



Participant Manual

# 360 Degree Feedback





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**'How To' Guide**

# Before We Start

Before we begin this 'how to' **guide** it is important we keep in mind some important concepts about adult learning. These points will help us all learn more and will contribute to a better sharing of the knowledge contained in this 'how to' **guide**.

If you are learning the course by yourself then take your time and read over the 'how to' **guide** until you are comfortable with the material.

If you are learning this material as part of a training session make sure to ask questions. We are confident that you will be glad that you did.

The first concept to remember is that **learning is a process**. From this we need to understand that learning does not happen in isolation e.g., at first reading of this material. Instead it involves how you as the learner relate and even adapt this learning to your work and home environments. Once we recognize that learning is a process we can then apply everything learnt to whatever situation is at hand.

The second concept to be aware of is that **we all learn in different ways** or possess different styles of learning. Although this may seem like an obvious point, it has many important implications to how you adopt this 'how to' **guide** to your work, home and leisure environments.

The third concept to recognize is that **learning is improved when it is goal-directed**. Research has consistently demonstrated that when clear goals are associated with learning that the learning occurs more easily and rapidly. To illustrate, people who learn to drive so that they can get to and from work generally find the experience easier and apply themselves to reach this end. In contrast if you were placed on a course not knowing how it could be applied to your working or home environments then the experience could be frustrating and the learning achieved not optimal. Again this may seem obvious but it is surprising how many participate in learning events without a clearly identified purpose.

Fourth, **active participation improves the learning process**. Research has also shown that by actively participating in learning events that it improves how learning is achieved and how long information is retained. As a result we have



included many practical exercises for you to complete. Don't be afraid to get involved or to make a mistake. After all mistakes are some of the best examples of learning and creativity in the world.

Finally don't forget to **be open to learning**. No matter what your current knowledge and skill levels within this area, it is essential that you are prepared to learn from this 'how to' **guide**.

Having introduced the main concepts of adult learning, it is now necessary to apply them to your own learning - both within your working environment and outside life. Research suggests that the best way to do this is to **develop an action plan** that clearly represents your goals and how you plan to achieve them.

At the end of this 'how to' **guide** you will be able to complete a short action plan that will help you assess and direct your ongoing achievement of your goals. Please note that this is included as a guide and you are free to add or substitute aspects to meet your own unique goals. You are also free to complete this plan after the 'how to' **guide** is over if you would prefer. Please remember that since all answers given are only for your use that it is advisable that you answer them as accurately and honestly as possible.

**All we can do now is to wish you the best of luck with your learning and hope that you find this 'how to' **guide** beneficial.**



**'How To' Guide**

# Test Your Knowledge

Welcome to the 360 Degree Feedback Training Guide.

In an effort to stimulate what you already know about this study guide we have included a few short questions.

It is your choice whether you want to take the assignment or not and it has been designed to assist your learning in the training guide. All answers are for your own use only.

1. I believe that my 360 Degree Feedback skills are effective in the following areas:

- a.
- b.
- c.
- d.

2. These skills are measurable in the following ways:

- a.
- b.
- c.
- d.

*Note: Be sure goals are specific, attainable and measurable.*

3. I believe that I need to improve my knowledge, skills and abilities in the following areas:

- a.
- b.
- c.
- d.



**'How To' Guide**

# Learning Objectives

360 Degree Feedback has become a major development opportunity for all successful organizations. In this study guide you will learn how 360 Degree Feedback can be readily implemented within any organization.

When you have completed this study guide you will be able to define the key concepts associated with 360 Degree Feedback and you will be able to:

- Identify the main benefits of effective performance appraisal and the roles that the manager and employee play
- Understand eight common appraisal techniques
- Identify two major implementation areas of 360 Degree Feedback
- Use 360 Degree Feedback effectively within the organization
- Determine whether your organization is ready for 360 Degree Feedback
- Understand common reasons why 360 Degree Feedback Programs Fail



# Section 1

## Why Have Performance Appraisals?

Over the last few years, the use of 360 Degree Feedback has grown within the business sector. However, before we discuss the merits and challenges of 360 Degree Feedback it is important to gain a familiarity with the area of performance appraisal. In particular, what are the considerable advantages of performance appraisals.

