

SAVE INTERNATIONAL

WORKSHOPS AND SEMINARS MANUAL



GUIDELINES – POLICIES – PROCEDURES – APPLICATION – FORMS

THIS DOCUMENT SUPERCEDES ALL PREVIOUS DOCUMENTS ISSUED

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INDEX

- I) Approval Objectives and General Considerations
- II) Workshop-Seminar Approval Procedures
- III) Mod I Workshop Submittals
- IV) Mod II Seminar Submittals
- V) Worksheets and Application for Workshop and Seminar Approval
- VI) Audit Policy and Procedures

Section I Approval Objectives and General Considerations

Program Objective

SAVE International's Board of Directors have authorized a certification program to be administered by a Certification Board with the following objectives:

1. Establish, maintain, and administer professional certification programs to promote and support the practice of the value methodology, globally.
2. Establish and maintain professional development in the value methodology by improving professional skills and competence in accordance with established standards.
3. Enforce standards for ethical behavior, as established by the SAVE International Board of Directors for individuals certified under this program.
4. Support the SAVE International Board of Directors to clarify methods and procedures in the application of the value methodology; to create better understanding of the value profession; to develop universal acceptance and increase application of value practices.
5. Support the SAVE International Board of Directors to encourage the development and application of the value methodology and to encourage the successful application of projects in manufacturing, construction, service, government, and other fields.

General Considerations

SAVE International has chartered a Certification Board to develop, maintain, and administer a program to achieve these objectives. The individuals on the board and those responsible for the administration of the board's activities change periodically. For a current list, with contact information, of the Certification Board members, please visit the [SAVE International](#) website. All questions regarding approval should be directed to the Certification Board Executive Director.

Approval for certification training workshops and seminars is given to individuals, not to organizations. Specific education and training materials cannot be transferred or used to imply that an organization, association, or firm is approved. A college or university may be approved to offer a for-credit course with a specific designated faculty member approved by the Certification Board. The course travels with the professor. The course approval is issued to the individual designated as the prime instructor on the application. The prime instructor can either be a Certified Value Specialist™ (CVS) or a faculty member at a college or university.

All information pertaining to an application will be considered proprietary and confidential.

Membership in SAVE International is not mandatory. However, it is strongly encouraged.

Well-organized and complete material will facilitate expeditious processing by the Certification Board and is a reflection of the level of professionalism the Certification Board is expected to judge. **Incomplete submissions will be considered unacceptable. Unacceptable materials will be returned and not reviewed by the review committee.**

Workshop and seminar application fees are **not refundable, unless returned prior to review.** .

If the prime instructor is a CVS, he/she must retain active certified status to maintain the approval of the seminar or workshop. In addition, CVS alternates (co-instructors submitted on the workshop application form) must also retain active certified status to teach the approved course. If the prime instructor is a professor, the seminar or workshop will lose its approved status if the professor leaves the teaching profession for private practice or does not teach the course for credit as part of a college or university curriculum. A professor who transfers to a different college or university must inform the Workshops and Seminars Director and the Certification Board Executive Director in writing.

Individuals whose applications are disapproved by the Certification Board may request an appeal hearing to the Certification Board Chair.

Section II Workshop and Seminar Approval Procedures

Value methodology workshops and seminars shall be led by one person or a team of qualified instructors. Flexibility in the staffing and topics covered is allowed while ensuring appropriate coverage of the required topics.

Guidelines

Value methodology workshops and seminars must be coordinated by a prime instructor (CVS or faculty member) who is responsible for the content and quality of the training. The prime instructor may designate an alternate to perform the workshop or seminar. The alternate must meet the same requirements as the prime instructor. The segments of the agenda, which are not conducted by the prime or alternates, must be performed under the supervision of the responsible prime instructor.

NOTE: The prime instructor is accountable to the Certification Board for the conduct and performance of the workshop or seminar. The alternates are accountable to the prime instructor.

