PROJECT CYCLE MANAGEMENT (PCM) EVALUATION PROCESS

Ertan Altınsoy PhD. (School of Foreign Languages)
Serkan Boyraz PhD. (School of Foreign Languages)

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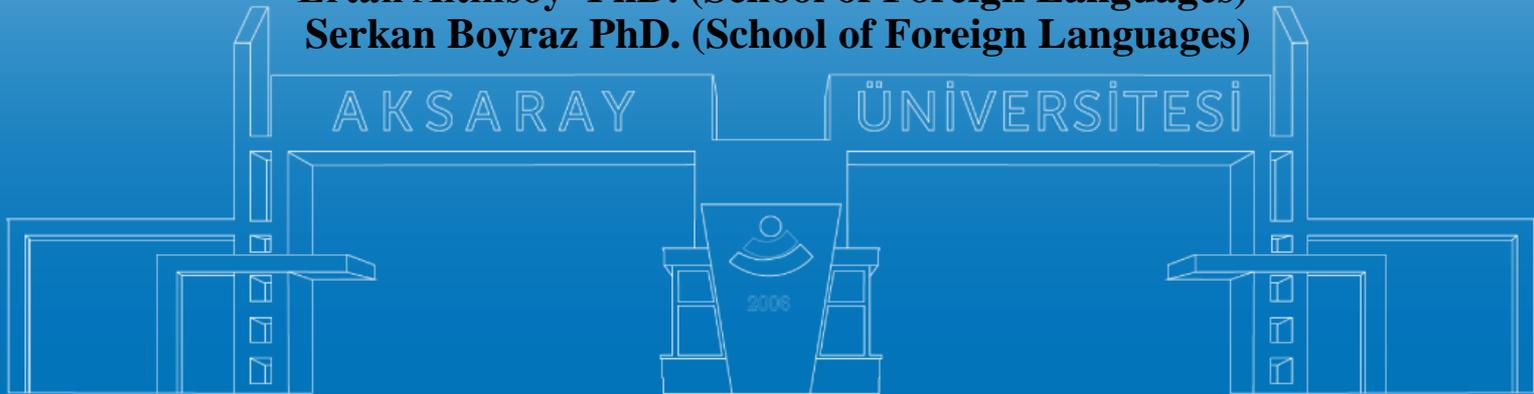
By the end of this training you will be able to:

• Define what evaluation is,

• Realize why evaluation is necessary to evaluate progress

• familiar the with popular performance evaluation methods.

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DEFINITIONS:

Volunteering involves all forms of voluntary activity in any location, whether formal or informal, full-time or part-time, occurring regularly or sporadically."

DEFINITIONS:

Evaluation involves analysing the information you have collected to answer questions about how well the volunteer programme is doing, and to identify any gaps and improvements you can make.

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DEFINITIONS:

EVALUATION

INPUT → OUTPUT → OUTCOME

EVALUATION PROCESS:

INPUT: time, money, and resources that enable you to operate your volunteer program.

OUTPUT: quantitative measures such as facts, figures and statistics (HARD DATA)

OUTCOMES: changes that the volunteer programme has made to the organisation and its members, and includes qualitative impacts such as enabling clients to develop new skills and boost their confidence (SOFT DATA)

Outputs and outcomes are measured by performance indicators, which help you assess how well your volunteering programme is doing.

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WHY TO EVALUATE PROGRESS?

- Monitor where the volunteering program is at,

- Reflect on the quality of the current program,

- measure to what extent you are meeting any specific aims of your volunteer programme

- identify the impact that volunteers have on your organisation, both in terms of their contribution and their economic value

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WHY TO EVALUATE PROGRESS?

- Identify areas in your volunteer programme that may need improvement

- Discuss volunteer success and build self-esteem,

- Build credibility within the community,

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TYPES OF EVALUATION

- Self Evaluation

- Behavioral Checklist

- 360 Degree Feedback

- Ratings Scale

- Evaluation by Objectives

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TYPES OF EVALUATION

Self Evaluation

- an opportunity for the volunteer to judge his or her own performance based on predetermined criteria and questions that you provide

- **Purpose:** to take an honest look at own performance and areas of improvement

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TYPES OF EVALUATION

Self Evaluation

- essential for recognising the strengths and weaknesses of volunteers and lead to quality improvement of their skills, respectively to their work.

