

## The Kirkpatrick Phillips Model For Evaluating Human

We are glad to have the opportunity to work together again in the planning and preparation of this edited volume on the evaluation of corporate training. Our respective professional careers have provided us with experience in this area, both as practitioners and as academicians. It is from both of these perspectives that we approached the preparation of this volume. Our purpose is to provide training professionals in business and industry, and students of human resources development with an overview of current models and issues in educational evaluation. The book is organized around three themes: context, models, and issues. The chapters in the context section are intended to provide the reader with an understanding of the social, organizational, and personal factors that provide background and give meaning to evaluation practice. The models section brings together contributions from some of the most influential thinkers and practitioners in the field. The chapters in this section provide perspective on the dominant themes and emergent trends from individuals who have been, and continue to be, the drivers of those trends. Contributions to the issues section highlight some pervasive themes as well as illuminate new areas of concern and interest that will affect how we assess learning interventions in the organizations of today and tomorrow.

The two-volume set IFIP AICT 513 and 514 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2017, held in Hamburg, Germany, in September 2017. The 121 revised full papers presented were carefully reviewed and selected from 163 submissions. They are organized in the following topical sections: smart manufacturing system characterization; product and asset life cycle management in smart factories of industry 4.0; cyber-physical (IIoT) technology deployments in smart manufacturing systems; multi-disciplinary collaboration in the development of smart product-service solutions; sustainable human integration in cyber-physical systems; the operator 4.0; intelligent diagnostics and maintenance solutions; operations planning, scheduling and control; supply chain design; production management in food supply chains; factory planning; industrial and other services; operations management in engineer-to-order manufacturing; gamification of complex systems design development; lean and green manufacturing; and eco-efficiency in manufacturing operations.

This title presents numerous case studies on how to prove the dollar-for-dollar ROI and worth of training and development programs.

Attempting formally to evaluate something involves the evaluator coming to grips with a number of abstract concepts such as value, merit, worth, growth, criteria, standards, objectives, needs, norms, client, audience, validity, reliability, objectivity, practical significance, accountability, improvement, process, pro duct, fonnative, summative, costs, impact, infonnation, credibility, and - of - course - with the tenn evaluation itself. To communicate with colleagues and clients, evaluators need to clarify what they mean when they use such tenns to denote important concepts central to their work. Moreover, evaluators need to integrate these concepts and their meanings into a coherent framework that guides all aspects of their work. If evaluation is to lay claim to the mantle of a profession, then these conceptualizations of evaluation must lead to the conduct of defensible evaluations. The conceptualization of evaluation can never be a one-time activity nor can any conceptualization be static. Conceptualizations that guide evaluation work must keep pace with the growth of theory and practice in the field.

Measurement Innovations to Support Employee Development

ROI

Evaluating Corporate Training: Models and Issues

How to Measure Training Results

Measuring and Maximizing Training Impact

Evaluating Training Programs

Measuring the Success of Employee Engagement

The second edition of this bestselling book, 'Return on Investment in Training and Performance Improvement Programs,' guides you through a proven, results-based approach to calculating the Return on Investment in training and performance improvement programs. Jack Phillips has composed user-friendly ROI calculations, plus: \*ten post-program data collection methods \*ten strategies for determining the amount of improvement that is directly linked to training programs \*ten techniques for converting both hard and soft data to monetary values 'Return on Investment in Training and Performance Improvement Programs, Second Edition' continues as a primary reference for learning how to utilize ROI to show the contribution of training, education, learning systems, performance improvement, and change initiatives throughout organizations. The book also details implementation issues, provides worksheets, and pinpoints non-monetary program benefits. A case study takes the reader through the ROI process step-by-step.

This book shows trainers how to create building blocks, construct the right linkages, and measure the impact of training programs from the first step (Level 1 - reaction) to the final destination (Level 5 - ROI). Including a new ground-breaking Level 6 exploring training sustainability, this is a must-read for HR professionals.

