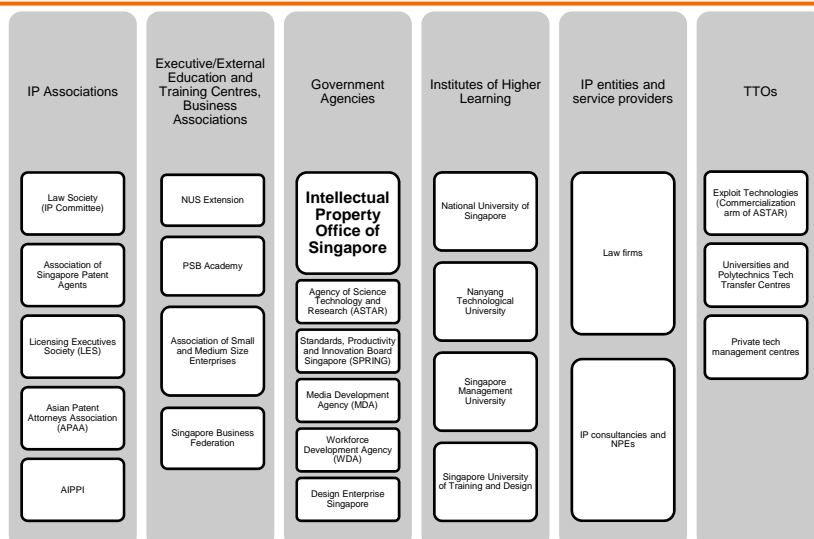


# Monitoring & Evaluation of Training Programs of IP Academies/IP Training Units

Singapore

## Multiple Stakeholders = Multiple Accountability Points



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## Accountability to Different Stakeholders

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- Direct reporting to the governing and funding bodies
  - E.g. IP Academy
    - Board of Governors – representing varied stakeholders
    - the Ministry of Law – funding agency
- Accountability to other external stakeholders for specific deliverables:
  - Other funding entities
    - E.g. for IP Academy includes government agencies who support specific activities such as industry training programmes
  - Partners
    - E.g. certificate conferring partner
  - Clients
    - E.g. for customized in-house programmes addressing specific needs



## Performance Indicators

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- Marketing indicators
  1. Size of contact database for particular sector
  2. Number of participants
  3. Number of organizations (indication of commitment of an organization which attends; organization contacts versus individual contacts)
  4. Number of new subscriptions
  5. Number of unsubscribed
  6. Number of 'multipliers' – supporting organizations who assist in marketing the programme

An academy's 'reach' is its ability to get to its target audience.

A critical indicator of the value that the academy can provide to its stakeholders to ensure that there is effective delivery of programmes.



## Performance Indicators

- Programme indicators
  - Feedback from participants on
    - Content
    - Delivery
    - Relevance
    - Tutor's ability to communicate

This feedback is consolidated and provided to tutors for further development of the programme and their delivery.
- Administration indicators
  - Feedback from participants with input from tutors and managers on
    - Customer service
    - Room set-up
    - Materials
    - Support of tutors

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## Performance Indicators

- Who is accountable
  - Indicators need to relate back to specific individual KPIs.
  - A key component of staff assessment for performance bonuses, and promotion.
  - E.g. IP Academy programmes process is from “cradle to grave” i.e. Each officer is in charge of a portfolio of sectors and is responsible for the indicators at each stage in the process.



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## Performance Indicators

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- *Show me the money.*
- Value not just indicated by the above indicators but the revenue generated from the programme as an indication of market relevance.
- E.g. IP Academy:
  - Fees for higher level programmes are set at market value to recover a % of operational costs of the organization.
  - Programmes may not recover all indirect costs but have to recover direct costs before they are conducted.
  - Fees are an indicator of market interest and perceived value.

**Perceived Value = Content + Administration + Delivery +  
Market Interest = Fees**

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## Performance Indicators

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- Setting expectations with client
  - Pre-planning meeting (immediate client – contracting person)
    - Input on intended audience including
      - Past experience in IP,
      - Levels (awareness – skills), and
      - Learning objectives targets.
  - Content development
    - Curriculum has to be signed-off by client.
  - Pre-course input from attendees (ultimate client – participants)
    - Issues of interest,
    - Scenarios that can be discussed, and
    - Expectations.
  - Delivery of post-programme report to client (for review by immediate client).

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## Programme Reports

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- Individual programme reports submitted to management and clients (for contracted programmes).
- Reports include
  - Participant analysis
    - Past experience and current interest
    - Organization, department and level
    - Relevance of programme
  - Feedback analysis
    - Benchmarked to internal set standards
    - Justifications (if any) for non-achievement
  - Marketing report
    - Marketing undertaken and approach used
    - Sector response
  - Cost recovery and reasons if not achieved. Staff have to obtain
    - Input from sector and multipliers
  - Improvements proposed for next run

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## Programme Reports

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- Other input and follow-up:
  - Tutors' feedback on
    - Programme
    - Participants

E.g. sponsoring companies may get a copy of the tutor's input as to readiness of the participant for qualification(Patent Agent trainees)
  - 3-6 month post programme follow-up with participants
    - Extent of training impact on performance, and
    - If programme achieved stated outcomes.

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## Alignment to Recognized Competency or Curricula Frameworks

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- Gain acceptance and assists an academy to get buy-in and traction with various stakeholders.
- May mean more onerous monitoring responsibilities.
- E.g. IP Academy and the Workforce Skills Qualification programme:
  - <http://app2.wda.gov.sg/wsq/Common/homepage.aspx>

## Alignment to Recognized Competency or Curricula Frameworks

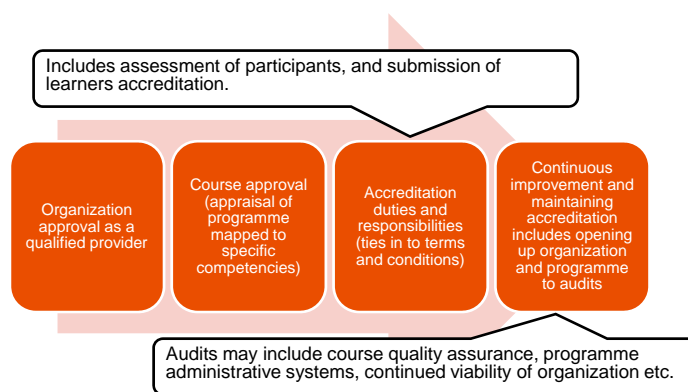
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- **More about WSQ**
  - A national credentialing system.
  - Focus on competencies that companies are looking for.
  - Based on national standards developed by WDA in collaboration with various industries.
  - Industry sectoral frameworks which serve to:
    - “Professionalise” the industry
    - Enhance labour market flexibility and skills portability

## Alignment to Recognized Competency or Curricula Frameworks

- **Additional duties**
  - Opening up programmes to pre- and post- external audits.
  - Submission of programmes through appraisal process.
  - Qualification of organization, staff and tutors under an accreditation system.
  - Assessment systems (achievement of learning objectives)
    - performance statements and
    - underlying knowledge gained.

## Alignment to Recognized Competency or Curricula Frameworks



### Process for accreditation

## **Alignment to Recognized Competency or Curricula Frameworks**

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**TV, Film and Radio Competency Map**

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The End

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**THANK YOU**