

**2009 Census Rehearsal Evaluation
Field Staff Training**

December 2009

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2009 Rehearsal – Field Staff Training

1. Definition and scope for rehearsal

Create and deliver a programme of training which will prepare field staff for their census duties. This will include the production of a training (DVD) and (CD-ROM).

For the rehearsal, Census Headquarters(CHQ) trained two Census Regional Managers (CRM)s who then delivered/arranged training for the remainder of the field staff (3 x Census District Managers (CDM)s, 10 x Census Team Leaders (CTL)s, 109 x enumerators) on a cascade basis.

What was tested:

- training programme structure and timing;
- training course content;
- delivery of training by CHQ and field managers;
- supporting materials provided to field managers to assist them with delivering training sessions; and
- props for training DVD.

What could not be tested:

- ability to fit a large number of training events into a tight field timetable;
- capability of Field Operations Branch (FOB) to observe training sessions at a number of locations throughout Scotland around the same dates; and
- procurement of external venues for holding training sessions

2. Evaluation findings

Pre – determined evaluation points

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
<p>1) Quality of training provided</p>	<p>a) Enumeration carried out to required standard.</p> <p>b) Reconciliation accurate.</p>	<p>Achieved:</p> <p>a) Field staff provided some very positive feedback on the quality of the training sessions at the debriefing sessions. Feedback was that CTLs did not have sufficient knowledge to allow them to deliver the presentations. This was confirmed by FOB representatives at the training courses.</p> <p>b) 98 per cent of Enumerator Record Books (ERB)s were found to be correctly reconciled.</p>	<p>a) CDMs to deliver the enumerator training sessions.</p> <p>b) Continue with the same arrangements in 2011.</p>	<p>August 2010 to March 2011</p> <p>April 2011</p>
<p>2) Timetabling and delivery of events</p>	<p>Field staff have the appropriate knowledge at the correct time.</p>	<p>Achieved:</p> <p>a) Feedback from field staff at the debriefing sessions indicated that they thought the training timetable was</p>	<p>a) Continue with the same arrangements in 2011 whilst taking into account the need to factor in more training</p>	<p>July 2009</p>

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
		<p>well structured and they were content that they were trained on the relevant tasks at the appropriate time.</p> <p>b) Enumerators felt that the timescale for the completion of the self study test was too short.</p> <p>c) Enumerators did not feel they were given sufficient notice of the dates of their training sessions.</p>	<p>dates due to the volume of field staff requiring to be trained.</p> <p>b) Review field timetable</p> <p>c) Enumerators should be issued with a letter on appointment advising them of their training dates.</p>	<p>July 2009</p> <p>February 2011</p>
<p>3) Training DVD/CD-ROM</p>	<p>Training DVD/CD-ROM aided enumerators to carry out their duties</p>	<p>Achieved:</p> <p>a) There was some very positive feedback on the DVD/CD-ROM at the field staff debriefing sessions. Many commented on how professional the DVD was and how useful it was in visualising the role of an enumerator.</p> <p>b) Field managers would have liked to have seen the DVD at their first training session.</p>	<p>a) Maintain the current style of the DVD.</p> <p>b) Endeavour to produce the DVD in time for the first CDM training course in October 2010 but if this does not prove possible then show</p>	<p>October 2010</p> <p>Dependant on other work-streams (questionnaire design, field</p>

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
			CRMs and CDMs the 2009 DVD until such time as the 2011 DVD is ready.	supplies, print)

3. Other evaluation points

Description	Outcomes/issues	Recommendation(s)	Timeframe
<p>4) Training course content</p>	<p>a) The first enumerator training session overran due to the time it took to complete personnel records.</p>	<p>a) Separate this element from the rest of the training and consider other options including asking enumerators to complete their personnel details on their own PC at home.</p>	<p>October 2009</p>
	<p>b) Field staff commented that they thought the enumerator training courses should have involved more interactive work (e.g. completing record books and placeholder forms).</p>	<p>b) Insert a “dummy” record book page in the enumerator handbook and provide “training” placeholders. Restructure training courses slightly so that practical exercises can be included in the enumerator training sessions. To accommodate some of the new content suggested above leave out some of the repetition (DVD clips). Have a dummy run through to check timings etc.</p>	<p>October 2009</p>
	<p>c) CTLs and enumerators were not shown sample questionnaires and record books at their first training session.</p>	<p>c) Ensure that the field office has a supply of “training” questionnaires and record books which can be shared with CTLs and enumerators at their first training session.</p>	<p>January 2011</p>
	<p>d) All field staff felt that they were not given sufficient training on the Information Technology (IT) systems they were asked to operate.</p>	<p>d) A separate Information Technology (IT) training session will be built into the training programme so that field staff are fully trained on the IT systems they are expected to be able to operate. We may also include an interactive section on the CD-ROM which takes field staff through how to use the various IT systems.</p>	<p>October 2009</p>

Description	Outcomes/issues	Recommendation(s)	Timeframe
	<p>e) Enumerators commented that they were not given enough guidance on how to enumerate Communal Establishments (CE)s.</p> <p>f) Post-out enumerators felt there should be more focus on the duties of post-out enumerators.</p> <p>g) Some enumerators commented that training focussed too much on standard tasks as opposed to looking at what to do in exception situations e.g. where a pre-printed questionnaire was delivered to the wrong address.</p> <p>h) CTL training should be more focussed on the enumerator duties which they are managing.</p>	<p>e) CTLs will enumerate CEs in 2011. The additional training requirement will be factored into the CTL training programme.</p> <p>f) Provide more focus to post-out enumerators during training.</p> <p>g) Feedback session on second and subsequent training courses to discuss exception situations which have arisen.</p> <p>h) Amend the content of the CTL training course so that it is more aligned with the enumerator training.</p>	<p>October 2009</p> <p>October 2009</p> <p>October 2009</p> <p>October 2009</p>
<p>5) Props for training DVD</p>	<p>The requirements for props were not identified to the print contractor in sufficient time.</p>	<p>Print timetable to incorporate timescales for the requirements of the DVD/CD-ROM.</p>	<p>July 2009</p>

Description	Outcomes/issues	Recommendation(s)	Timeframe
6) Tracking questionnaires	Questionnaire used during the filming of the training DVD was delivered to an actual address and subsequently returned by the householder to the Edinburgh field office.	All census materials to be recorded and tracked regardless of use.	June 2010
7) Reproducing questionnaires	Mirage produced copies of the questionnaire which they used during filming of the DVD	Put a watermark on the questionnaire so that it cannot be reproduced.	May 2010