Performance Appraisal offers several advantages.

### Individual

At an individual level performance appraisals offer a number of advantages. These include:

- Recognition of past effort
- Developmental requirements can be uncovered

Research has consistently demonstrated that these advantages are extremely important for an individual. To illustrate, without recognition for past efforts it can be difficult to consistently motivate an individual to engage in future developments.

### Team

In addition to the benefits achieved at an individual, a number of team benefits come straight to mind. These include:

- Alignment of effort with objectives
- Motivation of team members

To illustrate, the effectiveness of any team is clearly aligned to the set objectives of the team. As a result, if there is no opportunity to feedback to the team in an trusting and transparent setting the team will not know where they collectively are in relation to those objectives.



## Organization

The resultant advantages to organization thus become evident:

- Development of staff
- Achievement of key objectives
- Best and focused utilization of human resources

## Overall Benefits of Appraisals

- Increased employee performance
- Greater control of work
- Improved motivation and commitment
- Increased information flow
- Better relationships within & across the organization

## **'How To' Guide**

# Exercise

**List any other advantages that you believe arise from performance appraisals?**

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## Roles within Performance Appraisals

The simplest form of performance appraisals involve two individuals – the manager and the employee. Both individuals need to adopt clear roles from which certain advantages emerge.

### Manager's Role in Performance Management

- Set Objectives with Employees
- Manage Rewards and ensure Fair Compensation for a level of Job Performance
- Offer Accurate, Timely, Regular & Specific Feedback

### Advantages to Managers

Through Performance Appraisal, Managers can:

- Translate business goals into individual job objectives and standards
- Monitor performance and offer feedback
- Communicate and seek agreement on objectives
- Coach employees on how to achieve their performance objectives
- Identify employees strengths and weaknesses
- Generate and agree development plans to best serve the organizations and individual needs

## **'How To' Guide**

# Exercise

What other advantages to the Managers exist?

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## Employee's Role in Performance Management

- Set Objectives with Manager
- Improve Performance
- Be actively involved in their Development

## Advantages to Employees

Through Performance Appraisals, Employees can:

- Openly discuss performance with managers
- Be provided with a development tool
- Reinforce and sustain performance
- Improve existing performance
- Determine career progression goals
- Identify training needs
- Link rewards to performance

## **'How To' Guide**

# Exercise

**Why do you think it is the important for an individual to be actively involved in their development? Please expand your answer, if possible, by giving an instance where you were not actively involved in your development.**

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**'How To' Guide**

## **Section 2**

### **Eight Appraisal Techniques**

Below is a list of the main performance appraisal techniques employed within organizations. Most organizations employ these forms of performance appraisals. Although organizational implementations can often contain other elements this approach is to meet the exact and often unique needs of the organization. Whatever you choose to include as part of your 360 Degree Feedback will very much depend on the nature and history of your organization.

1. Ranking
2. Paired Comparisons
3. Critical Incident
4. Free-Form/Narrative
5. Self-Assessment
6. Assessment Centre
7. Performance
8. Rating

## Ranking

| Overview   | Strengths  | Weaknesses  |
|--|--|---|
| Appraiser ranks employees from the worst to the best based on specific characteristics or on overall job performance | <ul style="list-style-type: none"><li>• Simple</li><li>• Facilitates comparisons</li></ul> | <ul style="list-style-type: none"><li>• Subjective</li><li>• Poor basis for decisions</li><li>• Degree of difference between employees difficult to specify</li></ul> |

## Paired Comparisons

| Overview  | Strengths  | Weaknesses  |
|---|--|---|
| Appraiser ranks employees two at a time and decisions on which is superior are included in the final ranking order for the whole organization | <ul style="list-style-type: none"><li>• Simple</li><li>• Ease of decision making</li></ul> | <ul style="list-style-type: none"><li>• Complicated within a large workforce</li><li>• Challenges associated with ranking</li></ul> |