Faced with organizations that are more dispersed, a workforce that is more diverse and the pressure to reduce costs, CEOs and CFOs are increasingly asking what the return on investment is from training and development programmes. Learning Analytics provides a framework for understanding how to work with learning analytics at an advanced level. It focuses on the questions that training evaluation is intended to answer: is training effective and how can it be improved? It discusses the field of learning analytics, outlining how and why analytics can be useful, and takes the reader through examples of approaches to answering these questions and looks at the valuable role that technology has to play. Even where technological solutions are employed, the HR or learning and development practitioner needs to understand what questions they should be asking of their data to ensure alignment between training and business needs. Learning Analytics enables both senior L&D and HR professionals as well as CEOs and CFOs to see the transformational power that effective analytics has for building a learning organization, and the impacts that this has on performance, talent management, and competitive advantage. It helps learning and development professionals to make the business case for their activities, demonstrating what is truly adding value and where budgets should be spent, and to deliver a credible service to their business by providing metrics based on which sound business decisions can be made.

Guarantee value and profit with every proposal you write! Business proposals cross the desks of decision makers all the time, but rarely do they credibly promise high impact and impressive ROI. When they do, though, the people that matter pay attention. The Consultant's Guide to Results-Driven Business Proposals presents a systematic, structured method for gaining the attention of clients, earning their respect, and, ultimately, winning any project. ROI experts Jack and Patti Phillips take the proposal process to a new level by providing the means to prove forecasted value using systematic, routine processes. You'll learn new techniques for predicting ROI and clearly illustrating the financial value a proposed project will deliver—which always makes a powerful impression on anyone who reads it. The authors also address the key issue of providing what every stakeholder wants in a project—customer guarantees. The Consultant's Guide to Results-Driven Business Proposals explains how to: Write proposals that are effective, efficient, timely, and on target Set objectives for proposals at a variety of levels Deliver your proposal to the most influential people Develop a success guarantee to drive total customer satisfaction The Consultant's Guide to Results-Driven Business Proposals is the difference between proposals that simply cross a desk and those that turn the heads of decision makers. This is the tool you need for transforming the process of business-proposal writing from a torturous task with a side of anxiety to an opportunity for approval and a chance

to showcase your expertise.

Handbook of Training Evaluation and Measurement Methods

Getting to Measurements That Matter

The Complete Resource for Financial Market Technicians

The Success Case Method

Level 1 Evaluation: Reaction and Planned Action

IFIP WG 5.7 International Conference, APMS 2017, Hamburg, Germany, September 3-7, 2017, Proceedings, Part II

A Review of Training Evaluation

Known for their expertise in ROI, Jack and Patricia Phillips have contributed to another area in the field of measurement and evaluation. Together with Bruce Aaron, they're offering a useful tool to help learning and development professionals design and administer surveys and questionnaires. Written in the accessible style of ASTD Basics books, this volume covers:

- the purpose of surveys and questionnaires
- types of error that can creep into survey results
- considerations when developing survey questions
- tricks to ensure positive response rates
- content on validity and reliability
- approaches to data analysis and reporting results.

In addition to content on survey design, the book includes a section that evaluates various survey technologies. By applying a simple decision-making process, readers can identify the most appropriate survey tool for their needs.

This new, third edition of Jack Phillips's classic Handbook of Training Evaluation and Measurement Methods shows the reader not only how to design, implement, and assess the effectiveness of HRD programs, but how to ultimately measure their return on investment (ROI). Each chapter has been revised and updated to include additional research, expanded coverage, and new examples of Dr. Phillips's case studies. Seven entirely new chapters have also been added, focusing largely on ROI.

Adapt or die—this is the simple choice that business has always faced. Here's a valuable guide to the how's, what's, when's, and why's of that choice. 'Revitalize Your Corporate Culture' will help you to: 'Diagnose your company's culture 'Understand the features of a positive corporate culture 'Design a strategy for an effective culture change 'Gain the full support of staff to implement a new, positive culture 'Maintain the momentum after the new corporate culture plan is in place \*Shared values and unwritten rules (your company's culture) can profoundly enhance—or destroy—economic success. This book supplies all the steps necessary to increase productivity, make your organization more cost effective, and help you change your organization into a more dynamic, innovative, and collaborative organization. Whether you are a senior executive or a middle-level manager, this book gives you techniques that will motivate, encourage, and prepare your staff to meet the challenges of the 21st century.

How do you accurately and effectively measure return on investment (ROI) in training and performance improvement?

Measuring ROI in Learning and Development, a new volume with a focus on the international arena and including a selection of case studies, provides detailed information on how to create, develop, and sustain a comprehensive ROI evaluation system. A focus on accountability in measuring ROI in learning and performance improvement programs has produced a book filled with functional, pragmatic suggestions and examples that can be implemented in the real world.

