

# Mini Series Considering Project Evaluation <Part 2>

Further to the last part in Issue 61, we would like to discuss evaluation methods. In this issue, we would like to focus on the stage of utilizing evaluation results as the next step. One important point is to make sure that evaluation exercises do not become “evaluations for the sake of evaluation”. Instead, results of the evaluation must be utilized in planning subsequent actions.

Various training activities take place in projects aiming at human resource development. As we mentioned in the last part, what is important is the content, training materials, and their effectiveness as well as the quality of trainers. Here we would like to look at evaluation of trainers and training courses, and how we could utilize these evaluations to improve future training, using a concrete example.

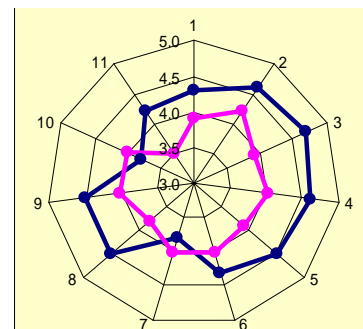
In this example, in order to evaluate trainer’s quality, a questionnaire was developed comprising some 20 questions. Trainees and training observers rated each question using five grades from “absent” to “excellent”. The results were captured in a radar chart. The following is an example of the trainer evaluation sheet and chart.

Example of trainer evaluation sheet

Evaluation method for trainer performance in giving lecture						
Put * mark in the square which express the skill degree of trainer for each element as follow:						
No	Evaluation element	absent	weak	acceptable	good	excellent
1	Expressing him self well and give welcomes to trainees					
2	Introduction of lecture is stimulating and clear					
3	Showing the objectives of lecture					
4	Showing the relationship between the current and the previous lecture					
5	Preparing handouts of lecture and delivering to the participants					
6	Used the training aids					
7	Preparing the training aids by making ready to use					
8	Used many methods to tempt attention					
9	Giving a chance for trainees to participate					
10	Answered the trainees questions positively					
11	His ability to process the subject of lecture					
12	Expressing about his enthusiasm toward the subject					
13	Asking exciting questions to attract the attention of the participants					
14	His performance refers to his self-confidence					
15	His voice and pronunciation is clear					
16	His explanation is understandable and easy to follow					
17	He gave something new and/or useful to the participants					
18	Facilitating group discussion / workshop in good way					
19	Using body-language (moving communications)					
20	Create a good learning environment within the training program					
21	Emphasis on the important points					
22	Collect the important points together with a rational series					
23	Time allocation to each subject of the lecture					
24	Sharing trainees in the abstracting the lecture					
25	Using questions in order to know the level of understanding of the participants					

The example chart shows evaluation on two different trainers using the same evaluation items. In this case, the difference in quality of the two trainers is very clear. It is also easy to see which aspects are each trainer’s strengths and weaknesses. For each trainer, it gives a good opportunity to know one’s own strengths and weaknesses following evaluation by others.

Example of trainer’s evaluation



It is clear that we can obtain useful information from this kind of trainer evaluation. We also learned that once people see the difference between trainers, the focus of evaluation tends to become comparative and marking, falling into a pitfall situation whereby the evaluation exercise becomes the objective in itself. In order to avoid the “evaluation for the sake of evaluation” phenomenon, the “next step” of improving on the areas which are evaluated as weak becomes extremely important.

The next step is to utilize the evaluation results for improvement. There are different methods of utilizing the results: 1) results should be shared with individual trainers in confidence so that they realize their weaknesses; 2) provision of individual guidance on how to improve on the weaknesses; 3) conduct training and workshop to enhance trainer’s capacity.

Along the line of thinking to evaluate trainers, it is possible also to evaluate training courses themselves. Using the rating with evaluation sheet and translating them into radar charts, it is possible to visualize the assessment results. In terms of the evaluation of training courses, it is also important not to stop at pointing out weaknesses based on the results. The more important part of the evaluation is to develop a “prescription” for improving on the weaknesses and based on the prescription make an effort to refine the courses.