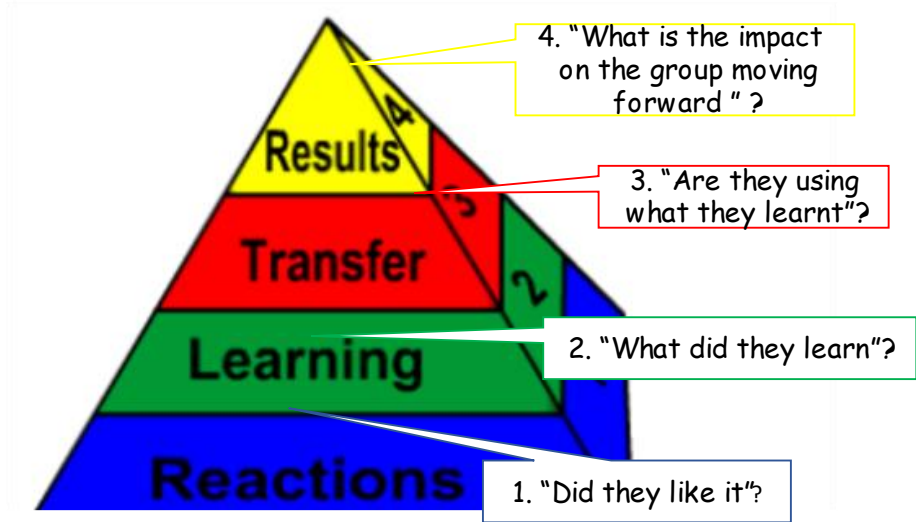






**Kirkpatrick four levels of evaluation**



Evaluation Level	Focus	Measurement Methods
<b>1. REACTION</b>	Participant perceptions of <ul style="list-style-type: none"> <li>• satisfaction</li> <li>• usefulness</li> <li>• motivation</li> </ul>	<ul style="list-style-type: none"> <li>• rating scales</li> <li>• focus groups</li> <li>• structured interviews</li> <li>• surveys</li> </ul>
<b>2. LEARNING</b>	Acquisition of <ul style="list-style-type: none"> <li>• knowledge</li> <li>• skills</li> <li>• attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• pre- and post-tests</li> <li>• essay questions</li> <li>• case study analyses</li> <li>• simulations and role playing</li> </ul>
<b>3. TRANSFER</b>	Real life transfer of <ul style="list-style-type: none"> <li>• knowledge</li> <li>• skills</li> <li>• attitudes</li> <li>• problem-solving</li> </ul>	<ul style="list-style-type: none"> <li>• record reviews and audits</li> <li>• surveys</li> <li>• observations</li> <li>• checklists</li> <li>• critical incident reports</li> </ul>
<b>4. RESULTS</b>	Real world outcomes	<ul style="list-style-type: none"> <li>• record reviews and audits</li> <li>• surveys</li> <li>• observations</li> <li>• critical incident reports</li> <li>• compliance reviews</li> </ul>

**Level 1**

## Facilitation skills Additional Materials Session 7 & 8

Training Programme Evaluation				
Name of training programme				
Date				
Trainer				
Location				
	Very satisfied	Satisfied	Unhappy	Very Unhappy
<b>Rating Scale</b> <span style="color: green;">✓</span> Please comment on today's programme and place a tick in the box that best reflects your opinion.				
1. Please indicate your overall satisfaction with the programme.				
2. How would you rate the presenter?				
3. The programmes objectives were clear				
4. The programme content was clearly and concisely presented.				
5. There was enough time for the workshop / course				
6. The programme support materials were helpful.				
7. What I learned from the programme will be useful to me in work.				
8. I would recommend the venue.				
9. My knowledge and skills of the subject matter has increased following the programme.				
Do you have any suggestions or additional comments you would like to make?				

With thanks to a former participant

# Facilitation skills Additional Materials Session 7 & 8

Level 1

## COURSE EVALUATION

COURSE NAME: Chairing Interview Exams

INSTRUCTOR: Christina Lopez

DATE: July 21-22, 2011

### 1. OBJECTIVES

	<u>YES</u>	<u>SOMEWHAT</u>	<u>NO</u>		
Were the objectives of the training clearly stated?	5	4	3	2	1
Were the objectives accomplished?	5	4	3	2	1

### 2. CONTENT

Was the subject matter thoroughly covered?	5	4	3	2	1
Were practical examples presented?	5	4	3	2	1
Were the materials well organized?	5	4	3	2	1
Were the support materials (manuals, charts, exercises, etc.) easily understandable?	5	4	3	2	1

### 3. INSTRUCTOR

Please rate the instructor's performance on a scale of 5 (Outstanding) to 1 (Poor).