Revitalize Your Corporate Culture

Viewpoints on Educational and Human Services Evaluation

A Practical Guide to Tracking the Six Key Indicators

Survey Basics

Evaluation Models

ASTD Handbook of Measuring and Evaluating Training

Measuring Return on Investment

*Training is expected to make a difference, to change people, organisations, even the competitiveness of the UK. Evaluation is how we know whether it works, and the reality often is that we don't know. Despite growing levels of training evaluation at organisational level, much of it is conducted in a simple and unsophisticated way. Research urges practitioners to do more and to do it better. The literature is full of suggestions on approaches that regard the Kirkpatrick model as no longer adequate. This report looks critically at Kirkpatrick and the other models that purport to be significant improvements. It develops a model of the learning process to help underpin any approach to training evaluation, and reviews what we know about evaluation and the factors that affect training success. ROI Basics aims to provide this baseline understanding to both novice and experienced learning and performance practitioners. The book carefully walks the reader through the ROI process from the planning stage, to the selection of appropriate programs, to the collection of data, and finally to the mathematical calculations that determine ROI. In addition, the book includes two important chapters often overlooked in the ROI process—communicating results and integrating ROI into an organization's workplace learning and performance processes. Like all the books in ASTD's Training Basics series, ROI Basics provides dozens of interactive tips, tools, and exercises along the way to encourage immediate application and promote understanding of the material presented.*

*How training participants initially react to a training intervention can produce important data to demonstrate value to the organization. This issue explains why measuring participant reaction is important and shows you how to establish evaluation criteria, create data collection tools, collect the data, analyze and report the data, communicate results, and plan improvements. A case study of a level one evaluation at First Union Nation Bank is included to demonstrate Level 1's value.*

*This book presents a tool to determine e-learning readiness in workplace organizations. It offers a case study of the design and development process and outlines factors to be taken into account to determine e-learning readiness. It details the four objectives of this tool: to highlight specific parameters for determining e-learning readiness, to provide a systematic process to determine the readiness of an organization, to enable flexibility for the environmental context, and to capture the interrelatedness of the many areas in the organization. Next, it discusses the main element of the tool: surveys that are used to facilitate collection of data on organizational, learner and technology readiness. The book concludes with a look at practical ways of using the information gathered from the data produced.*

*Transferring Learning to Behavior*

*Bridging the Gap between Training and Business Result*

*A Tool for Determining e-Learning Readiness*

*Balancing Societal and Individual Benefits and Risks of Prescription Opioid Use*

*A Step-by-Step Guide for Measuring Impact and Calculating ROI*

*How Workplace Learning Must Reinvent Itself to Remain Relevant*

*The CIPP Evaluation Model*

*How to Measure Training Results presents practical tools for collecting and measuring six types of data critical to an overall evaluatin of training. This timely resource: Includes dozens of reproducible tools and processes for training evaluation Shows how to measure both financial and intangible/non-financial results Leaders want to see changes in behavior as a result of what people have learned and may expect these new behaviors to deliver results for the business. With the third edition of this book, readers have an opportunity to update their understanding of this classic evaluation framework and to learn from the case studies about how to effectively apply the framework to a variety of learning programs. Readers are presented with the tools and the know-how to tell their own story of value creation.--Foreword by Merrill C. Anderson, Ph.D, Chief Executive Officer, MetrixGlobal, LLC*

*While upbeat lingo abounds about "complementing strategic objectives" and "driving productivity," the fact is that most training does not make a significant enough impact on business results, and when it does, training professionals fail to make a convincing case about the value added to the bottom line. The vaunted "business partnership model" has yet to be realized—and in tough economic times, when the training budget is often the first to be cut, training is on trial for its very existence. Using a courtroom trial as a metaphor, Training on Trial seeks to get to the truth about why training fails and puts the business partnership model to work for real. Readers on both sides of the "courtroom" will learn how to stop viewing training as a cost center, and bridge the gulf between what learning functions deliver and what business units need to execute their strategies. A thought-provoking read for trainers and business unit leaders alike, Training on Trial provides a new application of the Kirkpatrick Four-Level Evaluation Model and a multitude of tips and techniques that allow lessons learned to be put into action now.*

