

# Corrections Officer Initial Training Course Evaluation

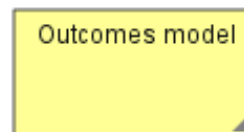
## Easy Outcomes Visual Evaluation Plan

This outcomes model has been visualized in DoView outcomes and evaluation software and uses the Easy Outcomes approach to developing a visual evaluation plan.

● [www.doview.com](http://www.doview.com)

● [www.easyoutcomes.org](http://www.easyoutcomes.org)

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## Executive summary

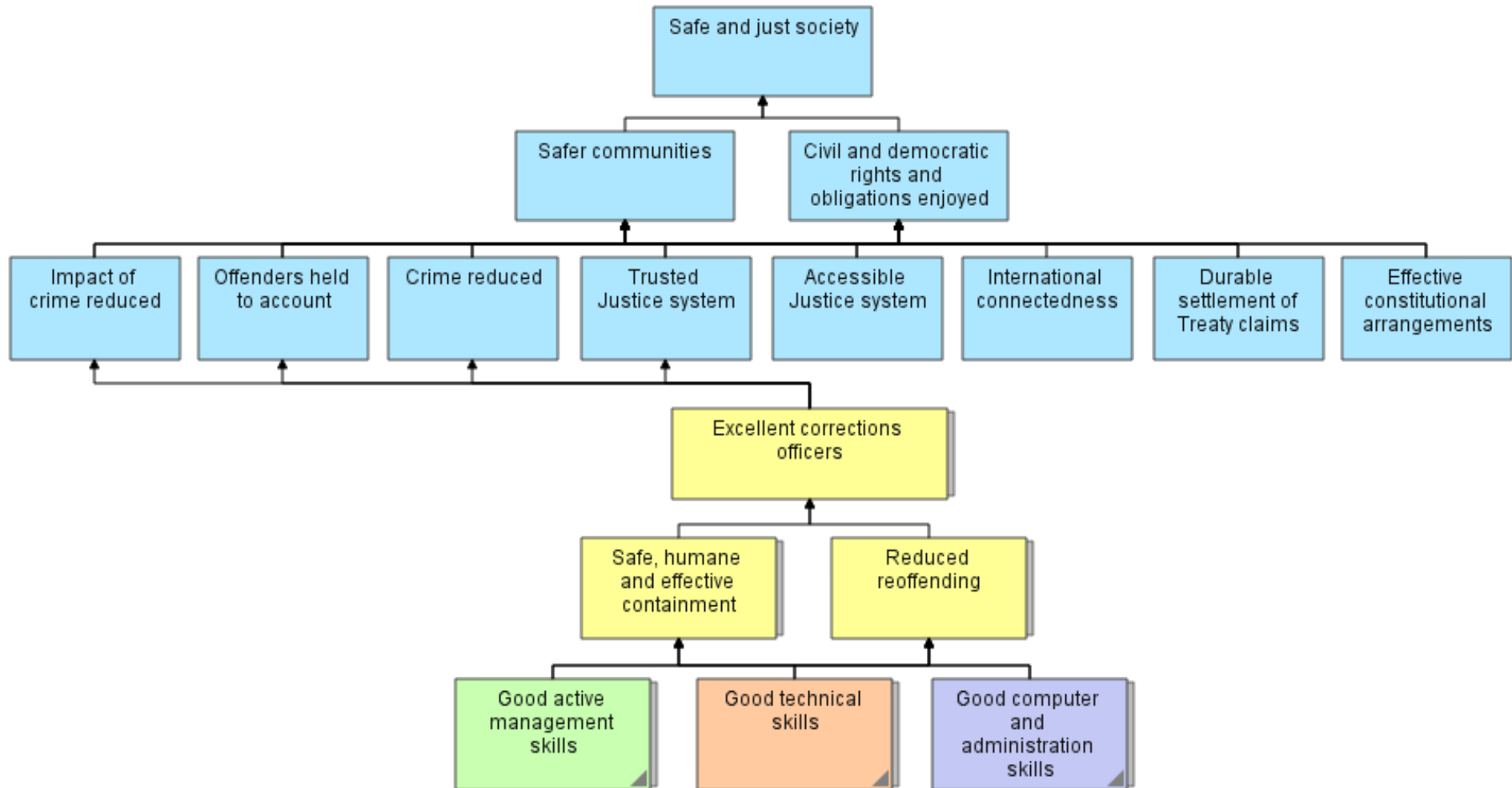
Four evaluation projects will be undertaken. The evaluation questions they will answer, the method and the timeframe have been summarised below

- Evaluation Project 1: Focus groups for initial training course redesign** Method: focus groups.  
Timing: 2005-2006.
  - What should recruits learn on initial training course?
  