\_\_\_ Subject Knowledge  
\_\_\_ Lecturing

\_\_\_ Discussion Leader  
\_\_\_ Open to Questions

Comments \_\_\_\_\_

Which instructional techniques were most effective? \_\_\_\_\_

Were any instructional techniques ineffective? \_\_\_\_\_

Facilitation skills Additional Materials Session 7 & 8

Level 1

*Personality Hotels*  
BY MAEVE FINCH

**PERSONALITY PROFILE**

How did you hear about us?

How important is high speed internet access in your rooms?

what do you like most about your room?

what was your reason for choosing our hotel?

will you please tell the next person to stay with us?  
 YES  NO  
should we contact them?  
\_\_\_\_\_ YES/NO

most important feature in your room you LOVE?

any special employee you'd like to recognise?

favorite snack?

favorite drink?

what would you like changed in your room?

shoe size?

Thanks for taking the time to fill out this form. You'll be entered in a drawing for a FREE stay!

YOUR NAME \_\_\_\_\_

YOUR EMAIL \_\_\_\_\_

YOUR ADDRESS, CITY & ZIP CODE \_\_\_\_\_

YOUR PERSONALITY HOTEL:

<input type="checkbox"/> Hotel Diva	<input type="checkbox"/> Hotel Metropolis
<input type="checkbox"/> Kensington Park	<input type="checkbox"/> Hotel Union Square
<input type="checkbox"/> The Seawall	<input type="checkbox"/> The Maxwell Hotel
<input type="checkbox"/> York Hotel	

YOUR ROOM # \_\_\_\_\_

DATE OF STAY \_\_\_\_\_

Level 1

## Facilitation skills Additional Materials Session 7 & 8

**Title of Training** \_\_\_\_\_

**Your name (optional)** \_\_\_\_\_

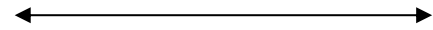
**Date of Training:** \_\_\_\_\_

**Did the Training Delivery and Evaluation course – tick one answer only please**

Exceeded my expectation	
Met my expectation	
Fell short of my expectations	

**Please rate the following:  
disagree**

**4 = strongly agree 1 = strongly**



I understood the course objectives

4      3      2      1  
           

Were the sessions well planned by the tutor?

4      3      2      1  
           

Was the tutor enthusiastic and knowledgeable about the topic?

4      3      2      1  
           

Did the tutor's approach make it easy to learn?

4      3      2      1  
           

Were the course materials / handouts beneficial and easy to understand

4      3      2      1  
           

**Has your knowledge, skills or attitude changed as a result of the training course? Tick the appropriate box below**

## Facilitation skills Additional Materials Session 7 & 8

	No change	Little change	Some change	Significant change
Knowledge				
Attitude				
Skills				

**What were the most interesting parts of the training?**

1 .....

2. ....

**What were the least interesting parts of the training?**

1 .....

2. ....

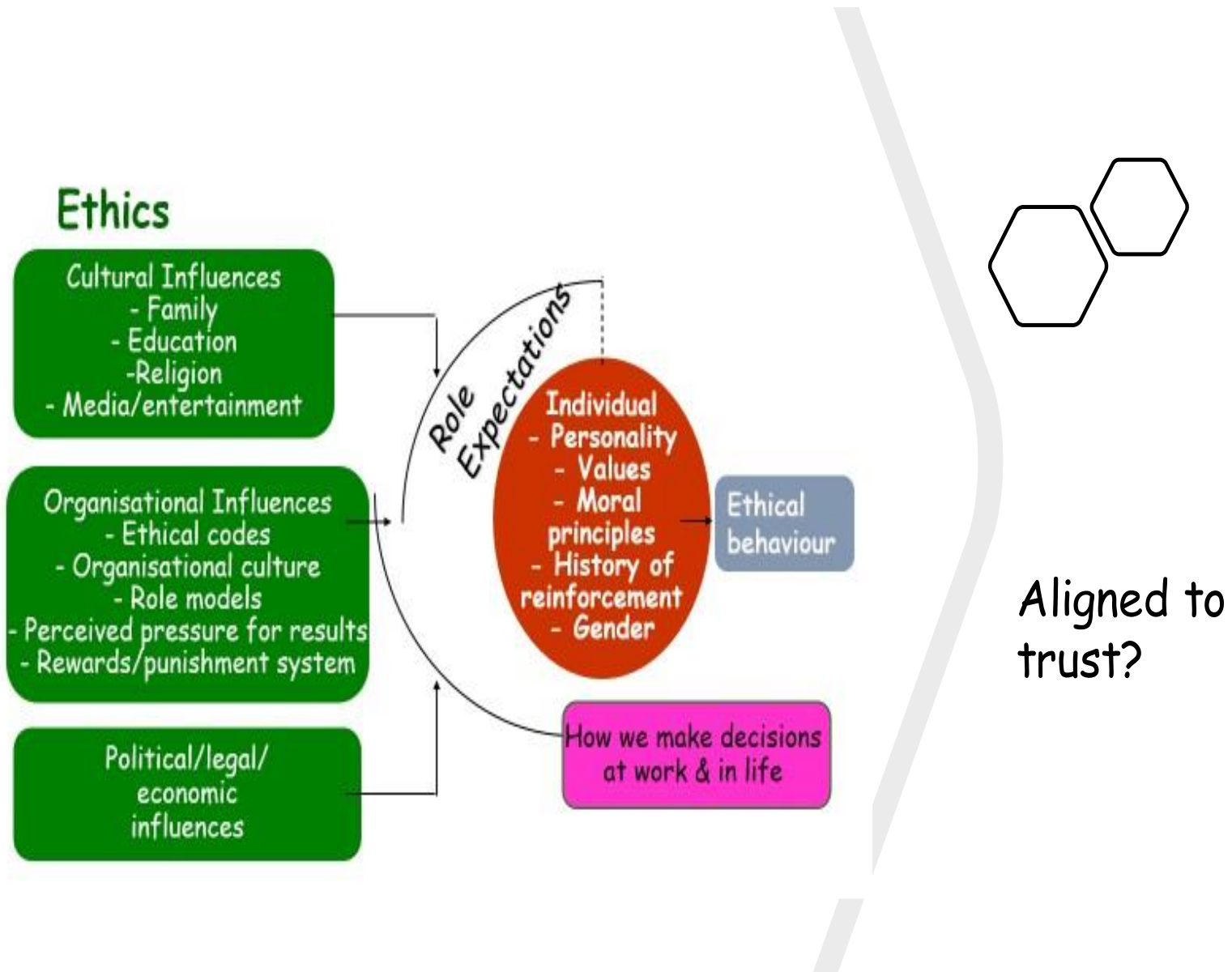
**If you were to improve one part of the training, what section would you choose?**

