NEW ENGLAND PUBLIC HEALTH
TRAINING CENTER

Pushing for Measurement of Impact: NEPHTC's Increasing Capability to Measure Training Impact on the Workforce Performance

Kirkpatrick's Level 3 Evaluation

July 12, 2018
11:30 am

Acknowledgements

PH LN PUBLIC HEALTH LEARNING NETWORK

NEPHTC

BU Boston University School of Public Health Activist Lab

LOCAL PUBLIC HEALTH INSTITUTE OF MASSACHUSETTS

"Managing Effectively in Today's Public Health Environment"

NEPHTC'S MANAGEMENT PROGRAM

NEPHTC

The New England Public Health Training Center develops trainings and provides services that build public health workforce competency.

Please visit our website and learning management system!

Management Program - A flagship for NEPHTC

2017 Impact Award NNPHI

Cohorts run in MA and ME, downloadable materials

Relationship to PH 3.0

Topics and Alignment with PH 3.0

Management Training Course Topic	Public Health 3.0 Key Components
From Manager to Leader	Leadership & Workforce
Leading Organizational Change	
Recruiting and Hiring	
Onboarding and Coaching	
Labor Law & Collective Bargaining	
Grievances & Discipline	
Budgeting & Resources 1	Flexible & Sustainable Funding
Budgeting & Resources 2	
Grant Writing	
Managing Projects & Teams	Data, Analytics & Metrics
Program Evaluation	
Quality Improvement	
Community Collaboration	Strategic Partnerships
Getting Started (Orientation to PH)	Essential Infrastructure
Setting the Stage	
Marketing Public Health	

Adaptable for Any Health Department

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Long, detailed **vrs** short, fewer topics

Materials and customization tips

EVALUATION

The Kirkpatrick Model

- **Level 1: Reaction**
  - post-training Likert scale ratings of aspects of training to assess satisfaction, engagement, and relevance
  - mid-course survey for QI

- **Level 2: Learning**
  - pre/post-training multiple choice quizzes
  - Likert scale ratings to assess trainee perceptions about their ability to perform training learning objectives before and after training

- **Level 3: Behavior**

  Trainees apply what they learned when back on the job

- **Level 4: Results**

  Targeted outcomes or impact occur as result of the training

Level 1 and Level 2

Level 3 - Pilot

Level Three Evaluation

Full Level 3 Evaluation:

Example: Level Three Survey

4. Please use the scale below to indicate the extent to which you agree with the following statements.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Not applicable to my work as a manager
As a result of completing the Management Course, I have a better understanding of effective management practices.	○	○	○	○	○	○
As a result of completing the Management Course, I have more confidence in my ability as a manager.	○	○	○	○	○	
Since completing the Management Course, I believe I have become a more effective manager.	○	○	○	○	○	
The Management Course has helped make me a stronger advocate for my staff and/or program(s).	○	○	○	○	○	
I am better at supporting the professional development of my staff as a result of what I learned in the Management Course.	○	○	○	○	○	
I am better at building consensus among staff and colleagues as a result of what I learned in the Management Course.	○	○	○	○	○	
I am better at motivating staff and colleagues as a result of what I learned in the Management Course.	○	○	○	○	○	
I work more collaboratively with others (e.g., departments, programs, organizations) as a result of what I learned in the Management Course.	○	○	○	○	○	
What I learned in the						

5. We are interested in understanding how the Management Course may have influenced your job performance. Please indicate which aspects of your job you believe you do better (i.e., more efficiently and/or effectively) as a result of having completed the Management Course.

	This is not an aspect of my job OR I haven't had a chance to do it since finishing the course.	Yes, I do this aspect of my job more efficiently and/or effectively as a result of the course	No, the Management Course did not change how I do this aspect of my job
Leading organizational change	○	○	○
Complying with labor laws	○	○	○
Addressing collective bargaining	○	○	○
Recruiting and hiring employees	○	○	○
Onboarding and coaching employees	○	○	○
Dealing with employee grievances	○	○	○
Disciplining employees	○	○	○
Managing budgets and fiscal resources	○	○	○
Grantwriting	○	○	○
Managing projects and project teams	○	○	○
Quality Improvement	○	○	○
Program Evaluation	○	○	○
Collaborating with the community	○	○	○
Community Health Assessments	○	○	○
Marketing public health	○	○	○

Level Three Behavior Change Results

Level Three Behavior Change Results

AS A RESULT OF THE MANAGEMENT COURSE...

I have a better understanding of effective management practices	**90.0**%
I think more strategically about how to achieve goals	**89.7**%
I have more confidence in my ability as a manager	**86.7**%
I am a stronger advocate for my staff and/or program(s)	**83.3**%
I am better at motivating staff and colleagues	**83.3**%
I believe I have become a more effective manager	**82.8**%
I am better at building consensus among staff and colleagues	**79.3**%
I use available resources more effectively	**79.3**%
I work more collaboratively with others (e.g., departments, programs, organizations)	**76.7**%
I am better at supporting the professional development of my staff	**70.4**%

Somewhat or strongly agreed

Level Three Behavior Change Results

YES, I DO THIS ASPECT OF MY JOB MORE EFFICIENTLY AND/OR EFFECTIVELY AS A RESULT OF THE COURSE

Managing projects and project teams **96.2**%

Dealing with employee grievances **93.3**%

Onboarding and coaching employees **91.3**%

Recruiting and hiring employees **86.4**%

Leading organizational change **83.3**%

Marketing public health **80.0**%

Disciplining employees **78.6**%

Program Evaluation **77.3**%

Quality Improvement **76.9**%

Managing budgets and fiscal resources **76.5**%

Addressing collective bargaining **75.0**%

Complying with labor laws **68.8**%

Collaborating with the community **68.0**%

Community Health Assessments **55.0**%

Grant writing **50.0**%

Level Three Quotes

- *"This course has influenced me to pay more attention to how I work as a manager."*

- *"The management course was great in the fact that I take a step back and assess overall issues, situations, problems. [I] deal with the issue at hand and look for ways to solve [them] amicably.*

- *"After being in my role for a number of years, it [the course] helped me refocus and helped me with developing a plan to move my department forward. We are conducting a community health assessment now, have used the onboarding materials and will be doing some marketing of the department."*

- *"The course also provided an opportunity to understand how the rest of the Commission works. I hope to have more opportunity for the bureaus to work together."*

Lessons Learned for Behavior Change Evaluation

Round 1:

- Do a pilot to gather themes

Round 2:

- Develop survey based on themes, course objectives, and session content
- Conduct survey and use Level 1-3 results for QI

Round 3:

- Refine, refine, refine based on evaluation results

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- **Kirkpatrick Training Evaluation Model available at:**
https://www.kirkpatrickpartners.com/Our-Philosophy/The-New-World-Kirkpatrick-Model
- **NEPHTC Managing Effectively in Today's Public Health Environment**

  for Trainers - https://tinyurl.com/TtT-MGMT