*This book outlines a methodology based on actor-network theory (ANT) and praxiography and applies this to the field of medical education. Drawn from a detailed account of practice in a medical setting, this book shows how researchers in education and medical education can learn to work with ANT approaches and attune to different insights in practice. The book gives a detailed account of what actor-network theory can bring to research, through the investigation of social and material networks. The philosophical underpinnings of actor-network theory are presented as the basis of this emerging methodology, through an exploration of learning as disruption, practice as human and material assemblages, and power as regulated difference in worlds of practice. This is a qualitative approach for exploring complexity that does not attempt to represent or reduce but allows for unique insights into practice that might otherwise be overlooked.*

*With a robust grounding in practice and professional learning and actor-network theory, this book will be of great interest for academics, scholars, and postgraduate students in the field of research methods and medical education.*

*Being an Account in Biographical Form of Individuals and Families Distinguished as Representatives of the Social, Professional and Civic Life of New York City*

*Prominent Families of New York*

*Return on Investment (ROI) Basics*

*Measuring Learning Effectiveness*

*The Four Levels: Easyread Comfort Edition*

*Evaluating Learning*

*Advances in Production Management Systems. The Path to Intelligent, Collaborative and Sustainable Manufacturing*

*" An exhaustive, deeply reported account . . . Few other journalists could have written a book as personal and authoritative . . . As Arax makes plain in this important book, it's been the same story in California for almost two centuries now: When it comes to water, 'the resource is finite. The greed isn't." --Gary Krist, The New York Times Book Review*

*Arax, searching for a land who has watched the battles over water intensify even as California lurches from drought to flood and back again. In The Dream Land, he travels the state to explore the one-of-a-kind distribution system, built in the 1940s, '50s and '60s, that is straining to keep up with California's relentless growth. This is a heartfelt, beautifully written book about the land and the people who have worked it--from gold miners to wheat ranchers to small fruit farmers and today's Big Ag. Since the beginning, Californians have redirected rivers, drilled ever-deeper wells and built higher dams, pushing the water supply past its limit. The Dream Land weaves reportage, history and memoir to confront the "Golden State" myth in riveting fashion. No other chronicler of the West has so deeply delved into the empires of agriculture that drink so much of the water. The nation's biggest farmers--the nut king, grape king and citrus queen--tell their story here for the first time. This is a tale of politics and hubris in the arid West, of imported workers left behind in the sun and the fatigued earth that is made to give more even while it keeps sinking. But when drought turns to flood once again, all is forgotten as the farmers plant more nuts and the developers build more houses. Arax, the native son, is persistent and tough as he treks from desert to delta, mountain to valley. What he finds is hard earned, awe-inspiring, tragic and revelatory. In the end, his compassion for the land becomes an elegy to the dream that created California and now threatens to undo it.*

*Already the field's most comprehensive, reliable, and objective guidebook, Technical Analysis: The Complete Resource for Financial Market Technicians, Second Edition has been thoroughly updated to reflect the field's latest advances. Selected by the Market Technicians Association as the official companion to its prestigious Chartered Market Technician (CMT) program, this book systematically explains the theory of technical analysis, presenting academic evidence both for and against it. Using hundreds of fully updated illustrations, the authors explain the analysis of both markets and individual issues, and present complete investment systems and portfolio management plans. They present authoritative, up-to-date coverage of tested sentiment, momentum indicators, seasonal affects, flow of funds, testing systems, risk mitigation strategies, and many other topics.*

*This edition thoroughly covers the latest advances in pattern recognition, market analysis, and systems management. The authors introduce new confidence tests; cover increasingly popular methods such as Kagi, Renko, Kase, Ichimoku, Clouds, and DeMark indicators; present innovations in exit stops, portfolio selection, and testing; and discuss the implications of behavioral bias for technical analysis. They also reassess old formulas and methods, such as intermarket relationships, identifying pitfalls that emerged during the recent market decline. For traders, researchers, and serious investors alike, this is the definitive book on technical analysis.*