Certificates – Certificates must be issued to signify successful completion of the approved workshop or seminar. **As a minimum**, the certificates must include the name of the participant, the course approval number with the date the certificate was issued, the seal (electronic seal is acceptable), signature, and CVS number of the responsible prime instructor and/or alternate. For academic courses, the SAVE International Certification Board approved faculty member will sign the certificate.

Course – An approved workshop or seminar, **as a minimum**, must teach the topics and spend the required minimum amount of time within the indicated areas. Teaching of each topic can be spread throughout the required hours and can include lecture, audiovisual presentations, supervised workshop on prepared examples, etc. The minimum hours need not be consecutive; however, the course shall not exceed six (6) months. The prime instructor must directly supervise the workshop or seminar. Module I workshop time must be spent directly on live/actual, ongoing projects. This same provision applies to e-communication or web-based Module I courses. It must include the requisite time devoted to fact-finding, function analysis, FAST diagramming, creativity, planning, proposal analysis/writing, and presentation and implementation strategies. The electronic education and live project involvement must be administered by the same prime instructor.

NOTE: Individual homework, study assignments, or any other non-contact activities will not be applied towards the class time to meet the minimum schedule requirements for the 40-hour Module I basic certification training workshop or 24-hour Module II advanced certification training seminar.

Optional/Administrative – This is time provided for education in additional topics, administrative time, breaks, etc. The requirement is that the time be spent with the participants meeting together, working, learning, or interacting.

Instructors – It is mandatory that course applications contain the name and signature of the prime instructor (CVS or faculty member) and affiliate instructors responsible for teaching the workshop or seminar.

Length of Approval – Both the approved Module I 40-hour workshop and the Module II 24-hour seminar are approved for a 4-year period from the last day of the month of approval. Courses are not “re-certified,” but must be submitted for new approval every four years.

The Certification Board welcomes comments and suggestions, which will help us further develop and enhance the value profession.

Section III Mod I Workshop Submittals

Course Schedules - Module I Workshop

Since the founding of SAVE International, the need for consistent and quality education in the techniques of the value methodology (VM) has been recognized. Indeed, the original Board of Directors included an Education Director. Over the years, the standards for education have been developed and modified to keep abreast of the technology growth in VM and the needs of users in industry and government.

While specific topical areas and emphasis have been adjusted for current needs, the objectives and principles of the workshop have remained constant. The objective of the approved workshop (called Module I since the advent of the advanced seminar, Module II) is to provide VM education to the degree that individuals will be able to successfully participate in future value studies with minimal additional training. The course is not expected to make “experts” of attendees, but rather to provide the foundation for growth and development in the VM field. For those not choosing a VM career, successful completion of these workshops provides resources to organizations for future studies.

The workshops must be a stimulating experience using live projects that are meaningful to the attendees. This demonstrates the applicability of the VM process to actual situations. However, as opposed to actual studies, workshop projects should be selected principally for educational purposes rather than value improvement. Special consideration for the live project is essential in the E-courses. The prime instructor or alternate, a Certified Value Specialist™, or faculty member must teach those portions of the workshop that are unique to VM, such as function definition and function analysis. (See the following course schedule.)

The workshop must be an interactive experience; therefore, any homework or assignments outside the classroom are not credited towards the minimum education time. The workshop application time is an important segment of the educational process and must be supervised by the prime instructor responsible for the workshop.

Based on the experience of many value practitioners, it was decided that Module I courses require a minimum of 20 hours lecture and discussion/education to adequately train the attendees.

All Module I courses, including E-courses must include a live project under study, to which the skills and training gained by the attendees will be applied. A minimum of 20 hours must be devoted to the live project study and it must be closely monitored by the prime instructor. Many courses exceed that length. (In fact, Mr. Miles’ original value analysis courses at General Electric were three weeks long.) Thus the 40-hour length is a minimum and **can be exceeded**. It was not chosen to reflect any particular organization’s schedule, but based on educational needs.