.....

**What change would you make?**

.....

*Thank you for taking the time to complete this questionnaire; your comments are appreciated, as they will help to improve the quality and content of the course*



## Ethical / Moral Dilemma

In Austria, a woman was near death from a rare kind of cancer. There was one drug that the doctors' thought might save her.

It was a form of radium that a druggist in the same town had recently discovered. The drug was expensive to make, but the druggist was charging ten times what the drug cost him to make. He paid €400 for the radium and charged €4,000 for a small dose of the drug.

The sick woman's husband, Heinz, went to everyone he knew to borrow the money and tried every legal means, but he could only get together about €2,000, which is half of what it cost.

He told the druggist that his wife was dying, and asked him to sell it cheaper or let him pay later. But the druggist said, "No, I discovered the drug and I'm going to make money from it."

So, having tried every legal means, Heinz gets desperate and considers breaking into the man's store to steal the drug for his wife.

## What should Heinz do?



## Ethics for Facilitators

### International Association of Facilitators

#### Statement of Values and Code of Ethics for Facilitators

Adopted 20 June 2004

This is the Statement of Values and Code of Ethics of the International Association of Facilitators (IAF). The development of this Code has involved extensive dialogue and a wide diversity of views from IAF members from around the world. A consensus has been achieved across regional and cultural boundaries.

The Statement of Values and Code of Ethics (the Code) was adopted by the IAF Association Coordinating Team (ACT), June 2004. The Ethics and Values Think Tank (EVTT) will continue to provide a forum for discussion of pertinent issues and potential revisions of this Code.

#### Preamble

Facilitators are called upon to fill an impartial role in helping groups become more effective. We act as process guides to create a balance between participation and results.

We, the members of the International Association of Facilitators (IAF), believe that our profession gives us a unique opportunity to make a positive contribution to individuals, organizations, and society. Our effectiveness is based on our personal integrity and the trust developed between ourselves and those with whom we work. Therefore, we recognise the importance of defining and making known the values and ethical principles that guide our actions.

This Statement of Values and Code of Ethics recognizes the complexity of our roles, including the full spectrum of personal, professional and cultural diversity in the IAF membership and in the field of facilitation. Members of the International Association of Facilitators are committed to using these values and ethics to guide their professional practice. These principles are expressed in broad statements to guide ethical practice; they provide a framework and are not intended to dictate conduct for particular situations. Questions or advice about the application of these values and ethics may be addressed to the International Association of Facilitators.

#### Statement of Values

As group facilitators, we believe in the inherent value of the individual and the collective wisdom of the group. We strive to help the group make the best use of the contributions of each of its members. We set aside our personal opinions and support the group's right to make its own choices. We believe that collaborative and cooperative interaction builds consensus and produces meaningful outcomes. We value professional collaboration to improve our profession.

