



## Long Term Outcomes Evaluation – Kirkpatrick Model.

The Defense Centers of Excellence analysis (2012) of the Soldier 360° Leaders Course outcomes found highly statistically significant improvements resulting from the course; however, these findings represented short-term improvements immediately following the course and longer term analyses were required to evaluate the full impact and value of the course.

The 360° Program long term outcomes assessment is based on the Kirkpatrick Model, one of the most widely used assessment instruments and the industry standard for the evaluation of training programs. This model was developed by Dr. Donald Kirkpatrick in 1959 in a series of articles that appeared in the US Training and Development Journal. Dr. Kirkpatrick redefined the evaluation model with his 1998 book "Evaluating Training Programs: The Four Levels."

The Kirkpatrick Four Levels evaluation model not only includes measures of interest and retention of material, but also the more relevant behavior change and the even more relevant positive outcomes from the application of the training. In short, the Kirkpatrick Model creates a “chain of evidence” for the effectiveness of a program.

Level 1 Evaluation – Reaction. “Did they like it?”

Nearly every program should be evaluated at this level because it is generally fast, easy and inexpensive. In addition, the participants’ reactions have important consequences for learning (level two). Although a positive reaction does not guarantee learning, a negative reaction almost certainly reduces its possibility.

Level 2 Evaluation – Learning. “Did they learn something?”

Most formal education programs focus on assessment at this level. This level moves the evaluation beyond learner satisfaction and attempts to assess the extent to which students have advanced in skills, knowledge or attitude.

Level 3 Evaluation – Behavior. “Did they use it?”

For many trainers this level represents the truest assessment of a program’s effectiveness. Evaluating at this level attempts to answer the question – Are the newly acquired skills, knowledge, or attitudes being used in the everyday environment of the learner?

Level 4 Evaluation – Results. “Did it make a difference?”

This level measures the success of the program – *the “bottom line”* - in terms that Commanders and senior leaders understand – improved Soldier performance; improved unit



**360° Long Term Outcomes  
Kirkpatrick Model – Four Levels**



readiness, cohesion, morale; reduced incidence of assault, alcohol related incidents, domestic violence, or suicide; decreased injuries or reduced recovery times.

Since its inception in 2010, the 360° Program staff has conducted an analysis of long-term outcomes from the course using a web-based survey of alumni. The 360° long-term outcomes analysis is based on the Kirkpatrick model, one of the most widely used assessment instruments and the industry standard for the evaluation of training programs.

The table below represents results from study of alumni up to 5 years after their training. The high rates or level I and II are in themselves outstanding. Compelling are the level III and IV results with over eighty percent reporting that the 360° Program made a difference in their lives and the lives of their Service Members.

| <b>360° Program Long Term Outcomes</b><br>Post Course: 60 days to 5 years |  |
|---|--|
| <b>Level 1 Evaluation</b><br><b>Reaction.</b> "Did they like it?"         | Nearly every program should be evaluated at this level because it is generally fast, easy and inexpensive. In addition, the participants' reactions have important consequences for learning (level two). Although a positive reaction does not guarantee learning, a negative reaction almost certainly reduces its possibility.<br><br><b>360° Program Reaction Outcomes:</b> "How much did you like the course?"<br>97.95% - 'Much' / 'Very Much'   |
| <b>Level 2 Evaluation</b><br><b>Learning.</b> "Did they learn something?" | Most formal education programs focus on assessment at this level. This level moves the evaluation beyond learner satisfaction and attempts to assess the extent to which students have advanced in skills, knowledge, or attitude.<br><br><b>360° Program Learning Outcomes:</b> "How much did you learn from the course?"<br>85.21% - 'Much' / 'Very Much'  |
| <b>Level 3 Evaluation</b><br><b>Behavior.</b> "Did they use it?"          | For many trainers this level represents the truest assessment of a program's effectiveness. Evaluating at this level attempts to answer the question – Are the newly acquired skills, knowledge, or attitudes being used in the everyday environment of the learner?<br><br><b>360° Program Behavior Outcomes:</b><br>"How <u>much</u> of what you learned have you used ---"<br>In your own life: 83.67% - 'Much' / 'Very Much'      With your SMs: 88.87% - 'Much' / 'Very Much'<br>With your Spouse: 77.52- 'Much' / 'Very Much'      With your Family: 76.03% - 'Much' / 'Very Much'<br><br>"How <u>often</u> have you used what you learned ---"<br>In your own life: 82.31% - 'Weekly' / 'Daily'      With your Service Members: 80.14% - 'Weekly' / 'Daily'<br>With your Spouse: 69.18% - 'Weekly' / 'Daily'      With your Family: 73.80% - 'Weekly' / 'Daily' |
| <b>Level 4 Evaluation</b><br><b>Results.</b> "Did it make a difference?"  | This level measures the success of the program – <i>the "bottom line"</i> - in terms that Commanders and senior leaders understand – improved Soldier performance; improved unit readiness, cohesion, morale; reduced incidence of assault, alcohol related incidents, domestic violence, or suicide; decreased injuries or reduced recovery times.<br><br><b>360° Program Results Outcomes:</b><br>"How well did what you used work? Did it make a difference ---"<br>In your own life: 82.31% - 'Much' / 'Very Much'      With your SMs: 80.69% - 'Much' / 'Very Much'<br>With your Spouse: 66.44%- 'Much' / 'Very Much'      With your Family: 71.24% - 'Much' / 'Very Much'  |