## Critical Incident

| Overview  | Strengths   | Weaknesses  |
|---|---|---|
| Appraiser observes incidents of good and bad performance and employs this information for judging and leading the performance appraisal | <ul style="list-style-type: none"><li>• More objective than previous techniques</li><li>• Job related</li></ul> | <ul style="list-style-type: none"><li>• Time consuming</li><li>• Requires skilled observation</li></ul> |

This image shows a full page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper. There are no margins, text, or other markings on the page.

| Overview   | Strengths  | Weaknesses  |
|--|--|---|
| General free-written evaluation by the appraiser | <ul style="list-style-type: none"> <li>• Flexible</li> </ul> | <ul style="list-style-type: none"> <li>• Comparisons challenging</li> <li>• Subjective</li> </ul> |

| Overview   | Strengths   | Weaknesses  |
|--|---|---|
| Appraisee evaluates themselves based on a particular template that has been supplied by the organization | <ul style="list-style-type: none"> <li>Promotes self-analysis</li> <li>Participative</li> <li>Facilitates discussion</li> </ul> | <ul style="list-style-type: none"> <li>Appraisee may be more lenient</li> <li>Conflict can occur between appraiser and appraisee</li> </ul> |

[illegible]

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## Assessment Centre

| Overview   | Strengths   | Weaknesses   |
|--|---|--|
| Appraisee receives a series of assessments supplied, performed and evaluated by specialized external assessors | <ul style="list-style-type: none"><li>• Objective</li><li>• Range of techniques employed</li><li>• Range of dimensions analyzed</li></ul> | <ul style="list-style-type: none"><li>• Expensive</li><li>• Not necessarily job specific</li></ul> |

## Performance

| Overview   | Strengths   | Weaknesses   |
|--|---|--|
| Appraiser evaluates the degree to which the appraisee has achieved specific objectives | <ul style="list-style-type: none"><li>• Objective</li><li>• Job related</li><li>• Participative</li></ul> | <ul style="list-style-type: none"><li>• Requires awareness of measurable targets</li></ul> |

## Rating

| Overview   | Strengths   | Weaknesses  |
|--|---|---|
| Appraiser specifies on a scale to what degree relevant characteristics are possessed by the appraisee. | <ul style="list-style-type: none"><li>• Ease of comparison</li><li>• Capacity to assess characteristics from the very simple to the complex</li></ul> | <ul style="list-style-type: none"><li>• Subjective</li><li>• Personality and behavioral traits difficult to measure</li></ul> |

## 'How To' Guide

# Exercise

Why do you think rating is a subjective measure? Please explain your answer.

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# Section 3

## Key Implementation Areas

Before we begin to briefly examine an effective 360 Degree Feedback Process it is important that we briefly introduce the main implementation areas. These are:

- Employee Development
- Performance Appraisals

### 360 Degree & Employee Development

Within the area of employee development, 360 Degree Feedback will:

- Focus on development of skills and competencies to meet organizational objectives
- Identify Training & Development Needs
- Identify Areas for Improvement
- Develop Action Plans
- Assist Career Development Opportunities

### 360 Degree & Performance Appraisals

Within the area of performance appraisals, 360 Degree Feedback will:

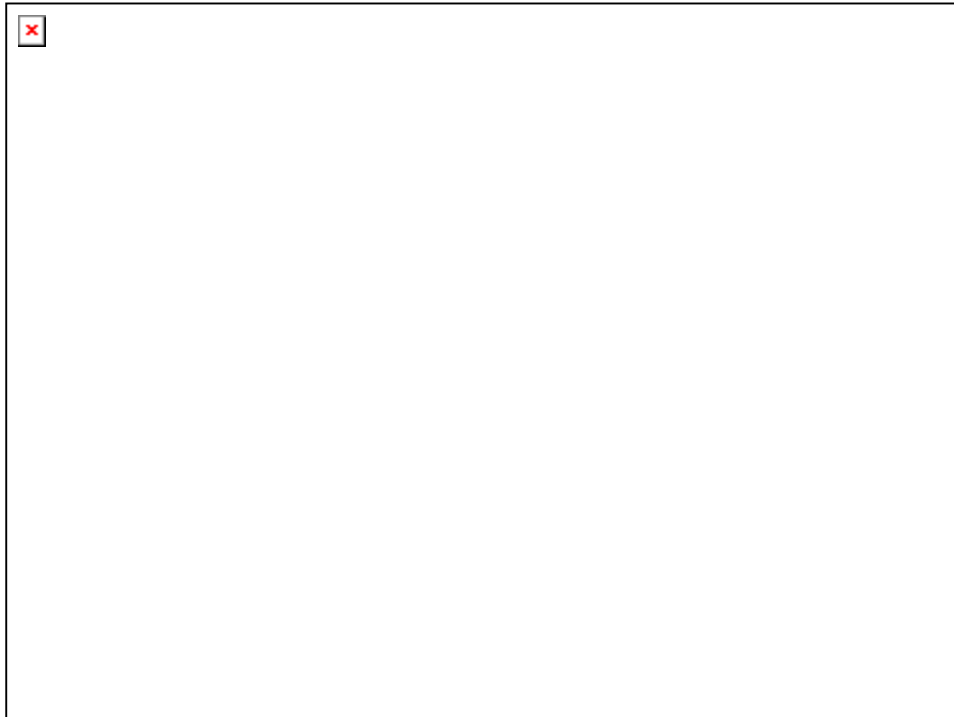
- Set Performance Objectives
  - Review Past Performance
  - Improve Current Performance
  - Assist Career Development & Promotion Opportunities
  - Assess Salary/Position Levels
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# Section 4

## **An Effective 360 Degree Feedback Process**

Up to this point we have examined various techniques appraisal techniques and highlighted two of the main areas where 360 Degree Feedback are employed within organizations. It is now necessary to turn our attention to how to introduce 360 Feedback within the organization. The main steps involved are captured in the diagram below and the remainder of this session will concentrate on you can introduce this process for yourself.



### **Decide The Purpose**

The first step is to decide the process and as indicated in the last section there are two main applications within the organization.

- Employee Development
- Performance Evaluation

Once decided it is necessary to communicate the purpose of the process to all stakeholders or those that will be involved or impacted by the 360 Degree Feedback process.

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## **Choose the Collection Instrument**

There are a range of instruments that can be employed as part of the process. The two most frequently employed are questionnaires and interviews. For many organizations a combination of the two are utilized.

### Questionnaires

- Most Commonly Employed based on competencies identified by the Organization

### Interviews

- Less Commonly Utilized
- Off-The-Shelf Instruments

## **Decide on the Behaviors to be Collected**

When you begin to employ 360 Degree Feedback within your organization you will soon learn that it is essential that you decide the behaviours that need to be collected by the instrument employed. This will assist you:

- Focus on Actual Behavior in the Organization rather than general traits
- Base ratings on particular work contexts to reduce rating error
- Ensure that rated behaviors are tied closely to organization's strategy and vision

## **Identify the Feedback Recipients**

The next stage involves

- Selecting employees who will receive the feedback
  - Remember self-selected employees are always more conducive to the process
  - Always ensure that all recipients are aware of their involvement within the process
-

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

For many organizations 360 Degree Feedback is a new event within the organization and as a result it is important that both raters and those rated receive adequate training. Some important rules of thumb always prevail:

- Communicate, Communicate, Communicate
- Train ratees in accepting negative feedback and on rating errors e.g., central tendency, halo errors etc
- Constantly update raters and ratees on progress to ensure necessary buy-in

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## **Recipient Choose Raters**

Within an effective 360 Degree Feedback process it is important, where practical, that the recipient of the feedback chooses approximately 10 raters. These on the whole tend to include:

- Self
- Boss
- Subordinates
- Co-workers
- etc

Caution: Recipients may choose more lenient raters. A properly planned process will help to avoid this situation.

## **Questionnaire Distribution**

Should you decide to employ questionnaires, it will probably include either

- Paper & Pencil
- Computerized
  - More efficient as data can be collated using customized software

Raters should be allowed the opportunity to forward the completed questionnaires to an external source to protect confidentiality. This may involve a financial cost but it will maximize buy-in with staff. Larger organizations with high levels of transparency may not need to include the external collation of results.

## **Analyze the Feedback Data**

Within many 360 Degree Feedback systems not enough care is taken in the analysis of the feedback. This needs to be carefully planned at the beginning of the process. Without this planning either too much or too little feedback data can be collected.

