

the sophisticated long-range capability in COFOR and short-term capability through FOIL, there are enough improbables in the latter to warrant a thorough assessment of the accuracy of its forecast at the end of the first year of publication.

The Committee suggests that the future forecasts of the Forward Occupational Imbalance Listing (FOIL) be assessed against information on actual occupational shortages as soon as they can be ascertained. Since the members of the Manpower Needs Committees may rely heavily on FOIL forecasts to supplement their knowledge of local needs in planning the allocation of Manpower training courses, this assessment should be immediately reported to them.

Evaluation: Procedure

The Committee was given a detailed description by Mr. Campbell of the procedure used to evaluate the impact of programs developed to implement manpower policies. The process of evaluation involves first of all an identification of the objectives the government expects the program to meet. The objectives are then translated into measurable terms and ways are developed to determine the degree to which they have been attained. The evaluation is carried out by a designated steering group which deliberately includes the program manager responsible for the particular program under evaluation. The final report consists of three parts. First, the factual phase of the evaluation including benefits, costs, statement of objectives and data on the program. To this is added the conclusions of the evaluation team and any recommendations they may have concerning the future of the program under review.

Mr. Campbell assured the Committee that the impact of evaluation reports prepared in this way had been considerable. This in part is a result of the principle established by the Division that evaluations must be independent of program management. "The evaluator has to have the ability to call a spade a spade, and he has to feel free to do so." The evaluation itself, "depends very heavily on the statistical data generated by the program itself. We spend a great deal of money on surveys of the people who have participated in the program and benefited from it." Mr. Campbell stressed the importance of the presence of the program manager in the evaluation group, of his cooperation in the collection of the administrative statistics. His presence assures, "evaluation by cooperation rather than evaluation by confrontation." (24:7)

Programs are not automatically evaluated by the Strategic Planning and Research Division. A deliberate decision is taken each time an evaluation is projected. Representatives of this Division should be brought into the earliest planning stages of any new program so that the mechanisms necessary to collect assessment data form part of the administrative framework of the program. Both Mr. Campbell and officials of the Manpower Division commented on the cost of monitoring programs. This money is well spent in the long-run and should be treated as an element of individual program budgets from the beginning.