Each applicant for an approved workshop must prepare and submit a syllabus to fully illustrate the topics covered within his or her own program and meet at least the minimum time requirements within the required major subjects. The syllabus must describe the material content and learning objectives for each element of the course requirement. It is not to be a restatement of the agenda. The manner of coverage and presentation of the material is left to the workshop presenters.

When evaluating applications for workshops and seminars, the Certification Board reviews organization and class content.

Module I Workshop - General Syllabus Outline

The general syllabus outline specifies topics and the minimum required subjects within topics to be covered in a SAVE International approved Module I workshop. Applicants are required to expand this general syllabus into a detailed one, including specific instructional objectives.

Objectives/material to be covered in Module I Workshop

History, Definition, Job Plan (3 hours):

Provide the history of VM to introduce the concept of the value methodology, its origin, evolution over time (Miles, Bytheway, etc), and application in public and private sectors. The objectives are to:

- define and distinguish the terms or jargon of VM (e.g., VA, VE, etc.), the meaning of “value” and other VM terms (e.g., function, worth, etc.);
- introduce the Value Standard;
- describe the structural content and sequential nature of the VM job plan and;
- emphasize the need to rigorously follow the steps of the job plan to improve value for the live project or case study.

Function, FAST, Function-cost (8 hours):

The prime objective of this section is to teach the student function analysis. Students should learn how to define functions with the action verb-measurable noun technique. Students should learn the reasons for defining function; e.g., removing paradigms from their thinking and forming a basis for focused brainstorming. In addition, Function Analysis System Technique (FAST) diagramming must be taught. They should have an understanding of the how–why–when logic in FAST diagram construction. They should learn the different types of FAST diagrams and the application of each. In addition, students should be taught the elements of a FAST diagram; e.g., higher order functions, basic functions, secondary functions, scope lines, etc. Finally, students should be taught how to transition from the FAST diagram to the next phase of the job plan.

Creativity (2 hours):

The training objective is to ensure that participants understand the nature of creativity and the creative process. The instruction should include discussion of common creative traits. Discussion of the brainstorming rules, how to record ideas (not solutions or goals), and the use of idea numbering schemes is recommended. Discussion of creativity exercises that can stimulate creative ideas should also be addressed.

People Topics (2 hours):

The training objective is to ensure that as potential future facilitators, the class understands group behaviors and can assist team members to optimize group discussions and activities. Topics to address should include selection of team members based on the needed disciplines to match the VM Study. A thorough discussion of personality types is recommended. Instruction should focus on the aspects of the team dynamics, such as what constitutes a “team”, proper team size, participant behaviors during the workshop, and matching the participant expertise to the VM project needs. Discuss how to motivate a team, how to handle negative individual behaviors, and how to facilitate a team to achieve optimal participation from all members. The proper use of intervention techniques should also be a topic for instruction.

Cost (1 hour):

Since much of what is being done in VM workshops relates to cost, it is important for the course material to set a proper stage for how the subject of “costs” should be handled during routine VM studies. Some key principles to be understood at the end of the training workshop include:

Basis of Cost Analysis. The value practitioner will take his or her cues from the setting in which costs are being considered. As an example, for construction costs on an early/concept design, the costs will probably be order of magnitude, with the primary purpose of cost analysis being to give the participants an approximate idea of how an alternative will affect the eventual design and construction cost outcome. The cost analyses are expected to be more refined in studies being

performed later in the design stages, when more is known about the details. Similar principles apply to other disciplines, such as in manufacturing process analysis.

Whatever the live project is for the workshop, it is usually best to use that as a setting for cost instruction. In construction, key subjects would include labor, materials, equipment, overhead and profit, mark-ups on subcontractor costs, contingencies, etc. In manufacturing live projects, the key subjects might be raw materials, labor, materials, equipment time, learning curves, packaging, advertising, shipping, warehousing, etc.