- Evaluation Project 2: Immediate rating survey** Method: face to face rating surveys by buddies, tutors and supervisors.  
Timing: July-September 2008.
  - Overall, have corrections officers improved their skills immediately following training (as reported by supervisors)?
  - Which areas have improved the most and which the least immediately following training (as reported by supervisors)?
  
- Evaluation Project 3: Six month rating survey** Method: face to face rating survey by supervisors.  
Timing: March 2009.
  - Have skill levels changed six months following training (as reported by supervisors)?
  
- Evaluation Project 4: Course redesign based on evaluation findings** Method: expert analysis of the areas where rating surveys show problems.  
Timing: January-March 2009.
  - What should recruits learn on initial training course?

The relationship between these evaluation questions, which questions are answered by which evaluation projects, and how evaluation management issues will be dealt with are all set out in the following pages of this Easy Outcomes visual evaluation plan.

↑ Outcomes

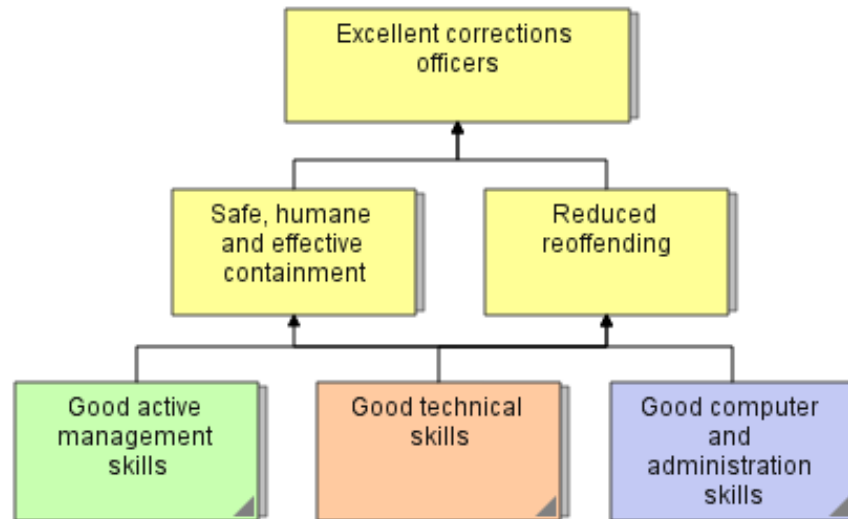
## Justice sector outcomes relationship to initial training programme



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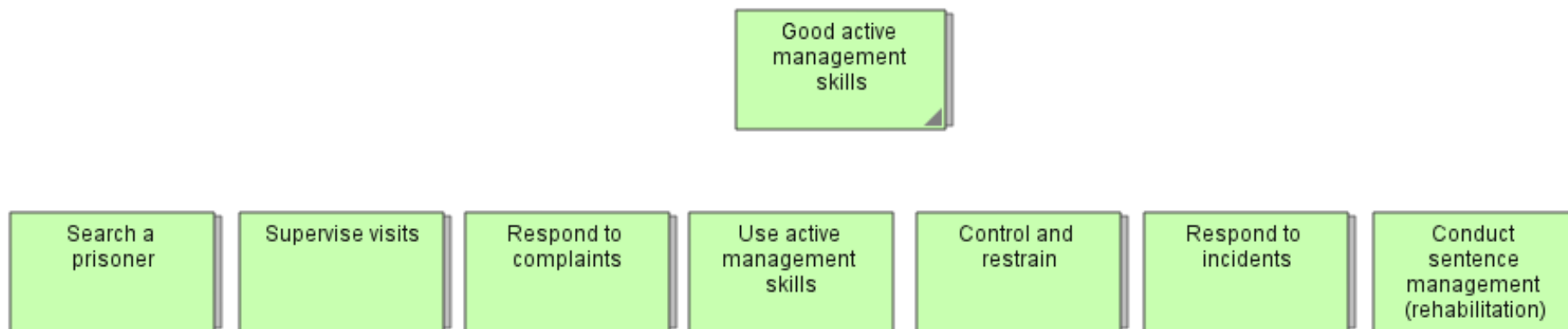
doview.com model

