

Training Programs Evaluation

Reflexions concerning the evaluation of a policy
for employability



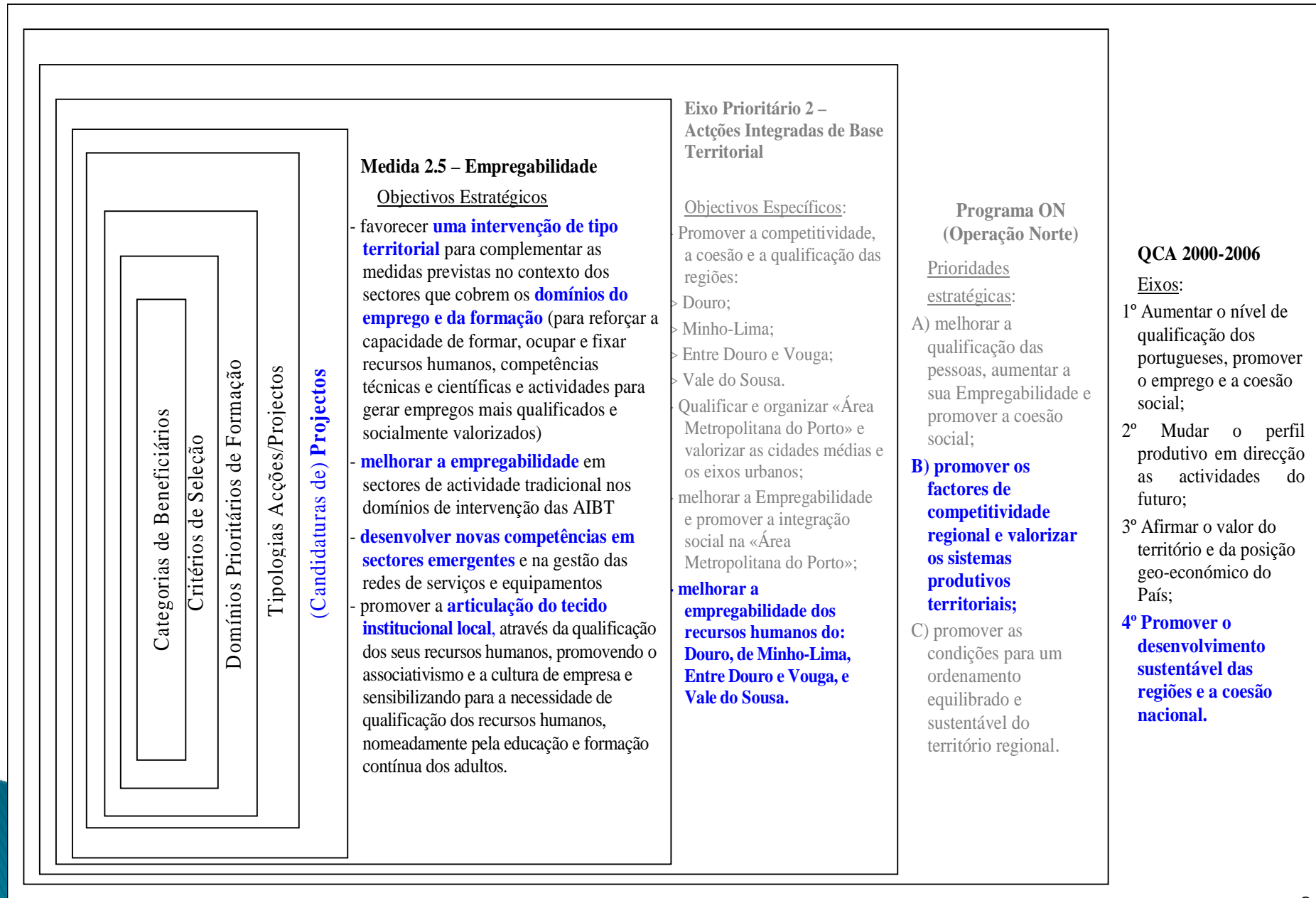
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Context – The Program