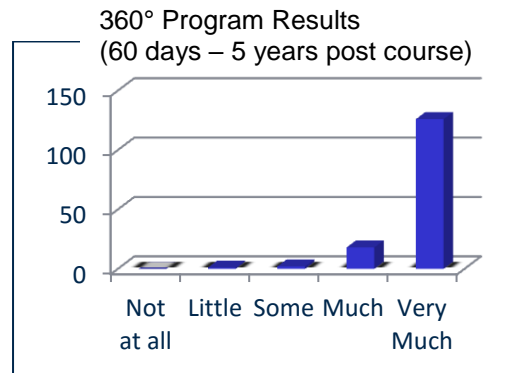


### Study Findings - Detailed

The 360° Outcomes and Impact assessment study findings and student comments are presented below.

#### Level 1 Evaluation – Reaction. “Did they like it?”

Nearly every program should be evaluated at this level because it is generally fast, easy and inexpensive. In addition, the participants’ reactions have important consequences for learning (Level 2). Although a positive reaction does not guarantee learning, a negative reaction almost certainly reduces its possibility.



#### ● 360° Alumni Comments:

This class was by far my favorite that I have attended throughout my career (23 years), and that includes everything from level 1-4 combatives to CLS to EO and so on. None were better because none of them made me better but this class did. Looking forward to sending my troops.

Best instructors I have had in my 13 years of service.

Somehow the leaders in the Army need to understand what this course is about and take it more seriously. This is by far the best course I have ever taken in the Army.

This is by far the best Leaders course I think I have ever been through. Very personal and a great learning experience. I loved it!

You will never experience a course that is in this much detail that will provide NCO's with the tools to become better leaders.

360 is the best weapon the Army has in fighting the stigma that prevents Soldiers from getting the help they desperately need.

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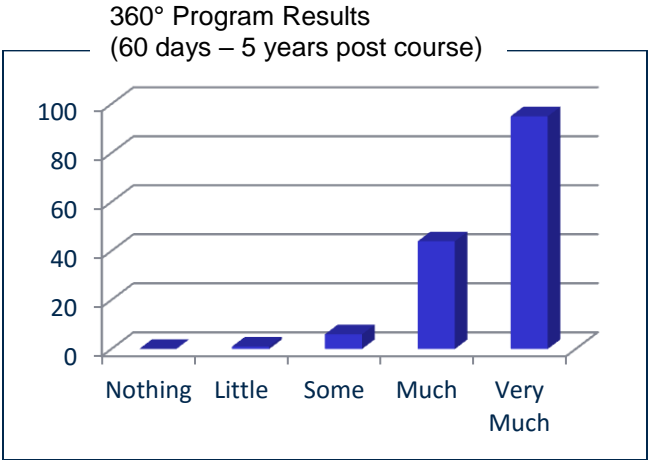


Probably the best course I have ever been to in the Army. Not sure why senior leaders would not be trying to fund this. The Army funded the whole SSD crap which is nothing more than Soldiers and NCOs guessing how to just to get it over with as it's a waste of time. So how about we fund something that works?

Absolutely the best training course I have attended in my Army career.

**Level 2 Evaluation – Learning. “Did they learn something?”**

Most formal education programs focus on assessment at this level. This level moves the evaluation beyond learner satisfaction and attempts to assess the extent to which students have advanced in skills, knowledge, or attitude.



**● 360° Alumni Comments:**

They came prepared. I have not stopped using the material I learned in the class yet.

Taught me to deal with situations that I didn't know how to deal with before. Great course!

Again – it provided the tools needed to help Soldiers.