## Initial training course outcomes with evaluation questions



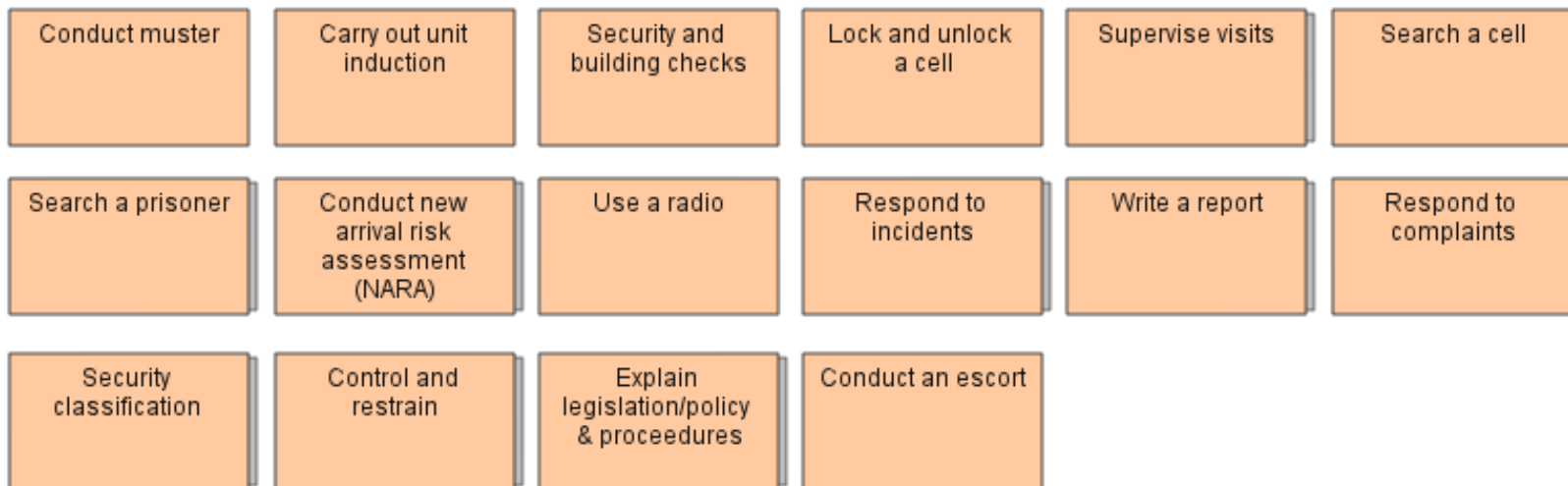
↑ Outcomes

## Good active management skills



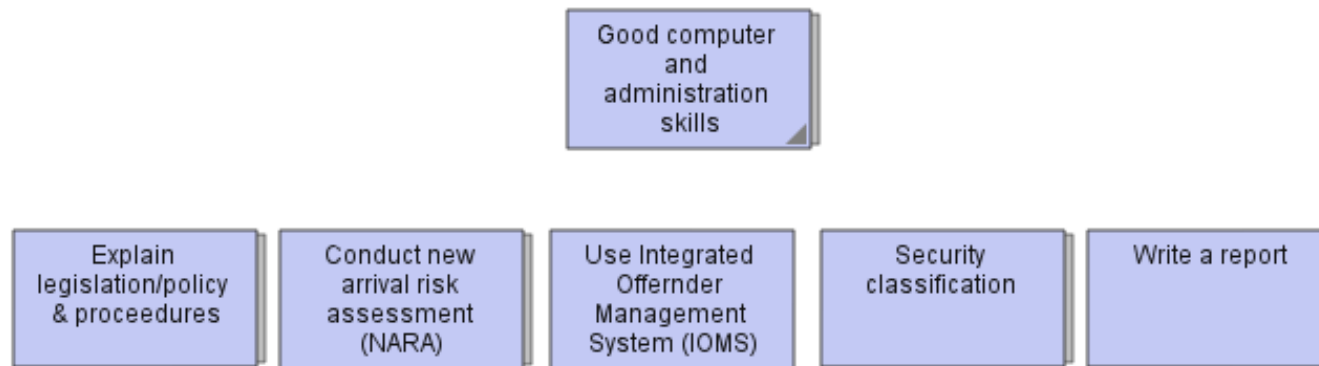
## Good technical skills

Good technical skills



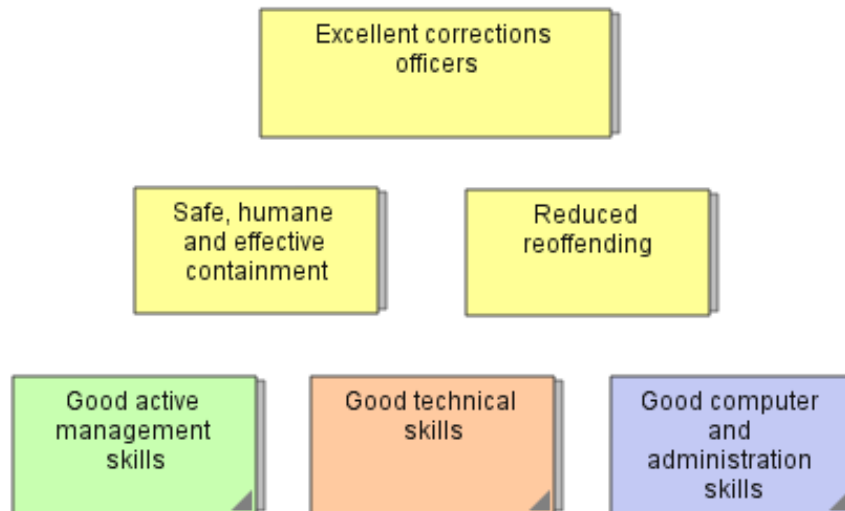
↑ Outcomes

## Good computer and administration skills



## Initial training course outcomes with evaluation questions

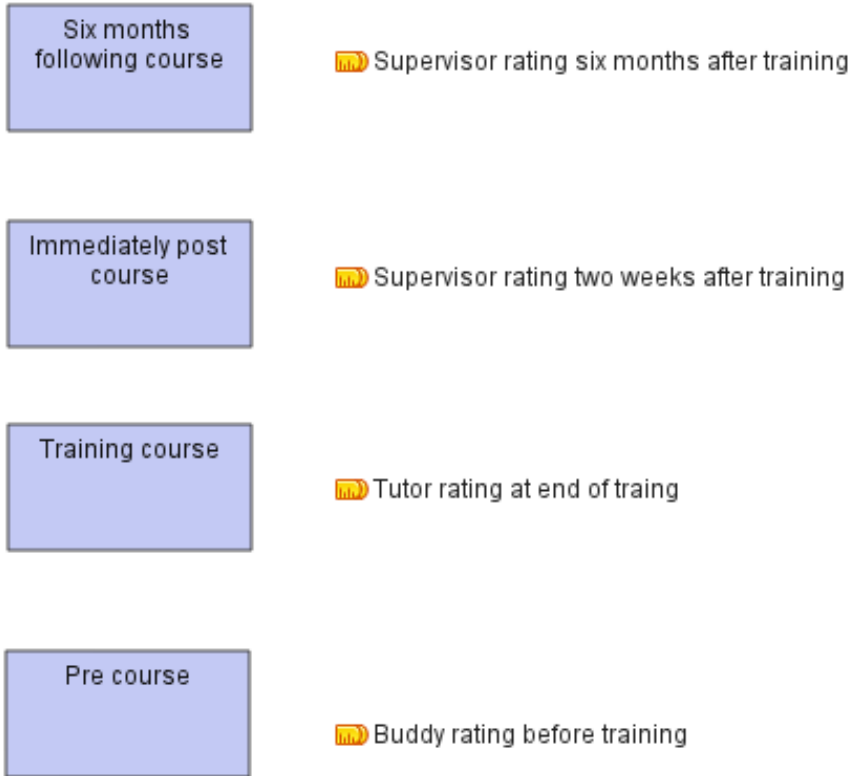
- 1 Have skill levels changed six months following training (as reported by supervisors)?
- 2 Overall, have corrections officers improved their skills immediately following training (as reported by supervisors)?
- 3 Which areas have improved the most and which the least immediately following training (as reported by supervisors)?
- 4 What should recruits learn on initial training course?



