CONCEPT PROJECT SMART GOAL
Using Kirkpatrick Model with a Focus On ROE

The Kirkpatrick Model - Four Levels of Learning Evaluation

Level 4: RESULTS
Did the training influence performance?
Tools: KPIs, defect rate, rework reduction etc.

Level 3: BEHAVIOUR
Did they use it?
Tools: Observations, Job Checklists etc.

Level 2: LEARNING
Did they learn?
Tools: Pre and post-training tests

Level 1: REACTION
Did they like it?
Tools: Daily evaluation forms

How to take Level 4 Results and Scaffold them down to Level 1 reaction, so that we can achieve profound transformational change in organizational change.

Organizational SMART GOAL: By June of 2026,Caring Hands Hospital will increase organizational productivity ratings by 12%

Stakeholder: Human Resource Leadership Team (HRLT)

HRLT SMART GOAL: HR Leadership will engage in talent acquisition and training to increase the managerial employees' proficiency in Performance Management (PM) and Talent Development (TD) competencies by 45%.

Level 4: Results and Leading Indicators

- **External Outcomes**
    - Improve employment brand reputation.
    - Increase volume of partnerships with local youth and education institutions for workstudy, internship and apprentice programs.
    - Improve patron satisfaction ratings.

- **Internal Outcomes**
    - Improve employee engagement scores.
    - Reduce regrettable turnover.
    - Improved employee job performance.
    - Increase internal promotions and succession planning.

Level 3: Behaviors

- Meet with department heads bi-weekly to assess the effectiveness of mid management employees' PM(Coaching and Talent Development) behaviors during the past two weeks identifying strengths and opportunities for improvement.

- Execute a performance appraisal to evaluate individual manager's PM skills, obtaining 360 degree feedback.

- Meet with managers weekly to review progress on an individual development program designed to close skill gaps associated with PM.

- Utilize the performance probationary process to sanction managers who fail to meet the established performance improvement standards within the required timelines.

- Use the recruitment and selection process to source high potential management candidates for current and anticipated management vacancies.

- Implement and execute the LDP to improve coaching and talent management skills managers using the New World Kirkpatrick Model NWKM.

Level 2: Learning Goals & Program Overview

- Performance Management Learning Goal – The HRLT will be able to critique the effectiveness of coaching and feedback sessions.

- Labor Relations Learning Goal – The HRLT will be able to summarize and clarify the steps in the progressive disciplinary action procedure.

- Talent Acquisition Learning Goal – The HRLT will be able to use valid and reliable selection procedures and select the appropriate candidates to fill vacant positions with the company.

- Training and Development Learning Goal – The HRLT will be able to use the NWKM to create, execute and evaluate effective training programs.

- Affective Learning Goal – The HRLT will be motivated and committed to using the knowledge and skills gained through developing their relent management competencies when advising manager.

Required Drivers: Support and Accountability Package

- Reminders and Checklists of Program schedules and activities.

- External Coaching and LDP experts and executive modeling.

- Tailored recognition via the employee's preferred method.

- Meetings with Human Resource Leadership Team (HRLT) and the CEO to discuss progress on goal attainment.

- Interviews, surveys and focus groups.

Level 1: Reaction & Evaluation Measures

- Surveys and Interviews can be used to measure Level one Reactions

- Formative and summative tools can be used to measure Levels 4,3,2, and 1
    - Surveys
    - Discussions
    - Pre/Post Tests
    - Observations

Reflection Prompt:

The end goal as the starting point for program development, guided by NWKM, will yield significant enhancements in HR.