- relies on improving the achievements in the organisation's own objectives through the professionalisation of decision-making

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TYPES OF EVALUATION

Self Evaluation

Evaluation is considered self-evaluation if volunteers evaluate only their own role in the process that is evaluated.

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• Self Evaluation (Samples)

STUDENT SELF-EVALUATION OF VOLUNTEER/WORK EXPERIENCE

Student: _____

Program: **Graduation Transition Plan**

Placement: _____

Job Description: _____
_____

Dates of Employment
From: _____

To: _____

Total Hours: _____

Please rate yourself by circling the number which best describes your performance for each of the criteria.

4	Outstanding	3	Good
2	Fair	1	Needs improvement
N/A (not applicable)			

GENERAL WORK SKILLS YOU HAVE DEVELOPED

Personal and Social Aptitudes

Acceptance of constructive criticism	4	3	2	1	NA
Appearance	4	3	2	1	NA
Punctuality	4	3	2	1	NA
Attendance	4	3	2	1	NA
Courtesy (with public & workers)	4	3	2	1	NA
Dependability and responsibility	4	3	2	1	NA

Work Qualities and Habits

Effort (initiative, eagerness, effectiveness)	4	3	2	1	NA
Dexterity (speed, accuracy, organization)	4	3	2	1	NA
Follow through (completing tasks, projects)	4	3	2	1	NA

Communication Skills

Verbal (speaking clearly)	4	3	2	1	NA
Listening (able to follow directions)	4	3	2	1	NA
Questioning (asking appropriate questions)	4	3	2	1	NA
Non-verbal (eye contact, body language)	4	3	2	1	NA
Written (writing clearly, concisely, & legibly)	4	3	2	1	NA

Specific Work Skills Learned During Volunteer/Work Placement

What have you learned from this experience that you can or will apply in the future?

Student Signature: _____

Date: _____

Self Evaluation (Samples)

Name& Surname: ………………………………..   Date: ……………………………….

1. What have you enjoyed most about volunteering?

2. What did you find most challenging / what would you do differently?

3. Was the estimated time to accomplish your volunteer work realistic?

4. Did the Friends provide adequate orientation, training, supervision and resources for you to accomplish your job?

   Comments and suggestions for improvement:

5. Were other volunteers and staff receptive and appreciative of your volunteer work?

   Comments:

6. I would rank my performance as:
   - Superior, exceeding expectations
   - Excellent, met expectations
   - Needing improvement, did not meet expectations

   Comments to explain above answer:

7. What type of work and time commitment do you desire for next year? (i.e., same position, new challenges, departure, etc.)

8. What suggestions do you have for ways to improve the volunteer program?

9. How likely are you to recommend the volunteer program to others?
   - Very likely
   - Somewhat likely
   - Not very likely

10. Other comments, suggestions, etc.

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TYPES OF EVALUATION

Self Evaluation

WORKSHOP

TYPES OF EVALUATION

Self Evaluation

WORKSHOP

MODEL

DISCOVER	DEFINE	DEVELOP	DELIVER
SKILL DESCRIPTION →	ELEMENTS →	ASSESMENT GUIDE →	QUALITY CRITERIA
Capabilities	Action indicative skill/ behaviour	Indicators	How well?