## Evaluation question to be answered in this evaluation

- ① Have skill levels changed six months following training (as reported by supervisors)?
- ② Overall, have corrections officers improved their skills immediately following training (as reported by supervisors)?
- ③ Which areas have improved the most and which the least immediately following training (as reported by supervisors)?
- ④ What should recruits learn on initial training course?

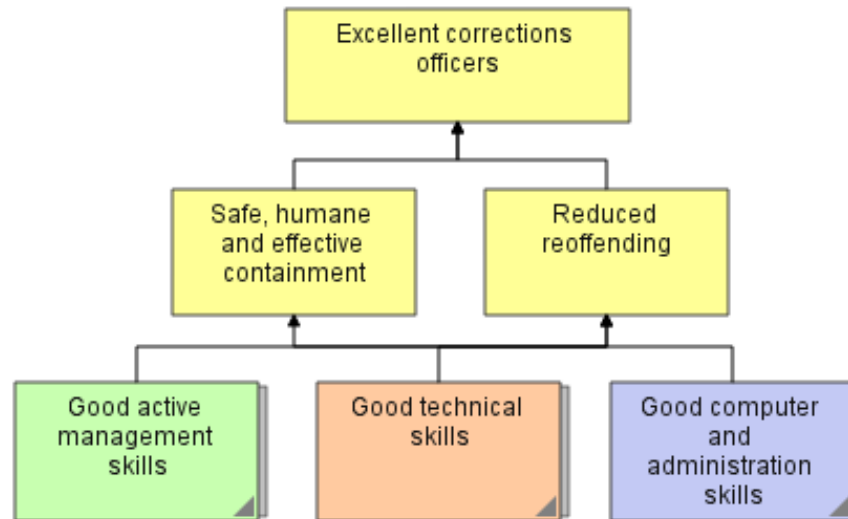
## Timing of rating surveys



↑ Outcomes

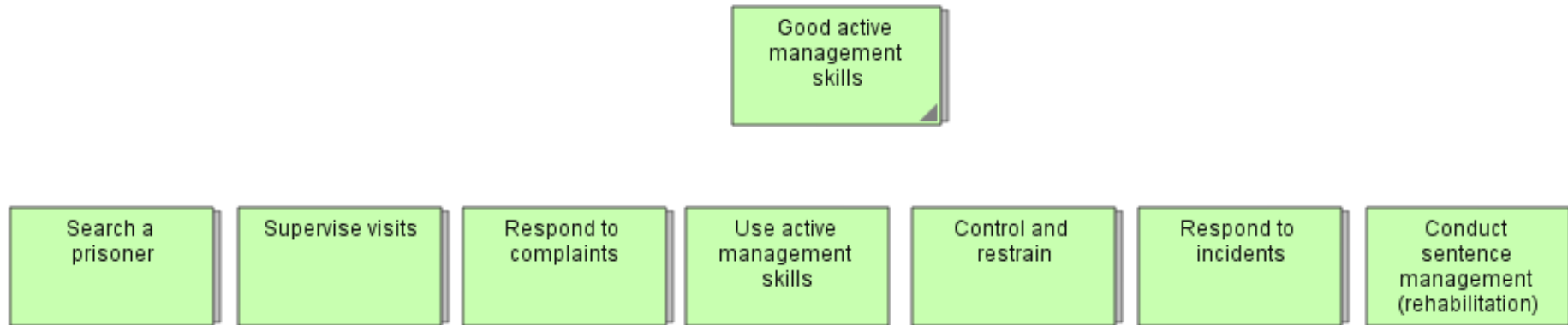
## Initial training course outcomes with Measures Mapped onto it

This version of the model could have the measures from the survey mapped onto it.



