

## **Annex 6: Vladimir Gasskov, Notion of the Efficient PTC and Comparative Operational Efficiency**

### **PERFORMANCE EVALUATION OF TRAINING INSTITUTIONS**

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#### **Slide 1**

##### **PERFORMANCE EVALUATION AS A MANAGEMENT FUNCTION**

- *WITHOUT EVALUATION:*
  2. THERE COULD BE NO IMPROVEMENT
  3. THERE IS NO ACCOUNTABILITY
- *OUTPUTS, OUTCOMES AND EFFICIENCY SHOULD BE MEASURED*
- *RESULTS OF EVALUATION SHOULD BE INCORPORATED INTO POLICY AND MANAGEMENT DECISIONS*
- *PTCs SHOULD BE OFFERED INCENTIVES TO IMPROVE RESULTS*
- *PTCs' OUTPUTS AND OUTCOMES SHOULD BE REPORTED TO THE GOVERNMENT AND GENERAL PUBLIC*

#### **Slide 2**

##### **FEATURES OF PTC'S PERFORMANCE**

###### *RELEVANCE:*

- *A PTC IS SAID TO PROVIDE RELEVANT TRAINING IF ITS:*
  4. COURSE OFFERINGS AND ENROLMENTS CORRESPOND TO THE ASSESSED DEMAND FOR SKILLS
  5. TRAINING CURRICULA REFLECT JOB REQUIREMENTS

###### *RESPONSIVENESS:*

- *A PTCs IS SAID TO BE RESPONSIVE IF IT MANAGES TO PROVIDE RELEVANT TRAINING IN SPITE OF THE CHANGING DEMAND FOR SKILLS*

#### **Slide 3**

##### **PTC'S OPERATIONAL FLEXIBILITY**

- *FLEXIBILITY*
  6. IS A MEASURE OF A TRAINING INSTITUTION'S *CAPABILITY* TO MAKE AND IMPLEMENT DECISIONS
  7. IS A CONDITION FOR PTCs BEING RESPONSIVE AND PROVIDE RELEVANT TRAINING
  8. HIGH OPERATIONAL FLEXIBILITY REQUIRES AUTONOMY, CONSIDERABLE RESOURCES AND STAFF COMPETENCE

#### **Slide 4**

### **CONCEPT OF PTC'S OUTPUTS AND OUTCOMES**

- *RELEVANCE, RESPONSIVENESS AND FLEXIBILITY CAN BE EVALUATED THROUGH MEASURING OUTPUTS AND OUTCOMES*
- *OUTPUTS ARE USUALLY EXPRESSED BY STUDENT ENROLMENTS AND RETENTION RATES, GRADUATION RATES, ETC.*
- *OUTPUTS ARE LARGELY WITHIN THE CONTROL OF PTCs*
- *OUTCOMES REFLECT LABOUR MARKET SUCCESS OF GRADUATES*
- *OUTCOMES ARE LARGELY BEYOND THE CONTROL OF PTCs*

#### **Slide 5**

### **CONCEPT OF VTC'S EFFECTIVENESS AND EFFICIENCY**

- *EFFECTIVENESS USUALLY REFLECTS THE EXTENT TO WHICH AN ORGANIZATION MEETS ITS OBJECTIVES*
  9. *THE VTCs DELIVERING RELEVANT TRAINING CAN BE SAID TO BE EFFECTIVE*
- *THE VTCs' EFFICIENCY CAN BE EXPRESSED AS:*
  10. *A TRAINING UNIT COST (THE COST IN CASH/ OR IN KIND OF DELIVERING ONE HOUR OF CURRICULUM)*
  11. *MEASURE OF UTILIZATION OF STAFF, SPACE, ETC.*
  12. *MEASURE OF GENERATING REVENUE*

#### **Slide 6**

### **PERFORMANCE INDICATORS**

- *THERE ARE NO INTERNATIONAL STANDARD INDICATORS*
- *EVERY COUNTRY CAN PRODUCE ITS OWN PERFORMANCE EVALUATION PROFILE REFLECTING THE GOVERNMENT ADMINISTRATION AND VET POLICIES AND OBJECTIVES*
- *EVALUATION GUIDELINES IS PART OF THE VET SYSTEM MANAGEMENT FRAMEWORK*
- *COMPULSORY SELF-EVALUATION AND EXTERNAL EVALUATION*
- *INTERNAL AND EXTERNAL INDICATORS*