TYPES OF EVALUATION

Self Evaluation

WORKSHOP
THE PROCESS

- Deriving Questions

Define the Challenge

Discovery

- I have a challenge / need

- I have learned sth

Interpretation

Generate Ideas

- I see an opportunity

- I have an idea

Create a Prototype
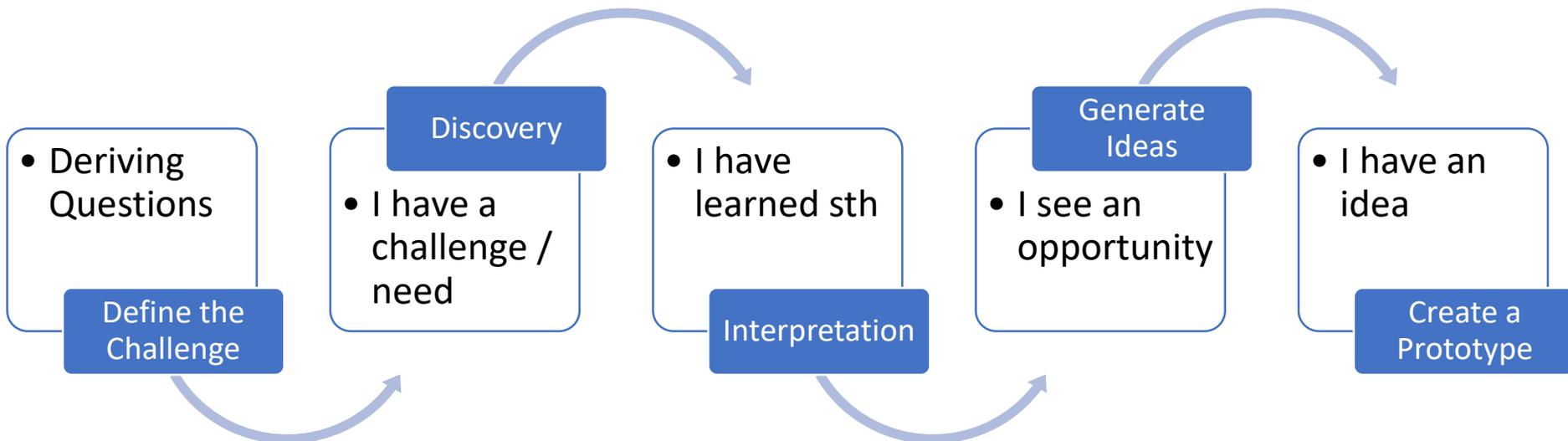
TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 1:SKILLS DESCRIPTION-CAPABILITIES/DISCOVER

Challenge: to identify their skills by using self-evaluation and group comparison: identifying current skills by reflecting on your past and current performance as a volunteer and in comparison with the experiences of other volunteers

INSTRUCTIONS (Use the given template)

Form a circle, and then follow the guidelines below:

• Take some minutes to think about a situation where as a volunteer you actively engaged in solving a problem or performing a specific task and identify the skills you have used and the ones that you could have used.

• One by one share them with the group.

• Note the same things for the other volunteers,

• Comment on the skills that your peers used or could have used in the situation they described.

TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 2:ELEMENTS/DEFINE

Evaluate your current skills

You have already identified a list of skills emerged from your previous experiences. Now, have a look at the set of skills below:

1. CONFLICT RESOLUTION   2. RESPECT   3. ACTIVE AND PASSIVE COMMUNICATION

4. CRITICAL THINKING   5. EMPATHY AND ALTRUISM   6. INTERCULTURAL UNDERSTANDING 7. DIGITAL COMPETENCE 8. ADAPTABILITY   9. TEAM WORKING

10. ASSESSMENT AND RECOGNITION OF ONE'S SKILLS 11. TIME MANAGEMENT

12. PROBLEM-SOLVING 13. TAKING INITIATIVE   14. ORGANIZATIONAL SKILLS

TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 2:ELEMENTS/DEFINE

Evaluate your current skills

See if the skills you have identified coincide and/or fit with those on the list, insert them using the skills

number in the 14 skills column of THE TEMPLATE GİVEN and discuss together the reason why you

have inserted the skill you have identified under on the 14 skills. Afterwards, individually proceed with

the self-evaluation of Exercise 2.

TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 2:ELEMENTS/DEFINE

Evaluate your current skills

- With a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) volunteers discuss strong and weak aspects in their skills and work, and also their main opportunities and threats. The main goal is to enhance or keep the strengths and eliminate the weaknesses and threats that create weaknesses.

- Complete the table of Template 2 by using the skills listed above by either inserting them in the table or using them as your main reference in answering the open questions.

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TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 3:ASSESSMENT GUIDE/DEVELOP

Future skills for volunteering

- • Select the skills that you think are most appropriate and complete the given table by ticking with an X the degree of competence he/she should have Note that the table describes a "good" volunteer, not a "perfect" one. A good volunteer already has relevant skills but has always things to improve. On this stage volunteers can develop a plan for achieving and training the future skills they need to develop

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TYPES OF EVALUATION

Self Evaluation

WORKSHOP-Stage 4:QUALITY CRITERIA/DELIVER

Future skills for volunteering (Use Template 3)

- On the left column make a list of the skills for your future profile. On the right, score from one to ten each skill or competence, depending on how important it could be in relation to the work you are analysing. Once the document is done with the punctuation, match all the scores to get a line connecting the dots with a pen. This line represents the future skills you need for this activity or organization.