Life-Cycle Cost (LCC). It is critical for people participating in VM workshops to become knowledgeable about LCC. It is important to know when LCC becomes a key consideration and the individual must be capable of performing the necessary, accurate analysis of the essential elements that will affect the outcome of the study. To this end, the components of long-term owning and operating costs (energy, maintenance, replacements, salvage, labor, etc.) should be introduced.

Time Value of Money. The subject of time value of money should be introduced. Usually this is in the form of simple examples relating to bank loans, etc. While internal rates of return, breakeven analyses, etc., may be introduced, it will only be in a fashion to promote participants' interest in learning more about the subject. Students should come away from this block of instruction having been introduced to the subject of present-worth cost analysis.

Evaluation and Implementation (1 hour):

Evaluation. The training objective of the evaluation phase is to provide the participant with knowledge of the evaluation phase and the techniques available to evaluate the alternatives identified in the creativity phase. Steps in the evaluation process include: eliminate nonsense, group similar ideas, evaluate the ideas, and select the alternative(s) that offers the best value. The concept of determining the best value and the techniques used in the determination of that value will be taught. Touch upon a variety of techniques to give the participant choices, based on the complexity of the decisions. Use examples and explain them. The concept of having a positive attitude when identifying alternatives and possibilities should be taught at this time.

Implementation. The overall objectives of a VM workshop are not achieved until the recommendations are implemented. Barriers to implementation will be identified and approaches/techniques to overcome the barriers will be discussed. Development of an implementation plan that includes clearly defined actions (who and when) for accomplishing the plan will be taught. The concept of a "champion" for the recommendations should be promoted to help ensure implementation. The workshop results will be presented to those who can aid in the implementation and the workshop should teach the skills needed to develop the presentation and to present the material.

Development (1 hour):

Development. The training objective of the development phase is to provide the participant with knowledge of the importance of the development of alternatives to be considered for implementation by the decision makers.

Module 1 – (40 hours) Basic Course Minimum Requirements

	TOTAL HOURS	PRIME	VMP/AVS	OTHER
History, Definition, Job Plan	3	2	1	
Function, FAST, Function-Cost	8	6	2	
Creativity	2	1	1	
People Topics	2	1		1
Cost	1			1
Evaluation and Implementation	1	1		

Development	1	1		
Optional Topics and Administration	2			2
Live or Approved Case Study Project Time	<u>20</u>	<u>10</u>	<u>10</u>	
Total	40	22	14	4

Optional/Administrative (2 hours): This is time provided for education in additional topics, administrative tasks, breaks, etc. The requirement is that the time be spent with the participants meeting together, working, learning, or interacting if the time is to be included as part of the optional/administrative two (2) hours.

Supporting Documentation for Module I Workshop Approval

Submit to the Certification Board Administrator: Each certification training course application must include the following:

- WS-1 application
- WS-2 agenda for Module I
- WS-4 for the course syllabus.
- Copy of the principal workbook or textbook in English. (This requirement may be waived if the book is a text published by the Miles Value Foundation.)
- Presentation slides
- Lists of videos, supplementary texts, and other training aids being used
- Sample copies of the certificate of completion that includes the information required in Section II, Guidelines.

Course applications may be submitted in any of the following three ways:

- Printed: Mail one original and four hard copies of the application, plus two copies of the workbook or textbook.
- On CD: Mail four compact disks with all documents saved to each.
- Uploaded to website: Upload, via the online submission form accessible from the SAVE International® website, all documents, except for WS-1. The online application form satisfies the WS-1 requirement.

PLEASE NOTE: The comprehensive syllabus example provided in the application process section is for your guidance. Submit comparable levels of detail for any workshop submissions. Course material submitted should be neatly and logically prepared. The application worksheet and other worksheets (WS) are available on the SAVE website. Use a chronological approach in your agenda preparation and round hours to quarter hours. Add each row to the left and each column on every page with the grand total hours in each category on the final page. Check to make certain you meet the minimum course requirement in each category. Failure to meet minimum course requirements and to clearly demonstrate that the course material meets those requirements will result in a rejection of the submission.