#### Code of Ethics

##### 1. Client Service

We are in service to our clients, using our group facilitation competencies to add value to their work.

Our clients include the groups we facilitate and those who contract with us on their behalf. We work closely with our clients to understand their expectations so that we provide the appropriate service, and that the group produces the desired outcomes. It is our responsibility to ensure that we are competent to handle the intervention. If the group decides it needs to go in a direction other than that originally intended by either the group or its representatives, our role is to help the group move forward, reconciling the original intent with the emergent direction.

### 2. Conflict of Interest

We openly acknowledge any potential conflict of interest.

Prior to agreeing to work with our clients, we discuss openly and honestly any possible conflict of interest, personal bias, prior knowledge of the organisation or any other matter which may be perceived as preventing us from working effectively with the interests of all group members. We do this so that, together, we may make an informed decision about proceeding and to prevent misunderstanding that could detract from the success or credibility of the clients or ourselves. We refrain from using our position to secure unfair or inappropriate privilege, gain, or benefit.

### 3. Group Autonomy

We respect the culture, rights, and autonomy of the group.

We seek the group's conscious agreement to the process and their commitment to participate. We do not impose anything that risks the welfare and dignity of the participants, the freedom of choice of the group, or the credibility of its work.

### 4. Processes, Methods, and Tools

We use processes, methods and tools responsibly.

In dialogue with the group or its representatives we design processes that will achieve the group's goals, and select and adapt the most appropriate methods and tools. We avoid using processes, methods or tools with which we are insufficiently skilled, or which are poorly matched to the needs of the group.

### 5. Respect, Safety, Equity, and Trust

We strive to engender an environment of respect and safety where all participants trust that they can speak freely and where individual boundaries are honoured. We use our skills, knowledge, tools, and wisdom to elicit and honour the perspectives of all.

We seek to have all relevant stakeholders represented and involved. We promote equitable relationships among the participants and facilitator and ensure that all participants have an opportunity to examine and share their thoughts and feelings. We use a variety of methods to enable the group to access the natural gifts, talents and life experiences of each member. We work in ways that honour the wholeness and self-expression of others, designing sessions that respect different styles of interaction. We understand that any action we take is an intervention that may affect the process.

### 6. Stewardship of Process

We practice stewardship of process and impartiality toward content.

While participants bring knowledge and expertise concerning the substance of their situation, we bring knowledge and expertise concerning the group interaction process. We are vigilant to minimize our influence on group outcomes. When we have content knowledge not otherwise available to the group, and that the group must have to be effective, we offer it after explaining our change in role.

## 7. Confidentiality

We maintain confidentiality of information.

We observe confidentiality of all client information. Therefore, we do not share information about a client within or outside of the client's organisation, nor do we report on group content, or the individual opinions or behaviour of members of the group without consent.

## 8. Professional Development

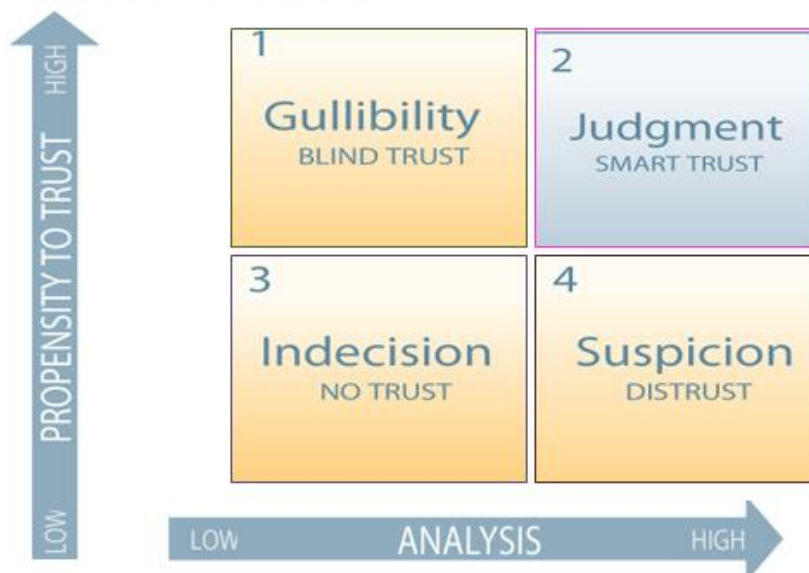
We are responsible for continuous improvement of our facilitation skills and knowledge.

We continuously learn and grow. We seek opportunities to improve our knowledge and facilitation skills to better assist groups in their work. We remain current in the field of facilitation through our practical group experiences and ongoing personal development. We offer our skills within a spirit of collaboration to develop our professional work practices.

© IAF 2002, 2004

# The trust matrix

## The trust matrix



Propensity = Tendency / inclination  
Analysis = Opportunity / risk / credibility of those involved