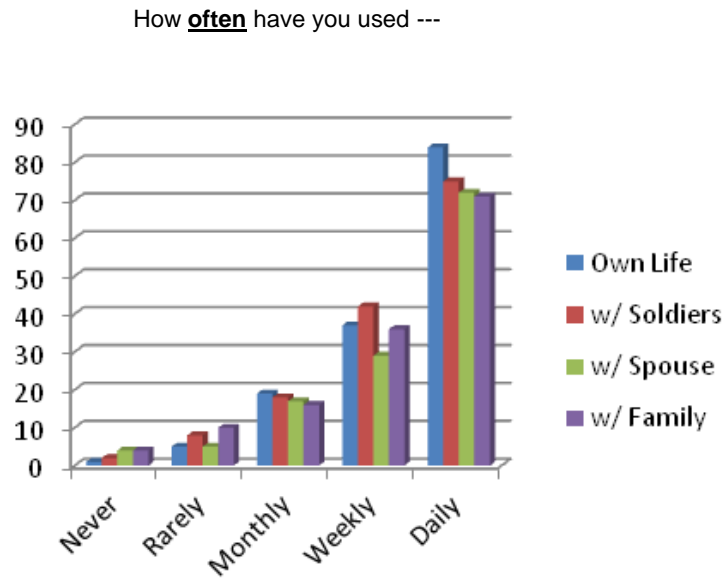
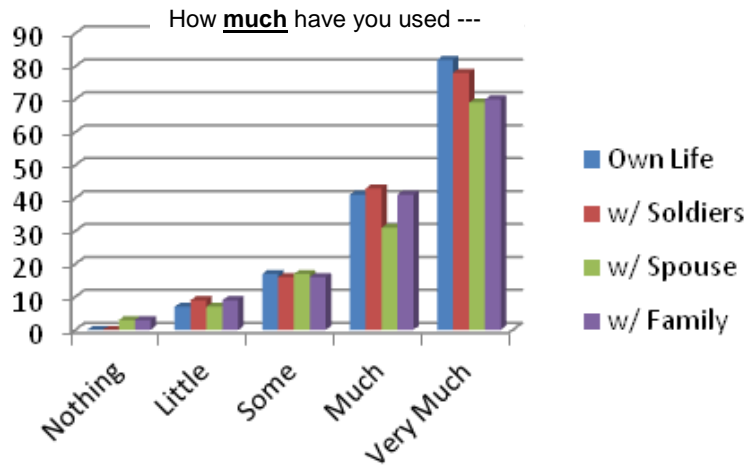
I would also like to say that some of the things that we did in the course, I would have never done nor pursued if I had not taken this course. It has been one of the best eye opening courses that I have taken throughout my military career and I feel it should be here to stay on a continual basis. I support this course and I am not afraid to say it.



**Level 3 Evaluation – Behavior. “Did they use it?”**

For many trainers this level represents the truest assessment of a program’s effectiveness. Evaluating at this level attempts to answer the question – Are the newly acquired skills, knowledge, or attitudes being used in the everyday environment of the learner?

**360° Program Results (60 days – 5 years post course)**



**360° Alumni Comments:**

I have used the relaxation techniques to fall asleep and also am able to listen and understand instead of just hearing someone. This has helped out bunches both personally and professionally. The sleep tool as well was very useful in letting me see how quiet I am or when I am disturbed during my sleep.



I have referred to my 360° Playbook and my experiences from this class on a weekly basis since leaving the class.

I have learned better ways of dealing with post-deployment PTSD. I have worked and become better at communication with family, Soldiers, and friends. I have used information provided during this course to help Soldiers with emotional issues and have also created a better PRT program.

I have gone over the different aspects of the course with my troops as well using the PT program and relaxation techniques for Soldiers who are stressed

In my life, I have now taken the time to take care of myself which allows me to be a better leader and also to be there more for my Soldiers. I have always liked being around Soldiers and taking care of them, but since the course, I like it a lot more. Mainly because now I know more. Also since the course, my spouse and I have learned to lean on each other and the two days that she attended the course with me taught us that. She has said that she can see a big difference in me because of the course and has even recommended it to her 1SG in her company. Now we talk a lot more than before and have even learned to grow as a couple in our marriage as well.

I talk to my Soldiers more, I listen to my wife better, and I take breaks to reflect.

Every day of my life I find myself referencing the "360° Playbook".

It provided guidance on areas that I can give my Soldiers. My example is: my Soldier wanted behavioral health, from this class I learned many routes he could take. My Soldier and I sat down and were able to find the correct route that would most benefit him.

Created a better PRT program for my Soldiers. Concentrate on the little victories every day. I have quit smoking and started eating better. I communicate much better with my children.

I personally use the skills taught in this course on a daily basis. I use many of the techniques discussed in the course to help my Soldiers and my family deal with everyday situations.

I watch my troops. I make it a point to talk to them on a human level rather than a 1SG to subordinate relationship when I notice they may be going through something.