The workbook or text will be retained on file by the Certification Board. A complete set of the materials must be submitted. The Certification Board is not responsible for retaining materials submitted for review.

Section IV Mod II Seminar Submittals

Module II – Advanced Seminar

The Module II advanced certification training seminar was developed and incorporated into Certification requirements in 1987. It was conceived to extend the knowledge base of those

wishing to apply the value methodology as a professional in the VM field. Module II was developed as the result of internal and external studies commissioned by the SAVE International® Board of Directors to enhance the acceptance of VM in industry and government. Value managers had to increase their capability to work with and talk to top management or decision makers in management terms. Education in leadership, program management, and management interaction was needed beyond the basic VM workshop areas critical to successful VM studies.

The course content submitted must clearly illustrate that this objective will be met and that the submitted materials are not merely an extension/repeat of the Module I workshop.

The Certification Board expects Module II instructor to take maximum advantage of the variety of VM experience and backgrounds represented by the participants in their seminar. The syllabus supports the use of VM in various applications such as facilities and processes by the sharing of relevant experience. This is especially important in the area of financial evaluation and value management where knowledge of public and private sector, and type of industry can spell the success or failure of an individual VM study or program.

Since a knowledgeable dialogue between all participants best serves the Module II seminar, each participant must have at least six months of practitioner or program manager experience prior to taking the Module II seminar. The instructor is responsible for verifying that the experience requirement is met.

Module II Advanced Seminar - General Syllabus Outline

The general syllabus outline specifies topics and the minimum required subjects within topics to be covered in SAVE International approved Module II seminars. Applicants are required to expand this general syllabus into a detailed one, including specific instructional objectives. The Certification Board expects the manner in which the material is presented to emphasize active participant interchange and comparisons of personal experiences.

Seminar leaders will facilitate discussion and have participants draw conclusions about what is appropriate to their own situations as well as understand how the value methodology works in environments with which they may not be familiar. Topics need not be taught in the order listed in this syllabus. For example, the SAVE International® certification program portion may be taught near the end of the seminar rather than at the beginning. Additional subjects may be included within any topic area.

Overview and Administration – (1 hour) The objective is to introduce the seminar program and objectives and obtain a brief background of experiences of the participants and their respective objectives. The SAVE International certification program, including types of certification and educational program approvals and their requirements, is presented. This time allotment includes necessary administrative tasks.

Project/Team Structure – (2 hours) The objective of this unit is to develop an understanding of the requirements for selecting appropriate project team members and projects for both educational programs and actual VM studies. The team member selection process and team leader roles should be discussed. Selecting projects to meet both management and customer/user objectives should be included. The training objective is to build on the participant's base of knowledge leading to optimizing team member's individual behaviors towards the goal of maximum team synergy. Focus on increasing a participant's effectiveness in developing and presenting value improvement proposals and related selling of the ideas to management. Instruction should focus on techniques used to build high-performance teams and other aspects of team development. Cover the roles of the VM facilitator, team members and team technical support resources. Include discussion of the use of pre-event activities.

Job Plans – (1 hour) The objective is to acquaint participants with variations of VM job plans and why they exist. As a result, participants should be able to develop a plan appropriate to their own set of needs.

Function Analysis and FAST Diagramming – (6 hours) The Module II course should not duplicate the instruction given in Module I, but rather go beyond the basics. Students should share experiences in relating function discovery to idea identification. Discussion should include the various types of FAST diagrams and the applicability to different types of projects. Students should share their experiences in identifying difficult functions, and perceived solutions. Some discussion should center on the facilitator’s role; e.g., how to start a new team in constructing the FAST diagram, engaging difficult team members, and how the facilitator should withdraw when things are going well.