For larger organizations reports tend to collated and feedback delivered by external consultants using specialized software.

With this approach recipients can compare scores from raters in

- Column Format
  - Graphical Format
-

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Additional comments from individual raters can be appended to the reports.

### **Feeding Back the Feedback**

This is one of the major steps where the process can fall down. Reports should be discussed within a workshop session whereby they can openly discuss the feedback received. It is essential that adequate time is provided for staff to take-in the feedback and that the whole process is transparent. There is nothing more dangerous within organizations where staff are asked for feedback and it is then omitted or ignored. Staff will know what has been said so don't ever hide information!

Again this step may be best facilitated by an external consultant. Although the need for external assistance it is dependent on the culture and financial status of your organization.

### **Follow Through**

Another extremely important stage in the process that is often overlooked is the follow-through on the feedback received. After all the feedback is what you were looking for in the first place. Three important steps are involved:

- Establish Improvement Areas
- Design Action Plans
- Identify coaches or mentors to assist ratees in their future development

### **Repeat the Process**

360-Degree Feedback is a continuous improvement process that will greatly benefit the organization. The process should be repeated following an agreed period to review progress and identify future action plans.

**'How To' Guide**

## **Exercise**

**What would happen if you did not repeat the process?**

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# Section 5

## Are You Ready For 360 Degree Feedback?

Now that you know how to introduce a 360 Degree Feedback Process it is essential that you decide are you ready to introduce this process. Research and experience has demonstrated that you will need to consider:

- Top Management Buy-in
- Past History
- Coaching & Management Skills
- Trust & Interdependence
- Organizational Stability
- Clear Performance Plans

### Top Management Buy-in

As with any change process, top management need to:

- Be Fully Bought-in to the advantages of 360 Degree Feedback
- Champion the Process
- Ensure that all stakeholders participate fully in the process

### Past History

To determine whether past history may impact the introduction of 360 Degree Feedback you will need to ask yourself the following questions. Please try to answer them as honestly as possible:

- Has 360 Degree Feedback been used previously within the organization?
-

- 
- What were the results?
  - Where was the process a success and why?
  - Where did the process encounter difficulties and why?

### Coaching & Management Skills

As with past history you will need to ask yourself the following questions. Please try to answer them as honestly as possible:

- Do management possess the required skills and knowledge to implement the process fully?
  - Have the necessary mentors and coaches been introduced across the organization to ensure the smooth application of 360 Degree Feedback?
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## Exercise

[illegible]

Given the often sensitive nature that can be discussed 360 Degree Feedback requires trust and confidentiality. Ask yourself:

- What are the trust levels within your organization?



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- How can trust levels be increased?

#### Organizational Stability

The introduction of an effective 360 Degree Feedback Process can often be impacted when there is a level of un-stability within the organization. You will need to determine:

- What is the current position of the organization? Please provide as much detail as you think necessary.
  - Are changes foreseen that may affect the implementation of an effective 360 Degree Feedback Process? Can they be avoided and/or integrated within the purpose of the 360 Degree Feedback Process.
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### Clear Performance Plans

The last area that will determine whether your organization is ready for 360 Degree Feedback refers to the performance metrics of the organization. Ask yourself:

- What are the performance metrics within your organization?
- Are they clear to all stakeholders?
- If not how can they be made clear?

### **'How To' Guide**

## **Exercise**

Give examples of performance metrics within your organization? For each metric indicate whether they are appropriate in light of what you now know about 360 performance appraisal? Please explain your answers in as much detail as possible.

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# Section 6

## Why 360 Degree Feedback Programs Fail

At this stage in the study guide, it should be clear that the introduction of a 360 Degree Feedback Process is not as difficult as it first may have seemed. In fact with appropriate planning and the sequencing of activities as presented earlier it should be successfully introduced within your organization. This is presuming that you have identified in the last session that you are ready for 360 Degree Feedback!