↑ Outcomes

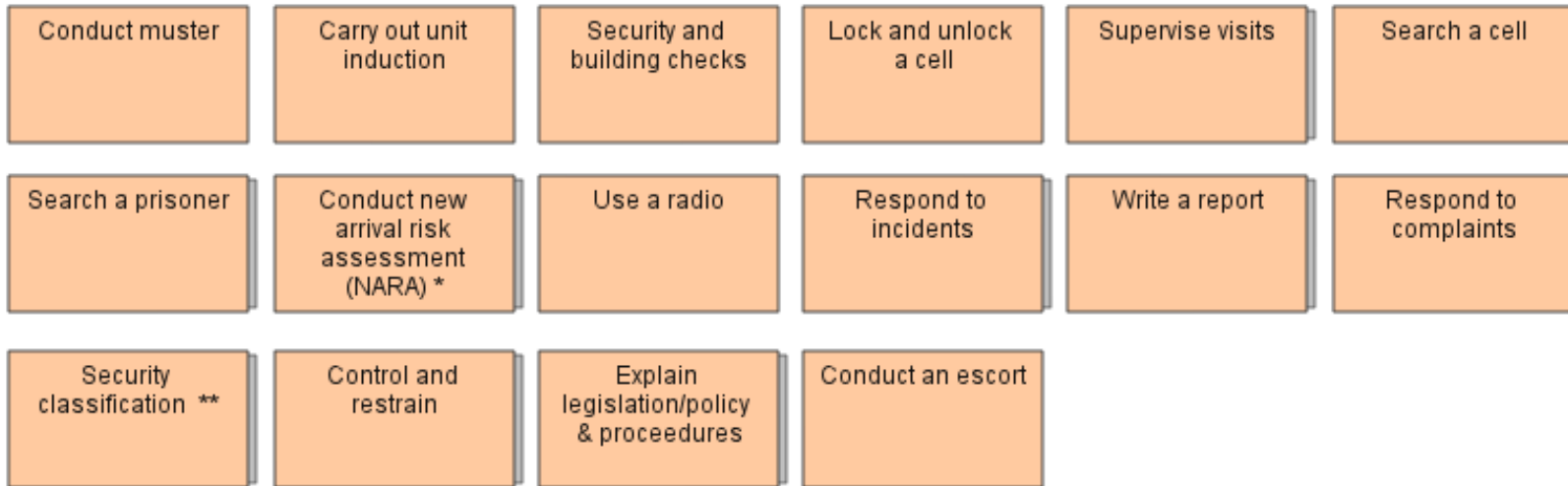
## Good active management skills



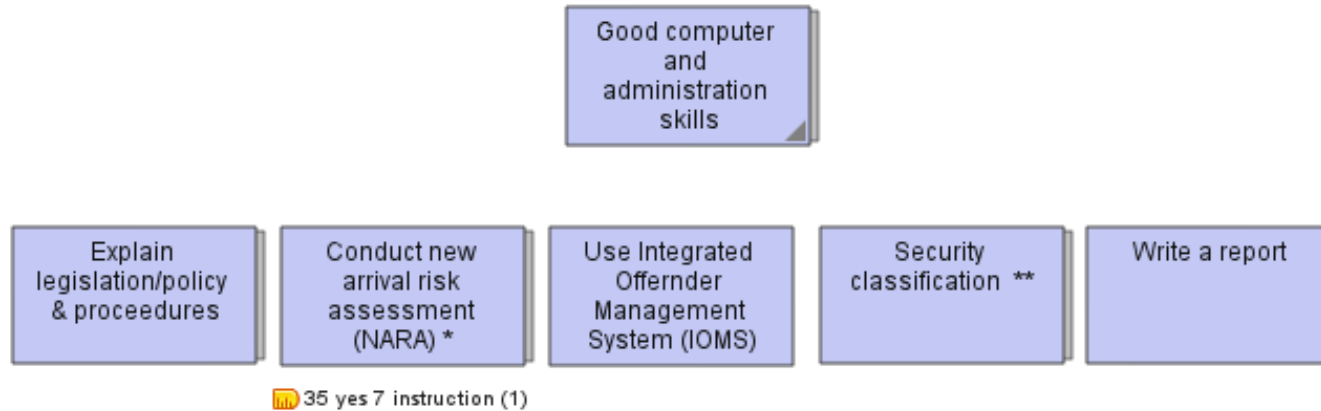
 % Yes % Yes instruction

## Good technical skills

Good technical skills



## Good computer and administration skills



The (1) will refer to the few skills where the before survey showed that recruits had the skill. These notes could be on a second slice (page) to keep the slice with measures on it looking clean. A system of one, two or three \* could be used to show which of the skills need to be improved in training. For instance \*\*\* could mean that there needs to be a lot of extra emphasis put onto the skill in training.

## Evaluation projects list

- Evaluation Project 1: Focus groups for initial training course redesign
  
- Evaluation Project 2: Immediate rating survey
  
- Evaluation Project 3: Six month rating survey
  
- Evaluation Project 4: Course redesign based on evaluation findings

## ■ Evaluation Project 1: Focus groups for initial training course redesign

### Evaluation questions to be answered in this project

❓ What should recruits learn on initial training course?

### Evaluation project method

■ Focus groups - Key Informants

### Timing

2005-2006

## ■ Evaluation Project 2: Immediate rating survey

### Evaluation questions to be answered in this project

- 👤 Overall, have corrections officers improved their skills immediately following training (as reported by supervisors)?
- 👤 Which areas have improved the most and which the least immediately following training (as reported by supervisors)?

### Evaluation project method

- Key informant questionnaires/scales/surveys:
- Face to face
- Analysis: ■ Statistical analysis = S

### Timing

July-September 2008

### Measure

- 👤 Buddy rating before training
- 👤 Tutor rating at end of training
- 👤 Supervisor rating two weeks after training

The main measure analysed will be supervisor rating two weeks after training. Buddy rating before training will be used to check the starting level of recruits in regard to the skill in those few cases where recruits were rated as already having a skill. The percent YES and YES WITH INSTRUCTION WILL BE RECORDED using the yellow indicator icon onto the skills in the outcomes model.

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## ■ Evaluation Project 3: Six month rating survey