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### **FRENCH PERFORMANCE INDICATORS**

1. *STUDENT INDICATORS*
  13. *CHARACTERISTICS OF STUDENTS (E)*
2. *RESOURCE INDICATORS*
  14. *TIMETABLE RESOURCES (I)*
  15. *TEACHERS CHARACTERISTICS (E)*
3. *SCHOOL RESULTS*
  16. *PASS RATES PER LEVEL OF STUDY (E)*
  17. *ACCESS RATES PER LEVEL OF STUDY (E,I)*
  18. *DESTINATION OF STUDENTS AFTER LEAVING THE LYCEE (I)*
4. *OPERATIONAL INDICATORS*
  19. *TEACHING HOURS PER STUDENT (I)*
  20. *TEACHING STAFF TURNOVER (E)*

## 21. ACCIDENTS (I)

### **Slide 8**

#### **BRITISH INDICATORS**

1. *ACHIEVEMENT OF FUNDING TARGETS  
(% OF FUNDING UNITS EARNED TO PLAN)*
2. *STUDENT ENROLMENT TRENDS (% CHANGE)*
3. *STUDENT RETENTION RATE*
4. *STUDENT LEARNING ACHIEVEMENTS*
5. *ATTAINMENT OF NVQs OR EQUIVALENT*
6. *AVERAGE LEVEL OF FUNDING (AMOUNT OF FUNDING RECEIVED PER NUMBER  
OF UNITS DELIVERED)*

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#### **TABLE I: THROUGHPUT AND OUTPUT INDICATORS**

- 1.1 *STUDENT ENROLMENTS AND GRADUATION*
  - 1.1.1. *TOTAL NUMBER OF STUDENTS*
    22. *FULL-TIME*
    23. *PART-TIME*
  - 1.1.2. *ANNUAL STUDENT ENROLMENT*
  - 1.1.3. *ANNUAL NUMBER OF GRADUATES*
- 1.2. *ANNUAL HOURS OF CURRICULUM (AHC)  
DELIVERED*
- 1.3. *STUDENT RETENTION RATES*
- 1.4. *STUDENT GRADUATION RATES*
- 1.5. *STUDENT REPETITION RATES*
- 1.6. *OTHER LEARNING OUTPUTS*

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#### **TABLE II: OUTCOME INDICATORS**

- 2.1 *EMPLOYMENT OF GRADUATES*
  - 2.1.1. *OBTAINED WAGE EMPLOYMENT*
  - 2.1.2. *BECOME SELF-EMPLOYED/EMPLOYER*
  - 2.1.3. *CONTINUE TO STUDY*
  - 2.1.4. *BECOME UNEMPLOYED*
- 2.2. *TRUE LABOUR MARKET SUCCESS OF GRADUATES*
- 2.3. *GRADUATES' IMPROVED INCOME*
- 2.4. *GRADUATES' SATISFACTION WITH  
TRAINING*
- 2.5. *EMPLOYERS' SATISFACTION WITH  
TRAINING RECEIVED BY THEIR  
EMPLOYEES*

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**TABLE III: EFFICIENCY OF RESOURCE UTILIZATION**

- 3.1 STAFF UTILIZATION RATE
  - 3.1.1 RATIO: STUDENTS/TO ALL STAFF
  - 3.1.2 RATIO: STUDENTS/TO TEACHERS
  - 3.1.3. STAFF AVERAGE PRODUCTIVITY
    - RATIO: AHC/TO ALL STAFF
  - 3.1.4. TEACHER AVERAGE PRODUCTIVITY
    - RATIO: AHC/TO TEACHING STAFF
  
- 3.2 PREMISES UTILIZATION RATE
  - 3.2.1 RATIO: AHC/TO TOTAL SQ.M. OF CLASSROOMS
  - 3.2.2 RATIO: AHC/TO TOTAL SQ.M. OF WORKSHOPS AND LABS
  