The objective is to develop a full understanding and appreciation of techniques of function definition, analysis, and usage beyond the participants’ Module I experience and own practice. The rationale of function analysis and function modeling is explored. This includes advantages, disadvantages, typical uses, and examples of each of the function models in general use; hierarchy, classical, technical, and customer/user FAST. Advanced techniques such as dimensioning for time, quality, cost, and other measures is included. Function value standards may be included. Interactive application is recommended.

Creativity Process – (2 hours) The objective is to acquaint participants with detailed creativity knowledge and idea stimulation techniques and to discuss intra-team dynamics. Topics to discuss might include creative problem solving concepts such as left- and right-brain thinking, synectics, and morphological analysis. A discussion of preparing for brainstorming should include free-wheeling, hitchhiking, and other techniques to stimulate new ideas.

Financial Evaluation – (4 hours) The objective is to develop an understanding of financial elements and how an alternative can have an impact. Construction, manufacturing, and service operations in the private and public sectors are compared for similarities and differences.

Interpersonal Skills – (2 hours) The objective is to increase participants’ effectiveness in developing and presenting value improvement proposals and, in particular, selling success to management. Facilitation and team leader attributes and presentation skills should be included.

Optional Subjects – (2 hours) The objective is to explore current issues concerning VM applications and management.

Value Management – (4 hours) The objective is to explore the roles of management and VM, including such areas as staff roles, teams, programs, and projects so participants can develop a management plan tailored to their needs. The requirements in construction, manufacturing, and services in both public and private sectors are explored. The future of value management, particularly on an international basis, is discussed. Special consideration should be given to VM and its relationship to other improvement programs. Also, identify what are the key-elements necessary to give VM long-term life in an organization.

Module II 24 Hour course Minimum Requirements	TOTAL HOURS	PRIME	OTHERS
Overview and Administration	1	1	
Project/Team Review	2	1	1
Job Plans	1	1	
Function Analysis and FAST	6	6	
Creativity Process	2		2
Financial Evaluation	4	1	3

Interpersonal Skills	2		2
Optional	2	1	1
Value Management	<u>4</u>	<u>4</u>	
Total	24	15	9

Supporting Documentation Required For Module II Approval

SUBMIT:

Submit to the Certification Board Administrator: Each certification training course application must include the following:

- WS-1 application
- WS-3 agenda for Module II
- WS-4 for the course syllabus.
- Copy of the principal workbook or textbook in English. (This requirement may be waived if the book is a text published by the Miles Value Foundation.)
- Presentation slides
- Lists of videos, supplementary texts, and other training aids being used
- Sample copies of the certificate of completion that includes the information required in Section II, Guidelines.

Course applications may be submitted in any of the following three ways:

- Printed: Mail one original and four hard copies of the application, plus two copies of the workbook or textbook.
- On CD: Mail four compact disks with all documents saved to each.
- Uploaded to website: Upload, via the online submission form accessible from the SAVE International® website, all documents, except for WS-1. The online application form satisfies the WS-1 requirement.

See spreadsheets for section V

Section VI Audit Policy and Procedures

I INTRODUCTION

In an effort to better align the workshop requirements with the goals of SAVE International® and its Certification Board, the Certification Board will conduct audits of the Module I workshops and Module II seminars.

Primary Purpose

The purpose of the audits is to maintain a high standard of professionalism in approved Module I workshops and Module II seminars. This is to ensure that training results in a quality education for the students and that training meets the certification requirements.

- Collect information that will lead to improving the Module I and Module II requirements.
- Ensure instructors are teaching Module I and II material in compliance with current SAVE International® Certification Board requirements.
- Collect best practices.

Audit Focus:

Through observation and questioning of the Module I or II instructor and attendees:

- Determine what is being done well.
- Determine what is not being done according to requirements.
- Provide guidance to instructors that will allow them to improve their workshops.

A procedure was established at the inception of the workshop approval process and has been included on the last page of the workshop manual for many years.