### Evaluation questions to be answered in this project

🟡 Have skill levels changed six months following training (as reported by supervisors)?

### Evaluation project method

■ Key informant questionnaires/scales/surveys:

■ Face to face

### Measure

🟡 Supervisor rating six months after training

The percent YES and YES WITH INSTRUCTION WILL BE RECORDED using the yellow indicator icon onto the skills in the outcomes model.

### Timing

March 2009

## ■ Evaluation Project 4: Course redesign based on evaluation findings

### Evaluation questions to be answered in this project

- ❓ What should recruits learn on initial training course?

### Evaluation project method

- Expert assessment of pattern of results from survey

The pattern of results from the rating survey will be used to improve those areas where improvement is needed.

### Timing

January-March 2009

# Evaluation management issues

## 1. Consultation with stakeholders on monitoring and evaluation

Evaluation discussed with manager of college, tutors and a range of managers of staff in head office and in the regions.

## 2. Evaluation management structure

Since this is a relatively small evaluation it will not have its own evaluation advisory committee.

## 3. Internal versus external evaluators

Internal staff designed the evaluation. In order to ensure objectivity in the supervisor process, a structured survey is being used and administered by staff independent of the training unit. e

## 4. Knowledge management

Since this is a relatively small evaluation project, knowledge management will use normal office software plus the evaluation software DoView to manage and keep up-to-date the evaluation plan and to communicate it to evaluation and stakeholder in meetings. Additional more detailed outcomes models may be drawn in DoView as evaluation findings come in. Evaluation findings related to particular outcomes will be recorded in the DoView record-table row associated with the outcomes.

## 5. Risk management

Not asking the right evaluation questions - this has been managed by visualising questions against an outcomes model.

Lack of stakeholder confidence in independence of the evaluation - the structured survey which has been used was independently administered.

Getting evaluators with the right skills to undertake the evaluation - the staff involved have done training evaluation in the past.

