Data Series 31

FINAL TARGETS

The first, foremost and most usual reasons evaluations
fail is because the programs to handle are not done.

The evaluator, with all the study for an Ideal Scene,
the exhaustive search for data and the collection and
count of outpoints and pluspoints, with the discovery
thereafter of the right why and the brightest of ideas
to handle may yet be totally defeated by the simple fact
that no one ever chases up the target execution and gets
the program really ahd honestly DONE.

He can even have someone who is responsible for
getting his program executed only to find they are them-
selves issuing additional or even contrary orders. Or
even issuing whole new programs which have no relation
to evaluation at all.

Circumstances have been found where a person with
the duty of getting targets done was so deficient in the
ability to confront that he accepted any excuse at all
and was even pushed over into other subjects. The remedy
for this of course is HCOB 21 Nov 73 The Cure of Q & A,
Man's Deadliest Disease.

It can be so bad that persons entrusted with target
execution <u>did not even speak to or approach any person who
had a target to do</u> while not reporting at all or reporting
marvelous progress with the program!

So, sad to have to relate, it is not enough to be a
fantastic and able evaluator. If the program is never
truly done, the evaluation is merely a mental exercise.

The ability to supervise and obtain cooperation and
execution is mandatory for the skill of any evaluator.

HCO P/L 1 Sept 73 Admin Know How No. 30 and HCO P/L
15 Oct 73 Admin Know How Series No. 31, Administrative
Skill, give the evaluator some of the additional data he
needs to obtain execution of his programs.

One can say right here that the thought "Oh well, I'm
just a sort of technician here and it's really not up to
me to RUN things. I just evaluate and it's up to 'them'
to see that they carry it out," is very likely to occur.

But if one's repute as an evaluator is to be established, it will come about because:

THE EXISTING SCENE MOVED UP MARKEDLY
TOWARD OR BECAME THE IDEAL SCENE.

If that does not occur, then seniors or workers don't blame the supervisors or communicators. They blame the evaluator. "Oh him! He evaluated the building situation and look, the whole situation went to hell."

No justice at all. The data and why and all the rest were quite right. The on paper evaluation was perfect. It would have "handled the hell" out of it. But lamentably the program just was never done. Altered or falsely reported or untouched, the targets just weren't done.

So the test of an evaluation is:

DID IT MOVE THE EXISTING SCENE TOWARD
OR ATTAIN THE IDEAL SCENE?

And that cannot occur without the program being fully and totally and correctly done.

See also HCO P/L 26 Jan 72 Not Dones, Half Dones and Backlogs for more data on this.

Thus it is VITAL that four final targets exist on every evaluation.

These are:

_____ (Fourth from last number of the evaluation program.) Verify from personal inspection of the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports. EVALUATOR.   _____

_____ (Third from last number of the evaluation program.) Look at current statistics and the results of the above inspection and the SITUATION of this evaluation as written above AND SEE IF THE SITUATION IS NO LONGER A THREAT. EVALUATOR.   _____

_____ (Second from last number of the evaluation program.) Look again at the IDEAL SCENE as written above. Then look at the above two targets and further investigate and SEE IF THE IDEAL SCENE HAS NOW BEEN APPROACHED MORE CLOSELY OR ATTAINED. EVALUATOR.   _____

_____ (Last numbered target of the evaluation program.) A. If the above 3 targets do not show a favorable approach toward or attainment of the IDEAL SCENE, gather new data,

investigate further and RE-EVALUATE or B. If
the IDEAL SCENE has been more closely approached
or attained the following commendations or
awards are assigned: _____

_____
_____
_____
_____

EVALUATOR.   _____

This signifies the conclusion of the evaluation.

(Note: The last four targets may be made available
on a mimeograph sheet for the use of an evaluator in
ending off his evaluation.)

By using this program ending it is abundantly clear
to all those concerned with the evaluation including the
evaluator that:

THE PROGRAM AND ITS SUCCESSFUL EXECUTION
ARE AN INTEGRAL PART OF AN EVALUATION.

Unless the program is fully, truthfully and
successfully done, an evaluation alone cannot remedy any
situation and the Ideal Scene will not be attained.

The reason for and the final objective of any
evaluation is the approach toward or attainment of the
IDEAL SCENE.

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