- 3.3 ANNUAL FINANCIAL INCOME AS PART OF PTC's BUDGE

**Table 1: Throughput and output indicators**

Indicators	China	India	Korea	Iran	Fiji	Sri Lanka	The Philippines	Lao	Nepal
<b>1.1 Student enrolment and graduation:</b>									
1.1.1 Total number of students	1260	700	2,365	47,760	15,960	16,128	267	3678	300
- full-time students	1260	600							
- part-time students	-	100	452		863	10,437	267	3678	200
					15,096	5,691			
1.1.2 Annual student enrolment		1800	1913			11,252	267		
- full-time students	420	1200	2365		15,959				
- part-time students		600							
1.1.3 Annual number of graduates	400	1500	2,259		959	5,867	207		150
<b>1.2 Annual hours of curriculum (AHC) delivered</b> (a sum of the total number of students in each programme multiplied by the number of hours of curriculum delivered to them in one academic year)		3,840 ?	39,941?	7,988,700 ?			<b>512,640</b>	3,140?	<b>468,000</b>
<b>1.3 Student retention rate</b> (percentage of students who having enrolled in a program continue to attend at the end of the programme)	100	90	88,3		97	76	77,5	98	95
<b>1.4 Student graduation rate</b> (% of students graduated with a credential/ to the total number of students enrolled in a programme)									
- full-time students	94	60	88,3	76	97	78,2	77,5	95	98
- part-time students		100							
<b>1.5 Student repetition rate</b> (% of repeaters/ to total number of students enrolled)		40	0		0	13,3	NA	0	2-3%

**Table 2. Outcome indicators (2000)**

Indicators	China	India	Korea	Iran	Fiji	Sri Lanka	The Philippines	Lao	Nepal
<b>2.1. Employment of graduates</b> Percentage of programme completers who have:									
2.1.1 Obtained jobs in wage employment	97%	70	78.4	23			80.5	70	65
2.1.2 Become self-employed or employer	0	20	0	37	Not known	Not known	4	15	5
2.1.3 Continued to study (education or advanced training)	2%	10	14	25			1		5
2.1.4 Become unemployed	1%	5	0.5	15			15	0	25
<b>2.2 True labour market success of graduates</b> (Percentage of graduates who found employment and self-employment in <i>occupations in which they had been trained</i> )	97%	65	78.4	60	Not known	Not known	60	60	70
<b>2.3 Income improvement</b> (Percentage of graduates who reported increase of their income after training)	100%	40	Not known	95	Not known	Not known	60	90	20
<b>2.4 Graduates= satisfaction with training received</b> (Percentage of graduates who reported satisfaction with training received)	99%	90	61.6	92	Not known	Not known	80	5	90
<b>2.5 Employer satisfaction</b> (Percentage of former graduates who, in view of their employers, received satisfactory training)	99%	80	70	84	Not known	Not known	75	10	85

**Table 3. Efficiency of resource utilization (2000)**

Indicator	China	India	Korea	Iran	Fiji	Sri Lanka	The Philip.	Lao	Nepal
<b>3.1 Staff utilization rates:</b>									
3.1.1 Total number of teaching staff in your institute	137	79	47	300	110	1675	11	427	38
- full-time		75	24	102	36	574		427	33
- part-time		4	23	198	74		4		5
3.1.2 Total number of non-teaching staff	96	70	24	300	136	1101	18	162	23
- full-time			8	-	99		18	162	
- part-time			16		37				
<b>3.2 Staff utilization rate</b>									
3.2.1 Ratio: Students/to all staff							<b>9.2</b>		<b>5.3</b>
3.2.2 Ratio: Students/to teachers							<b>24.3</b>		<b>7.9</b>
3.2.3 Staff average productivity Ratio: AHC/To all staff							<b>11,677</b>		<b>8,357</b>
3.2.4 Teacher average productivity Ratio: AHC/To teaching staff							<b>28,480</b>		<b>14,180</b>
<b>3.3 Premises= utilization rate :</b>									
3.3.1 Total number of square metres of classrooms in your institute	5985	300	1,149	2,584			198?		453
3.3.2 Total number of square metres of workshops and labs in your institute	12400	800	4,988	19,075			4,500		764
3.3.3 Classrooms utilization rate Ratio AHC/To total SQ.M. of classrooms							?		
3.3.4 Workshops and labs utilization rate Ratio: AHC/To total SQ.M. of workshops and							<b>114</b>		
<b>3.4 Annual financial income (as % of the centre=s budget)</b>	43%	7	7,8			103%?	41	16	