In the final session we want to briefly highlight some of the reasons why 360 Degree Feedback programs have failed in other organizations which we believe will help you not make the same mistakes. These include:

- No Clear Purpose
- Using 360 degree feedback as a substitute for managing poor performance
- Not conducting a pilot
- Not involving key stakeholders
- Insufficient communication
- Compromising confidentiality
- Not making the feedback's use clear
- Having scoring and administration not user friendly
- Making it an event rather than an ongoing process
- Not evaluating effectiveness

### No Clear Purpose

360 Degree Feedback programmes must be firmly rooted in a purpose for the organization.

You will need to ensure that stakeholders understand and share this purpose to ensure that the outcomes are relevant.

### 360 Degree Feedback Is Not A Substitute!

360 Degree Feedback should also not be viewed a substitute for managing poor performance. Instead it should be seen a methodology for discovering areas whereby performance can be increased.

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## **Not Conducting a Pilot**

360 Degree Feedback is not initially an easy process to introduce. For organizations where 360 Degree Feedback has not been implemented previously a pilot should be undertaken to familiarize both management and staff of the intricacies of the process.

## **Not Involving Key Stakeholders**

- Reduces ownership of the 360 Degree Feedback Results and Process
- Undermines the overall process
- Reduces trust and confidence levels within the organization
- Minimizes the potential success of the 360 Degree Feedback

## **Insufficient Communication**

For 360 Degree Feedback to be effective within an organization all stakeholders need to be informed of the purpose of the feedback, how this process will work and be confident of the relevance and transparency of the exercise.

## **Compromising Confidentiality**

360 Degree Feedback must always respect the confidentiality of all material collected.

Within strict attendance to this feature the validity of the process will be undermined along with the future reliability of data collected.

360 Degree Feedback must not be used against staff as it will damage trust relationships within the organization.

## **Not Making the Feedback's Use Clear**

Stakeholders must be fully aware of what the feedback will be used for. Without clarity the relevance of the feedback obtained will be compromised.

## **User Friendly Scoring and Administration**

Both users and administrators must find it easy to complete the 360 Degree Feedback Process.

All areas of confusion and ambiguity must be removed.

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You will need to make sure that it is not just an event but an ongoing process.

**360 Degree Feedback is not a once-off effort**

360 Degree Feedback is a continuous process of improvement and must be always perceived as being this.

**Not Evaluating Effectiveness**

Evaluation is the cornerstone of successful 360 Degree Feedback Programmes – make sure that you build in appropriate evaluation structures.

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# Summary

360 Degree offers considerable benefits to the

- Organization
- Manager
- Employee

There are eight common appraisal techniques

- Ranking
- Paired Comparisons
- Critical Incident
- Free-Form/Narrative
- Self-Assessment
- Assessment Centre
- Performance
- Rating

There are 10 main steps in implementing a successful 360 Degree Feedback Programme

1. Decide the purpose of the feedback
2. Choose the collection instrument
3. Decide the behavior to be collected
4. Identify the feedback recipients
5. Train the raters and ratees
6. Recipient choose raters
7. Questionnaire distribution
8. Analyze feedback data
9. Feeding back the feedback
10. Repeat the process

360 Degree Feedback offers particular implementation benefits in the areas of Employee Development and Performance Appraisal. Before starting a 360 Degree Feedback Programme the organization must ascertain whether it is ready for 360 Degree Feedback.

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## **'How To' Guide**

# **Test Your Knowledge**

Congratulations on completing the 360 Degree Feedback Study guide.

To help you assess what you have learnt from this study guide please complete the following short assignment.

This assignment has been designed to assist your learning and answers are for your own use only. It is your choice whether you want to take the assignment or not, or if you would like to review the material as you find the answers for the questions. What is important is that you are comfortable with the knowledge that you have gained from the training course.

1. What are the advantages of appraisals to the organization?
  2. What is the employee's role in appraisals?
  3. List the main appraisal techniques employed within organizations?
  4. What are the main strengths and weaknesses of Assessment Centres?
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5. Name two implementation areas of 360 Degree Feedback?

6. List the 10 steps involved in an effective 360 Degree Feedback Process?

7. Name two types of collection instruments employed within organizations?

8. What is it important to follow-through on the feedback received?

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9. What factors will you need to examine to determine whether you are ready for 360 Degree Feedback?