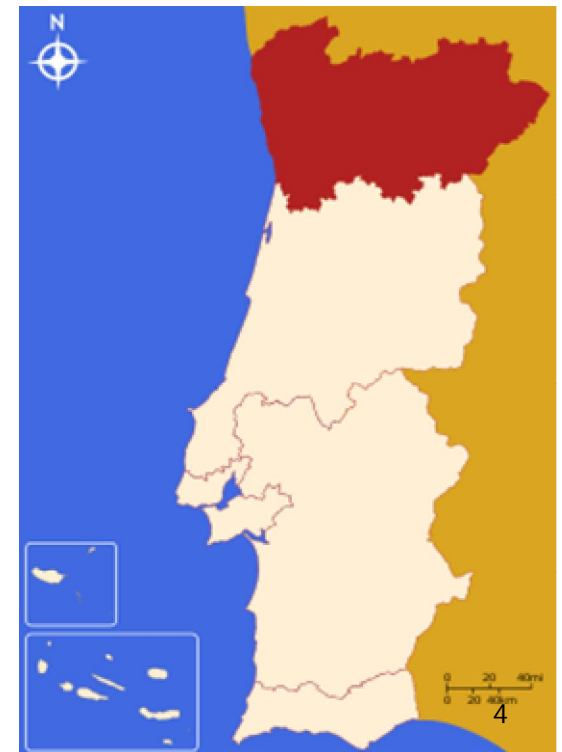
- ▶ Community Support Framework of the European Union (2000-2006)
- ▶ Axis 4 "**Promoting the Sustainable Development of Regions and National Cohesion**"
- ▶ Portugal – North Region
- ▶ Development of an Operational Program "**Medida 2.5 – Empregabilidade**":
 - cohesion
 - enhance competitiveness
 - socio-economic dynamics

Anexo 1: Contextualização da Medida 2.5: QCA III ⇒ Programa ON ⇒ Eixo Prioritário 2



Context – The Program

- ▶ An extensive training program – adult vocational education
- ▶ Workers and unemployed people
- ▶ Higher education / basic schooling
- ▶ “Voluntary”
(non mandatory)



Program Evaluation

- ▶ Who commissions the evaluation - a public organization (local) depending on the government of Portugal
- ▶ Evaluators: Academic team highly qualified
- ▶ Object of evaluation clearly determined: **training program and its results**
- ▶ (What was wrong? No cohesion, no employment, no employability...)

Program Evaluation – the request

- ▶ The trainers were good?
- ▶ Trainees meet their obligations, their contracts of trainees?
- ▶ The training content was appropriate?
- ▶ The methodologies and training strategies were appropriate?
- ▶ How to improve? (2003)

Program evaluation

- ▶ a very important issue: pre-defining the object (purpose) of evaluation.
- ▶ consequences: we find what we seek
- ~~▶ a very important issue: pre-defining the object (purpose) of evaluation.~~
- ~~▶ consequences: we find what we seek~~
- ▶ a very important issue: the non pre-definition of evaluation object (purpose).
- ▶ consequences: **find beyond the predictable**

Evaluation Model

- ▶ Negotiation; communication
 - deal with the issue of “powers” in the evaluation process
 - confront the implicit and unquestioned ideas about the formation
- ▶ evaluation object builds up as the evaluation takes place, and that negotiation process occurs
- ▶ foster a work of self-analysis - usually reveal what is hidden in organizations: the implicit norms, hierarchical relationships; the structural rigidity; the “preconceived ideas” about the formation...

Some preconceived ideas about the formation...

- ▶ linear relationship between education/training and employability
- ▶ the relationship between education/training and “world of work is established on a subordination basis (WORK > education/training)
- ▶ Development = economic development
 - Development concept is identified with economic development. This one results from the accumulation of individual qualifications mainly focused on the productive dimension of individuals

Some preconceived ideas about the formation...

- ▶ the design of training is rooted in the concept of the school model
 - clear division of tasks
 - asymmetric distribution of power and knowledge
 - asymmetric distribution of knowledge
 - learning is based on procedures undertaken individually
 - teaching as an activity where the individual rhythms can easily match (1 trainer + many trainees at the same time, same place and doing the same activity)

Some preconceived ideas about the formation... The Changes...

- ▶ Taking into account such implicit, the design of training projects articulates cognitively employability training and development.
- ▶ This produces a clear effect in terms of defining what is the quality and effectiveness of training.
- ▶ The debate between the team of evaluators and the team who requested the assessment was heavily influenced by these preconceived ideas.

Some preconceived ideas about the formation... The Changes...

- ▶ This debate focused on the concept of employability, training, development.
- ▶ The debate allowed to break with traditional evaluation design focused on checking the degree of conformity of products and objectives

Back to the context - Medida 2.5 -
Empregabilidade

(Policy 2.5 - Employability)

Evaluation Model

- ▶ an evaluation model contextualized in the fourth generation of evaluation - the construction of meaning
- ▶ build a more elucidated the phenomena in which we participate
- ▶ bring into the equation or technical issues or ethical issues (questions about the values)
- ▶ evaluation is an eminently political act develops around choices, ie, about perspectives and attitudes towards the world

Evaluation Models

- ▶ Do evaluation models make a difference?
- ▶ What consequences in the production of evaluation results
- ▶ Evaluation model:
 - > to think...
 - > to improve interventions...
 - > to redefine sectorised interventions