Agency staff turnover - this risk will be minimized due to the outcomes plan being clearly specified and keep up to date in DoView.

Integration of evaluation with future strategic planning - this risk can be reduced by using the DoView outcomes model which will report results and can be used when planning for revisions of the course.

## Notes on method

For overall examine the percentage rating for supervisor at two weeks and strike a level (e.g. 75%) and then give the percentage of skills for which this was attained.

For each skill

For the ratings reported for each of the skills the percent for yes and the percent for yes with instruction should be inserted as an indicator only for the supervisor.

An note (e.g. 1,2) should be put in for any skill where there were either yes or yes with instruction.

 Supervisor rating two weeks after training

## Additional Material

The following page sets out all of the possible evaluation methods from which the evaluation methods to be used in the evaluation projects identified above were selected.

## Evaluation methods, timing & analysis from which methods for evaluation projects were selected

Easy Outcomes Template

### Evaluation methods

<input type="checkbox"/> Stakeholder consultation <input type="checkbox"/> Needs assessment <input type="checkbox"/> Outcomes logic model drawing <input type="checkbox"/> Evaluative criteria definition <input type="checkbox"/> Collaborative group processes <input type="checkbox"/> Review of: <input type="checkbox"/> Literature <input type="checkbox"/> Previous experience	<input type="checkbox"/> Written & data records collected not just for the evaluation <input type="checkbox"/> Written and data records of the program made for the evaluation <input type="checkbox"/> Photo, video or audio recordings of program activities <input type="checkbox"/> Other document analysis <input type="checkbox"/> Non-participant* observation <input type="checkbox"/> Participant* observation	<div style="border: 1px solid black; padding: 5px;"> <input type="checkbox"/> Key informant (KI) interviews   <input type="checkbox"/> KI Group interviews              <input type="checkbox"/> Face to face   <input type="checkbox"/> Telephone (audio/video record?)  <input type="checkbox"/> Key informant questionnaires/scales/surveys:              <input type="checkbox"/> Written   <input type="checkbox"/> Postal   <input type="checkbox"/> Web-based  <input type="checkbox"/> Focus groups - Key Informants       </div> <input type="checkbox"/> Stakeholder assessment workshops <input type="checkbox"/> Expert assessment (e.g. clinical examination) <input type="checkbox"/> Case studies
<div style="border: 1px solid black; padding: 5px;"> <div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Participant</div> <div style="flex-grow: 1;"> <input type="checkbox"/> Participant: questionnaires/scales/surveys:                <input type="checkbox"/> Written   <input type="checkbox"/> Postal   <input type="checkbox"/> Web-based  <input type="checkbox"/> Participant (P) interviews   <input type="checkbox"/> P Group interviews                <input type="checkbox"/> Face to face   <input type="checkbox"/> Telephone (audio/video record?)  <input type="checkbox"/> Focus groups - participants         </div> </div> </div>		

### Timing of use of evaluation method

Before program	During program	After Program
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### Type of analysis

<input type="checkbox"/> Statistical analysis = S	<input type="checkbox"/> Qualitative analysis = Q	<input type="checkbox"/> Economic analysis = \$	<input type="checkbox"/> Expert assessment = E
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\* These two options mean observing and either interacting or not interacting with participants while you are observing

Template based on Duignan, P. 2003 please acknowledge use back to [www.easyoutcomes.org](http://www.easyoutcomes.org)

## Acknowledgement

Building this Corrections Officer Visual Evaluation Plan was informed by work with the New Zealand Department of Corrections. The model has been put into a generic form by Dr Paul Duignan and therefore in its current form does not necessarily represent in any way the views of the New Zealand Department of Corrections. It has been drawn using DoView outcomes software ([www.doview.com](http://www.doview.com)).

If amending this model please include the above acknowledgement and a summary acknowledgement as follows: The building of this model has drawn on the Corrections Officer Outcomes Model (#35) modelled in DoView outcomes software ([www.outcomesmodels.org](http://www.outcomesmodels.org)).

## Standard Disclaimer

Outcomesmodels.org and those associated with it make no explicit or implicit claim that this model is complete and are not liable in any way whatsoever for the way in which others use this model.