%20-%20Beacom%20Fellows%20-%202021.pdf>
3. *Evaluation Data Matrix Template (Wingate, 2017)* – Shared by the University of Arizona, this template will help you in your evaluation and data collection planning. See here: <https://impact.arizona.edu/sites/default/files/2021-08/evaluation%20data%20matrix%20template%20-2017.pdf>
4. *Recommended Training Effectiveness Questions for Postcourse Evaluations* – Provided by the Center for Disease Control and Prevention, this user guide describes recommended questions, response options, and more to incorporate directly into your data collection tools.
 - See here: <https://www.cdc.gov/training-development/media/pdfs/2024/04/Recommended-Training-Effectiveness-Questions-for-Postcourse-Evaluations.pdf>
 - See here: <https://www.cdc.gov/training-development/media/files/2024/04/Example-Postcourse-and-Follow-Up-Training-Evaluations.docx>
5. *Collecting and Analyzing Evaluation Data (2nd Edition)* – This PDF serves as a helpful guide for collecting and analyzing data. The document reviews survey item formats with examples, best practices for the administration of surveys, methods for descriptive statistics, coding interview data, and more. See here: <https://www.nlm.gov/sites/default/files/2021-08/booklet-three.pdf>
6. *Quantitative Data Analysis 101 Tutorial: Descriptive vs Inferential Statistics (With Examples)* – This is a free YouTube video provided by Grad Coach TV to introduce the audience to descriptive statistics and inferential statistics, as well as how to choose the best plan for quantitative data analysis for the specific research at hand. Watch here: <https://www.youtube.com/watch?v=EUeQRE5UJpg&list=PLvcB33xNTVUmCUhQxtizmm8hOGPvdTIF>
7. *What is Qualitative and Quantitative Training Evaluation Data* – This short YouTube video reviews qualitative and quantitative data and explains how both

types of data can be used in the evaluation process. Watch here:
<https://www.youtube.com/watch?v=BG0y3O5QrYQ>

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