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TYPES OF EVALUATION

BEHAVIORAL CHECKLIST

A behavioural checklist is a quantitative and subjective analysis - conducted by the leader or manager - of how closely an volunteer's behaviors align with voluntary work requirements.

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TYPES OF EVALUATION

BEHAVIORAL CHECKLIST

In these reviews, the manager or leader responds to a list of carefully worded yes-or-no questions that relate to desired behaviors. Each question is given a weighted value, and the answers are then measured to see where they fall within predefined grading criteria

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BEHAVIORAL CHECKLIST (Samples)

VOLUNTEER PERFORMANCE EVALUATION

Name:_____

Supervisor: _____ Date: _____

Volunteer Vision Statement: We celebrate the unique contributions of our volunteers who join us as steadfast ambassadors of XYZ Organization and leaders in providing [services].

The purpose of this evaluation is to help our volunteers work to their greatest potential and to help XYZ better involve volunteers in participating in their success at XYZ.

Please assess the above named volunteer by considering the following competencies and key behaviors. [This statement can be directed toward either staff or a volunteer who does a self-assessment.]

Please rate each item as Excellent, Good, Fair, or Poor, and feel free to include your comments in the appropriate section.

	EXCELLENT	GOOD	FAIR	POOR	COMMENTS
1. Adheres to XYZ's policies					
2. Adheres to XYZ's policies					
3. Desires to grow and learn					
4. Displays integrity					
5. Displays appropriate enthusiasm and/or attitude					
6. Follows instructions					
7. Gives and takes feedback well					
8. Handles difficult situations effectively and appropriately					
9. Handles difficult people [visitors, volunteers, staff] effectively and appropriately					
10. Leads when appropriate					
11. Conducts him/herself in professional manner at all time					
12. Manages time efficiently					
13. Quality of work performed					
14. Punctuality/Attendance					
15. Respectfulness					
16. Respects confidentiality					
17. Responsiveness					
18. Self-motivated					
19. Shares XYX's mission					
20. Concern for participants [clients, visitors, customers, etc.]					
21. Willing to help where needed					

Thank you for completing this evaluation. Please return it to XXXXX by XXXX date. The results will be shared with the volunteer and staff partners.

Self Evaluation (Samples)

Name& Surname: ……………………………..   Date: …………………………….

1. What have you enjoyed most about volunteering?

2. What did you find most challenging / what would you do differently?

3. Was the estimated time to accomplish your volunteer work realistic?

4. Did the Friends provide adequate orientation, training, supervision and resources for you to accomplish your job?

   Comments and suggestions for improvement:

5. Were other volunteers and staff receptive and appreciative of your volunteer work?

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6. I would rank my performance as:
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7. What type of work and time commitment do you desire for next year? (i.e., same position, new challenges, departure, etc.)

8. What suggestions do you have for ways to improve the volunteer program?

9. How likely are you to recommend the volunteer program to others?
   - Very likely
   - Somewhat likely
   - Not very likely

10. Other comments, suggestions, etc.

TYPES OF EVALUATION
BEHAVIORAL CHECKLIST

WORKSHOP

- Make a group of 6 people each of whom from different nationality

- Imagine your group is an organization or an NGO helping those with disabilities and you have volunteers working for your organization.

- Brainstorm on the soft skills that you want your volunteers to attain and create a list of criteria as basis for your checklist.

- Create the behavioral checklist as the final step.

-

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TYPES OF EVALUATION

360 Degree Feedback

- known as multi-source or multi-rater feedback assesment.

- is used to evaluate multiple volunteers and the effectiveness of the program.

- **Purpose:** help the volunteer develop and more fully realize his or her potential and to help the organization more effectively involve its volunteers

TYPES OF EVALUATION
360 Degree Feedback
Benefits

- The ability to enhance communication between volunteers and organization.

- Volunteers gaining a clearer understanding of their roles.

- A stronger program.

- More effective use of leader and agent skills.

- Increased prestige of volunteer leaders.

- Improve retention of volunteers and volunteer leaders

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TYPES OF EVALUATION
360 Degree Feedback
How to Implement

Step 1: Defining what to Evaluate and Measure

- Define what you hope to accomplish with the program or activity

TYPES OF EVALUATION
360 Degree Feedback
How to Implement

Step2: Designing the Instrument Tool
- Develop a well-constructed instrument tool that targets a specific audience.
- Construct more than one evaluation instrument with specific questions on areas to measure.
- Generate questions written specifically to the evaluation level being assessed.
- Create appropriate response scales according to what you are trying to measure.

