

Continuous Improvement in VET

Self-evaluation Model

A six-stage self-evaluation model for teams to achieve continuous improvement with initiatives or projects.

Research by Reframing the Future has shown conclusively that self-evaluation by project or work teams is critical to the achievement of continuous improvement and desired outcomes.

The following six-stage model, adapted from Brinkerhof (*Achieving Results from Training*, 1987, p.26), sets out suggested self-evaluation questions and strategies that can be applied to any initiative or project to assist teams to achieve their desired outcomes. The model may be customised to suit your initiative or project.

Evaluation stage	Some key evaluation questions to be considered by teams	Some useful evaluative strategies for teams
1. Goal setting stage (what is the need?)	How great is the need, problem or opportunity? Is it amenable to being managed as a project? Is the undertaking of a project better than alternative approaches to meeting your needs? Is the proposed project likely to work and pay off for both the individual and the organisation? Are criteria available for use later, to judge whether the project has paid off?	Organisational audits and data gathering (strengths and weaknesses) Skill audits (pre-test) Prediction of the likely outcomes and limitations of a project or initiative Development of criteria to measure the project's performance
2. Project design stage (what will work?)	What approach to the project might work best? Is project methodology A better than methodology B? Is the selected methodology good enough to implement?	Literature review on possible project methodologies Expert advice on methodology Participant input on preferred methodology Preparation of a project action plan
3. Program implementation stage (is it working?)	Has the project been implemented as it was supposed to be? Is it on schedule? What problems are emerging? What really took place? Did the team like it? What did it cost?	Observations Check original schedules and goals Collaborative review of progress by facilitator and participants Preparation of a mid-term report
4. Immediate outcomes stage (did the team members develop new skills, knowledge, attitudes – SKAs?)	What skills, knowledge, attitudes (SKAs) did the team members learn? How well did they learn?	Reflective activities Observations Skill audits (post-test)
5. Outcomes usage stage (are the team members using the new skills?)	How are team members using the SKAs learnt? How well are they using the SKAs? What parts of the SKAs are they using?	Observations Questionnaire Self, peer and supervisor reports Interviews
6. Impacts and worth stage (did the project make a worthwhile difference?)	What difference do the SKAs make? Has the original need been met? Was the project worth it, for the individual participant and the organisation? What are all the outcomes from this project?	Organisational audits (strengths and weaknesses) Interviews Preparation of a final report

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