*"The book's chapters provide background on how and why the CIPP (Context, Input, Process, Product) Model was developed; a detailed presentation of the model; an explanation of the key role of an evaluation-oriented leader, who can decide what and when to evaluate; detailed presentations on evaluation design, budgeting, and contracting; procedures and tools for collecting, analyzing, and reporting evaluation information; and procedures for conducting standards-based meta-evaluations (evaluations of evaluations). These topics are interspersed with illustrative evaluation cases in such areas as education, housing, and military personnel evaluation"--*

*Drug overdose, driven largely by overdose related to the use of opioids, is now the leading cause of unintentional injury death in the United States. The ongoing opioid crisis lies at the intersection of two public health challenges: reducing the burden of suffering from pain and containing the rising toll of the harms that can arise from the use of opioid medications. Chronic pain and opioid use disorder both represent complex human conditions affecting millions of Americans and causing untold disability and loss of function. In the context of the growing opioid problem, the U.S. Food and Drug Administration (FDA) launched an Opioids Action Plan in early 2016. As part of this plan, the FDA asked the National Academies of Sciences, Engineering, and Medicine to convene a committee to update the state of the science on pain research, care, and education and to identify actions the FDA and others can take to respond to the opioid epidemic, with a particular focus on informing FDA's development of a formal method for incorporating individual and societal considerations into its risk-benefit framework for opioid approval and monitoring.*

*Kirkpatrick's Four Levels of Training Evaluation*

*A Practical Guide for Effective Evaluation of Training Programs: Easyread Super Large 20pt Edition*

*Technical Analysis*

*Learning Analytics*

*A Radical Rethinking of a Dangerous Art Form*

*Measuring Impact and Calculating ROI*

*Performance-focused Smile Sheets*

*Each year, organizations spend millions of dollars trying out new innovations and improvements--and millions will be wasted if they can't quickly find out what's working and what is not. The Success Case Method offers a breakthrough evaluation technique that is easier, faster, and cheaper than competing approaches, and produces compelling evidence decision-makers can actually use. Because it seeks out the best stories of how real individuals have actually used innovations, The Success Case Method can ferret out success no matter how small or infrequent. It can salvage the few "gems of success from a larger initiative that is not doing well or find out how to make a partially successful effort even more successful. The practical methods and tools in this book can help those who initiate and foster change, including leaders, executives, managers, consultants, training directors, and anyone else who is trying to make things work better in organizations get the greatest returns for their investments.*

*A Step-by-Step Guide to Showing the Value of Soft Skill Programs As organizations rise to meet the challenges of technological innovation, globalization, changing customer needs and perspectives, demographic shifts, and new work arrangements, their mastery of soft skills will likely be the defining difference between thriving and merely surviving. Yet few executives champion the expenditure of resources to develop these critical skills. Why is that and what can be done to change this thinking? For years, managers convinced executives that soft skills could not be measured and that the value of these programs should be taken on faith. Executives no longer buy that argument but demand the same financial impact and accountability from these functions as they do from all other areas of the organization. In Proving the Value of Soft Skills, measurement and evaluation experts Patti Phillips, Jack Phillips, and Rebecca Ray contend that efforts can and should be made to demonstrate the effect of soft skills. They also claim that a proven methodology exists to help practitioners articulate those effects so that stakeholders' hearts and minds are shifted toward securing support for future efforts. This book reveals how to use the ROI Methodology to clearly show the impact and ROI of soft skills programs. The authors guide readers through an easy-to-apply process that includes: • business alignment • design evaluation • data collection • isolation of the program effects • cost capture • ROI calculations • results communication. Use this book to align your programs with organizational strategy, justify or enhance budgets, and build productive business partnerships. Included are job aids, sample plans, and detailed case studies.*

*A Story of Tender Truths About a Woman's Desperate Efforts to Shelter Her Family Determined to raise her children on her own terms, Emma suddenly finds herself alone and pregnant with her third child, struggling to keep her family secure in the remote coastal forest of the Washington Territory. With loss and disappointment as her fuel, she kindles a fire that soon threatens to consume her, making a series of poor choices that take her into dangerous relationships. As clouds of despair close in, she must decide whether to continue in her own waning strength or to humble herself and accept help from the very people she once so eagerly left behind. Based on a True Story*