10. List and explain some of the reasons why 360 Degree Feedback programs fail within organizations?

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# Action Plan

1. I believe that my 360 Degree Feedback skills are effective in the following areas:

- a.
- b.
- c.
- d.
- e.

2. These skills are measurable in the following ways:

- a.
- b.
- c.
- d.
- e.

*Note: Be sure goals are specific, attainable and measurable.*

3. I believe that I need to improve my knowledge, skills and abilities in the following areas:

- a.
- b.
- c.
- d.
- e.

*Note: These improvements will represent your goals from completion of the course.*

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4. These improvements will be measurable in the following ways:

- a.
- b.
- c.
- d.
- e.

5. To attain these improvements I will need to:

- a.
- b.
- c.
- d.
- e.

6. This is how I plan to attain these improvements:

| Goal | Action Step | Target Date | Proposed Evidence |
|------|-------------|-------------|-------------------|
|      |             |             |                   |
|      |             |             |                   |
|      |             |             |                   |
|      |             |             |                   |
|      |             |             |                   |

7. The following people and resources will assist me in accomplishing my goals:







- a.
- b.
- c.
- d.
- e.

8. The following are constraints that may impact the achievement of my goals:

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Signed: \_\_\_\_\_

# Further Reading

1.  [The Art and Science of 360 Degree Feedback](#)  
by **Richard Lepsinger, Anntoinette D. Lucia** (Hardcover - **April 25, 1997**)  
Avg. Customer Rating: ★★★★★
2.  [360 Degree Feedback : The Powerful New Model for Employee Assessment & Performance Improvement](#)  
by **Mark R. Edwards, Ann J. Ewen**  
Avg. Customer Rating: ★★★★★
3.  [Maximizing the Value of 360-degree Feedback : A Process for Successful Individual and Organizational Development \(J-B CCL \(Center for Creative Leadership\)\)](#)  
by **Walter W. Tornow, Manuel London** (Hardcover - **October 23, 1998**)  
Avg. Customer Rating: ★★★★★
4.  [Power of 360 Degrees Feedback: How to Leverage Performance Evaluations for Top Productivity \(Improving Human Performance\)](#)  
by **Ph.D., David A. Waldman, Ph.D., Leanne E. Atwater** (Hardcover - **March 3, 1998**)  
([Rate this item](#))
5.  [The Power of 360 Degree Feedback : Maximizing Managerial and Leadership Effectiveness](#)  
by **T V Rao, Raju Rao** (Paperback - **December 1, 2004**)
6.  [360-Degree Feedback : strategies, tactics, and techniques for developing leaders](#)  
by **John E. Jones** (Paperback - **June 1996**)  
Avg. Customer Rating: ★★★★★

**Evaluation Form**

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**Name** \_\_\_\_\_  
**Job Title** \_\_\_\_\_  
**Department** \_\_\_\_\_

**Name of Course** \_\_\_\_\_  
**Date of Course** \_\_\_\_\_  
**Instructors Name** \_\_\_\_\_

**Did the course meet your objectives?**

**Yes**   **No**   (please circle your answer)

**Please explain your answer:**

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**Coverage of the Topic** (please circle your answer)

**Excellent**

|          |          |          |          |          |
|----------|----------|----------|----------|----------|
| <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|----------|----------|----------|----------|----------|

**Poor**

**Comment**

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**Organization of the Course Material** (please circle your answer)

**Excellent**

|          |          |          |          |          |
|----------|----------|----------|----------|----------|
| <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
|----------|----------|----------|----------|----------|

**Poor**

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**Comment**

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**Relevance of the Course Material Used** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

**Comment**

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**Use of Practical Examples** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

**Comment**

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**Level of Difficulty** (please circle your answer)

**Too Difficult**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Too Easy**

**Comment**

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**Length of Course** (please circle your answer)

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**Too Long**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Too Short**

**Comment**

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**Facilities** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

**Comment**

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**Suitability of Trainer** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

**Comment**

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**Quality of Handouts** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

**Comment**

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**Quality of Overheads** (please circle your answer)

**Excellent**

|   |   |   |   |   |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|

**Poor**

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**Excellent**

**Poor**

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This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins or other markings on the paper.