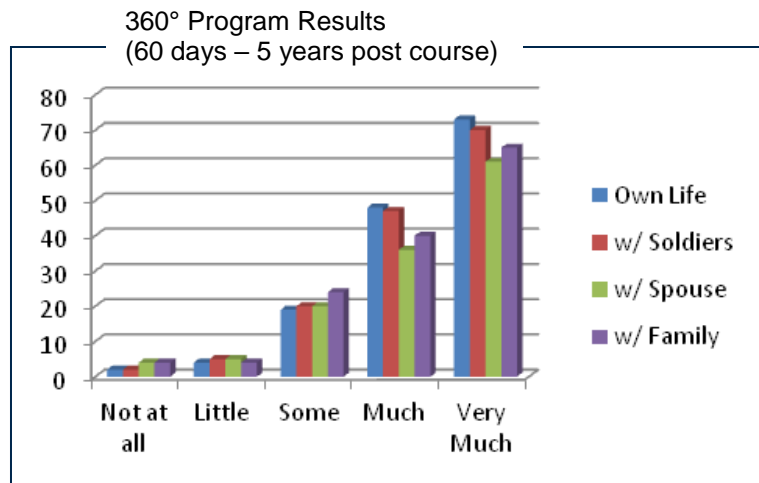
I have taken what I have learned from the course and incorporated it into my everyday life as well as my formation. Taught section leaders what to do in the event of a problem developing in their section.

I use the skills I learned every day. The course made me a better communicator and I have promoted and encouraged the course to other NCOs in my unit.



**Level 4 Evaluation – Results. “Did it make a difference?”**

This level measures the success of the program – *the “bottom line”* - in terms that Commanders and senior leaders understand – improved Soldier performance; improved unit readiness, cohesion, morale; reduced incidence of assault, alcohol related incidents, domestic violence, or suicide; decreased injuries or reduced recovery times.



**360° Alumni Comments:**

My Soldiers gained by being more resilient and cannot wait to participate in the next Soldier 360°.

I have improved fitness, reduced life problems, and seen improved productivity not only in myself, but my Soldiers.

It worked great! I sleep better and realize I don't need the full 8 hours of sleep every night unless it is truly needed. A quick 10 minute nap charges my battery during lunch than I ever imagined.

Perspectives in dealing with issues, Soldiers' issues, stress and anger, injuries, and recovery have made a huge difference in my personal and professional development.

I am able to communicate with my family a lot better now.

Soldiers and Family tend to warm up around you more if you give them your ear and not your mouth as much.

I am better equipped after this class at handling and dealing with my family and my Soldiers, and because of this, I feel my overall performance has improved as a husband, father and leader of Soldiers.

It has greatly improved my personal life, made me a more versatile and compassionate leader, and made me knowledgeable on a wealth of resources I did not realize were out there.



First of all, I remember how the instructors stressed self care. I remember you stressing that - so I make sure I get adequate rest, eat a good diet, work out regularly, and I have begun to get back into my spiritual life and faith as a stress reliever and a coping technique. I have begun to going back to church services regularly. I am also working through relationship issues with my wife using the communication techniques you taught me. I am trying to be more open and honest with her. Thanks! God bless you.

My Soldiers feel like I have their best interest in mind when I am using what I learned to help them.

Everything I have used has worked for me, my Soldiers and my family tremendously. I often have Soldiers tell me that I am the best Platoon Sergeant that they have ever had. These Soldiers thank me, and a simple thank you means a lot to an NCO. Now my Platoon was not the best when I first took over to lead these 43 Soldiers, but now there has been a great change, and I owe it all to this class.

Before attending the course, I was in a very low point in my life and career. All I wanted to do was get out of the Army. Stress was taking its toll on me both mentally and physically. This course changed my life, and I owe the instructors a debt that can never be filled. Thank you to everyone who made this class a possibility.

Great program! It increased the ability for problem solving with Soldiers by reducing stress and remaining calm in all events. Learned patience.

360° is a well made class that finally takes a look at the most effective aspect of the Army, the NCO's. This is the first class I have taken that looks at the personal, social, family and leadership aspects of each NCO. It is not just a check the box course, it is a 'we are here and willing to help or educate in any way we can' course. They work to either get you the help you need or the knowledge you require. In my class, almost everyone had a full change in thinking. NCOs who thought this is some new age junk were able to open up for what seemed the first time in a very long while. One NCO was able to prevent a possible suicide of one of their own Soldiers by recognizing the signs. Another NCO was able to finally open up about his wife passing away and how that has affected his own life. One of my fellow NCOs who I know personally was able to get help for PTSD that he had been suffering from. And myself, I believe I have become a more agile, knowledgeable, and secure NCO. As I told the class on the last day of how we felt about this class "I have been through so many classes in the Army and always thought that if this is the direction the Army is going, then I am scared for the future of the Army. This is the first time in my time in the Army that I have been treated as an adult."

Please continue to fund this course so we can better provide the resources that our Backbone of the Army needs to support the fight.