*Employee engagement, impact, ROI--if you can't connect the three, your program's in trouble. The number of employees who sleepwalk through the day or undermine the work of their engaged counterparts is on the rise. More and more companies are turning to engagement programs to recoup lost revenue and productivity. But these pricey endeavors can lose critical funding when they are designed without business impact in mind. In Measuring the Success of Employee Engagement, renowned experts Jack Phillips and Patti Phillips and knowledge organization expert Rebecca Ray help you make the business case for an employee engagement initiative. More important, you'll discover what it takes to build a program with the end in mind. By following real case studies that show the Phillips's ROI Methodology in action, you'll learn how to avoid narrowly focusing your efforts on behavioral outcomes alone. Measuring the Success of Employee Engagement is an essential resource for all who support employee engagement efforts, from the chief learning officer to individual members of employee engagement teams. Ensure that your employees drive innovation and increase sales with an engagement program that earns its keep.*

*Evaluation and Control of Training*

*Implementing the Four Levels*

*Level 5 Evaluation*

*A Tendering in the Storm*

*Chasing Water and Dust Across California*

*Isolation of Results*

Measure the business impact--and return on investment--of any consulting project! Consulting clients want to know that the large fees they pay will bring measurable results to their organization--and successful consultants work hard to communicate the value of their work to clients. The problem is, both consultants and clients have been using methods for measuring the impact of the consultant's work. The Consultant's Scorecard offers solutions to this "accountability crisis" in the consulting profession by explaining how consultants can prove the value of their work to clients. Just as important, the book explains how clients can--and should--hold their consultants accountable. Written for both consultants and clients, The Consultant's Scorecard offers simple data collection techniques to help consultants in any industry measure the value of their work for clients in six key areas: client satisfaction; new knowledge and skills acquired by the client; successful project implementation; business unit impact; return on investment; and client retention. The Consultant's Scorecard is the first book to present a comprehensive, practical approach to showing the bottom line of consulting. Using proven techniques, supported by examples from leading companies, six key measures are developed to show the complete impact of consulting, including measuring ROI. This balanced approach to measure consultants who want to show the value of their interventions, and for clients who want to hold their consultants accountable for delivering measurable results. Jack Phillips' unique approach to measuring the return on investment of consulting makes The Consultant's Scorecard a must read for anyone involved in the consulting process."

No. 1 best-seller, The Seven Habits of Highly Effective People.

Determine the ROI for learning. Discover how to evaluate whether learning objectives are being met in your organization. In this course, Jeff Toister explores several popular models for determining the effectiveness of a class or training course, and provides a framework for applying these models. This includes creating an evaluation strategy, collecting data, and making recommendations for improvements. The Kirkpatrick Model, the Phillips ROI Methodology, and Brinkerhoff's Success Case Method are discussed in depth, as well as alternative approaches such as predictive analytics. These tools will give you the data to validate your current training strategy or recommend data-driven improvements to the way your participants are actually learning. Check the exercise files for sample evaluation plans, reports, checklists, and worksheets that you can use to evaluate your own employee development program.

This book addresses the most critical challenge facing evaluators: isolating the effects of the solution from other influences. The techniques are presented beginning with the most credible, rigorous approaches and moving to the more subjective approaches. The weakest technique (which is using estimates) is made as credible as possible.

The book is devoted to using estimates, including clear and proven steps for increasing the reliability and validity of the estimation process.

This book, "Performance-Focused Smile Sheets," completely reimagines the smile sheet as an essential tool to drive performance improvement. Traditional smile sheets (i.e., learner response forms, student reaction forms) don't work! Decades of practice shows them to have negligible benefits. Scientific studies prove that traditional smile sheets are not working results! Yet still we rely on smile sheets to make critical decisions about our learning interventions. In this book, Dr. Will Thalheimer carefully builds the case for a new methodology in smile-sheet design. Based on the learning research, "Performance-Focused Smile Sheets" shows how to write better questions, more focused on performance, and how to deploy smile sheets to our learners to get valid feedback--feedback that can be used to help us as trainers, instructional designers, teachers, professors, eLearning developers, and chief learning officers build virtuous cycles of continuous improvement.

How to Evaluate for Improvement and Accountability

Kirkpatrick and Beyond

Engaging with Actor-Network Theory as a Methodology in Medical Education Research

The Consultant's Scorecard: Tracking Results and Bottom-Line Impact of Consulting Projects

Defining the Impact of the Program

Return on Investment in Training and Performance Improvement Programs

Using the Four Levels to Improve Performance: Easyread Large Bold Edition