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TYPES OF EVALUATION
360 Degree Feedback
How to Implement

Step 3: Gathering Data

- In order to have a high rate of participation, offer the instrument tool in several different formats, such as newsletters, e-mail, and Internet. The instrument should include some open-ended questions to ensure that it is brief, yet comprehensive.

TYPES OF EVALUATION
360 Degree Feedback
How to Implement

Step 4: Analyzing Data and Summarizing Results

- Results can be evaluated using a simple excel spreadsheet or a commercial statistical software package. The evaluator should be able to generate basic data analyses needed to measure the results of the assessment.

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TYPES OF EVALUATION
360 Degree Feedback
Sample

[PCM\360_degree_evaluations.pdf](PCM\360_degree_evaluations.pdf)

TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- one of the most frequently used performance evaluation methods,

- lists desired traits and behaviors for each role, then rates volunteers on each of those on a numbered scale,

- provides an objective, quantitative picture of volunteer performance,

- gives a quick, subjective representation of perceived performance for core competencies

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TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **Advantages**

- Easy to understand and use,

- Quantifying behaviors makes the appraisal system easier,

- Inexpensive to develop

TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **Disadvantages**

- Subjectivity of different evaluators

- Different types of biases

- Difficult to understand employees' strengths

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TYPES OF EVALUATION GRAPHIC RATINGS SCALE

- **How to use effectively**

- **1. Define your desired outcomes**

  - What do you want to measure?

  - What are your goals?

  - How will this data help the organization work towards the overall goals?

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TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **How to use effectively**

- **2. Try to use questions that are as objective as possible**

- Do you think the employee is excited to be at your organization?

- How effective is the volunteer in their role?

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TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **How to use effectively**

- **3. Use behavioral questions**

  - For each role you want to use the graphic scale for, define the key desired behaviors,

  - Go through each role, list the desired behaviors, and then create questions that help measure these behaviors most appropriately

  - Eg: Should the volunteers be a team player? Should they be innovative and creative? Should they be friendly and personable ?

TYPES OF EVALUATION
GRAPHIC RATINGS SCALE
- **How to use effectively**

- **4. Get answers to reflect the questions**

  - Once you've determined your questions, the next step is to create appropriate answers for them

  - Eg: Does the volunteer deliver work on time and adhere to deadlines?

    - "late," "on schedule," and "ahead of schedule."

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TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **How to use effectively**

- **5. Combine it with other performance evaluation methods**

  - helps minimize limitations,

  - provides a more accurate insight into an volunteer's performance

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TYPES OF EVALUATION GRAPHIC RATINGS SCALE

- **Sample**

Performance Criteria	Rating				
	1	2	3	4	5
Productivity			X		
Quality		X			

1. Unsatisfactory
2. Below expectation
3. Satisfactory
4. Above average
5. Outstanding

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TYPES OF EVALUATION
GRAPHIC RATINGS SCALE

- **Sample**

	Extremely poor	Bad	Average	Good	Excellent
Teamwork	○	○	○	○	○
Quality of work	○	○	○	○	○
Attention to detail	○	○	○	○	○
Ability to meet deadlines	○	○	○	○	○
Initiative	○	○	○	○	○

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TYPES OF EVALUATION
Management by Objectives (MBO)

- one of the best methods for the judgment of a volunteer's performance, where the managers/leaders and volunteers set a particular objective and evaluate their performance periodically

- depends on accomplishing the goal rather than how it is accomplished

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TYPES OF EVALUATION
Management by Objectives (MBO)

- employees from all levels participate together to fulfill the common organizational objective,

- tries to optimize the use of available resources to attain the defined objective

- provides a dynamic work environment as it allows freedom to attain the objective with the defined resources

- is goal oriented

- enhances job satisfaction in individual employees

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TYPES OF EVALUATION
MBO Process

TYPES OF EVALUATION
MBO (Workshop)

- Make a group of 6 individuals. Each group is a sports organization providing service for physically disabled people. 2 people in the group are managers or leaders of the group and the others are the volunteers

- Each group will set their own MBO following the steps provided in the process and present to the audience.

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TYPES OF EVALUATION MBO (Workshop)

- END OF THE PRESENTATION

- THANK YOU FOR YOUR ATTENTION

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