II AUDIT POLICY

The Certification Board has the responsibility and discretion for conducting audits to monitor VM professionalism. It is the policy of the Certification Board to conduct audits to assure professional quality of the VM workshop and seminar presentations. Courses will be subject to audit by the Certification Board for performance to check compliance with the terms of approval. The Certification Board will plan on conducting at least two audits per year.

III AUDIT PROCEDURES

1) Pre Audit Procedure

- Identify Workshop/Seminar for Audit:
 - Instructor has low pass rate for AVS exam (Module I only)
 - Low evaluation rates as submitted to SAVE International®
 - Complaints from attendees
 - Concerns during the review of the submission by the Certification Board
 - Each workshop/seminar should be audited (potentially once during 4-year cycle, depending on the number of approved workshops/seminars)
- Notification and Approval:
 - Notification of the prime instructor shall occur a minimum of seven (7) days in advance of the workshop.
 - Public Seminar – Workshops can be audited upon notification of the prime instructor.
 - Private Seminar – The Certification Board must notify the prime instructor, who must obtain approval of the client organization.
- Documentation:

Upon request, a copy of all course materials must be submitted to the auditor at least one week in advance, including a list of all attendees with their contact information. At a minimum, the course outline, agenda, copies of presentations shall be forwarded. At the conclusion of the course, evaluation forms will be completed and forwarded to the auditor. The auditor may, with discretion, request additional materials from the prime instructor.

2) Audit

- The audit process may consist of an audit of the total workshop or selected portions of the workshop. The audit shall be conducted on site or virtually (remotely). At the discretion of the auditor, the auditor may directly contact course attendees for interview purposes.
- The audit may consist of any or all of the following actions:
 - Observance of class
 - Review of course material
 - Review of evaluations
 - Determination of pass/fail rate for AVS (Module I only)

- Interviews of random class members.
 - Course attendees shall complete the evaluation form shown as Exhibit A. Within five days of the course completion, the instructor shall send the evaluations to the Certification Board's executive director who shall forward them on to the auditor.
- 3) Post Audit:
- Auditor shall submit his or her evaluation to the Certification Board within 30 days.
 - Certification Board will review and issue audit results and recommendations to the prime instructor within 30 days after receipt of the audit report and attendees' evaluation.
 - Completed audits will be recorded and reported.
 - Unsuccessful results of the audit will be given 90 days to be corrected or the prime instructor may lose his or her approval of the workshop/seminar.
 - At the discretion of the Certification Board, audit results will be published in the association's monthly newsletter, InterActions.
 - At the discretion of the Certification Board, audit results will be discussed at the Certification Forum at the association's annual conference.

SAVE International - Certification Board
STUDENT SEMINAR EVALUATION - Please use ink pen if possible
Course-Workshop Title

INSTRUCTOR _____ DATE _____

Comments to scale ratings

1. The program provided useful tools and knowledge.

Low _____ High
1 2 3 4 5 6 7 8 9 10

2. The program was well organized.

Low _____ High
1 2 3 4 5 6 7 8 9 10

3. The instructor was well prepared.

Low _____ High
1 2 3 4 5 6 7 8 9 10

4. The instructor used the time well.

Low _____ High
1 2 3 4 5 6 7 8 9 10

5. The instructor's delivery was effective.

Low _____ High
1 2 3 4 5 6 7 8 9 10

6. The written material helped me understand the oral presentations.

Low _____ High
1 2 3 4 5 6 7 8 9 10

7. The instructor demonstrated a thorough knowledge and understanding of the topic.

Low _____ High
1 2 3 4 5 6 7 8 9 10

8. The instructor effectively responded to participants' questions and concerns.

Low _____ High
1 2 3 4 5 6 7 8 9 10

9. What did you find most/least helpful about this program?

Most _____ Least

10. Would you recommend this program to a colleague? Why or why not?

Optional:

Name _____ Ph# _____

Please continue on backside