

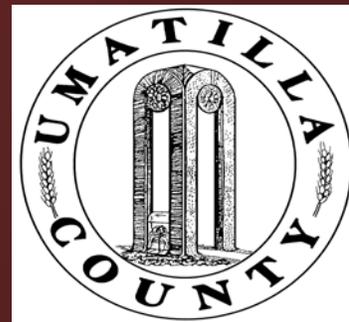
Evaluation

MAKING THE MOST OF A CRITICAL (OFTEN OVERLOOKED) STEP



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Introductions

Name

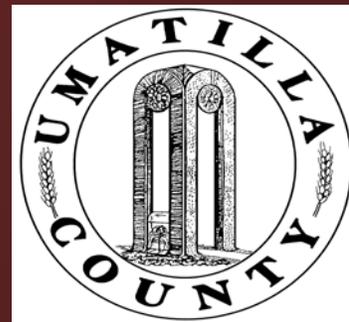
Organization

Name one thing you hope to gain from
today's workshop?



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Evaluation

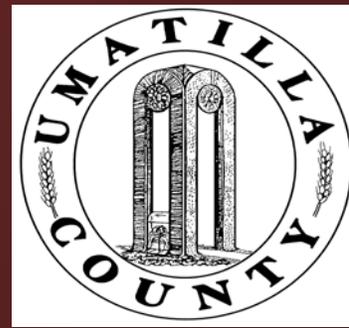
Purpose of the Workshop

- ❑ Jump start evaluation planning – A place to start
- ❑ Tools to incorporate evaluation in the early stages of planning and development – Planning early
- ❑ Sticking to the evaluation plan – Keeping everyone on the same page, motivated, and moving forward
- ❑ Utilizing evaluation to inform future decisions – How evaluations can be used outside funding purposes



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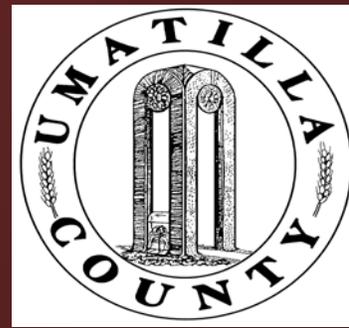
The Plan:

- I. Defining the Terms
- II. Dispelling Myths and Misconceptions of Evaluation
- III. Planning Early
- IV. Picking the Best Tool
- V. Developing Questions
- VI. Interpreting the Information



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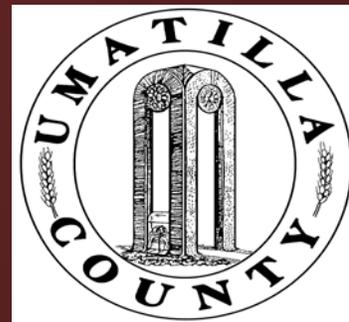
“Every organization grows in the
direction of its most persistent
inquiries”

David Cooperride – Case Western Reserve
University



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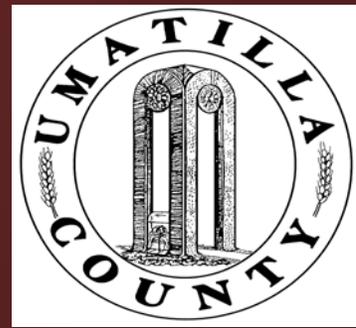


Defining the Terms



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Defining the Terms

Evaluation -

A systematic and objective collection of information to assess an ongoing or completed project. This is used to determine the impact, relevance, achievement, how effective and efficient the project is/was; essentially what is going or what went well and what didn't.

Qualitative -

Information that can't be measured in terms of numbers. This information speaks to the quality of the project

Example: Enjoyment of an event

Quantitative -

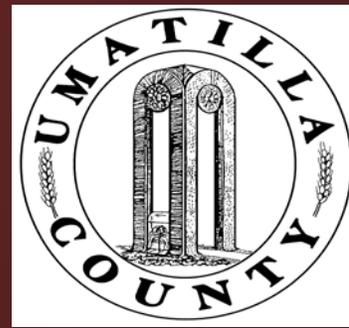
Information that can be measured in numbers; the quantity

Example: Number of participants



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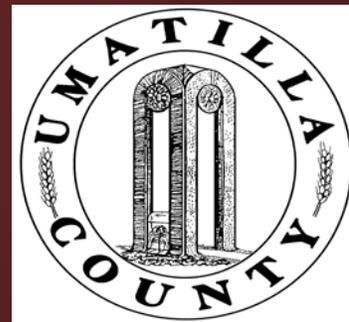


Dispelling Myths and Misconceptions of Evaluation



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Myths and Misconceptions

Common Myths of Evaluation

Myth: Evaluation is a complex science.

Fact: It is a practical activity – And while there are complex methods of evaluation there are also very simple and straight forward methods as well

Myth: Evaluation is an event to be over with and then move on.

Fact: Evaluations can be tedious BUT they should be included in the planning process for every program or project. Evaluations will guide and inform long and short-term decisions and goals, and should not be overlooked or rushed.

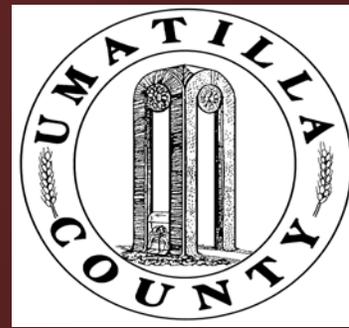
Myth: Evaluation requires a whole new set of activities and we do not have the resources

Fact: Many of the activities needed for an evaluation are activities you have done, are doing or will do at some point in your organization, program or project. Evaluation is and should be part of developing and managing organizations, programs or projects.



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Myths and Misconceptions

Common Myths of Evaluation

Myth: We can't afford an evaluation

Fact: Yes resources are scarce and evaluation takes time and money. However, there are creative ways (and lots of FREE resources) for planning, creating and conducting evaluations on a budget.

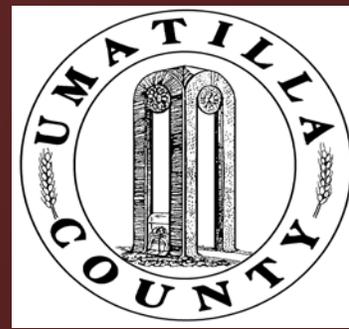
Myth: Evaluation is too complicated. No one knows how to do it.

Fact: Some evaluations are complicated but they don't have to be. There is a lot of information out there about evaluation. Take the time to do some research online, at the library, contacting people in other organizations who have done similar projects. The information and the necessary materials are available to you and your organization.



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Myths and Misconceptions

Common Myths of Evaluation

Myth: Evaluation takes too long.

Fact: Yes evaluation takes time. Some evaluations can take weeks or months. Still others can be as short as a day or two. Evaluation often seems long and tedious because it is treated as an afterthought or left unplanned until the last minute. An evaluation does not need to be a separate activity, it can be part of the program or project development and activities.

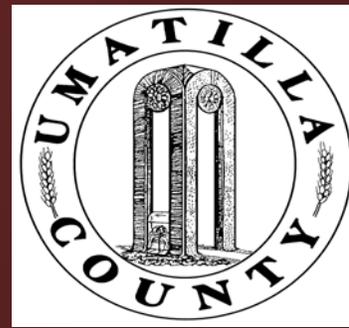
Myth: Evaluation is too risky. It could show we have not succeeded.

Fact: A greater risk is having no results at all. Without evaluations you have no baseline on effectiveness, no basis to change or adapt. Evaluation can help keep organizations from becoming stalled, stagnate, obsolete etc.



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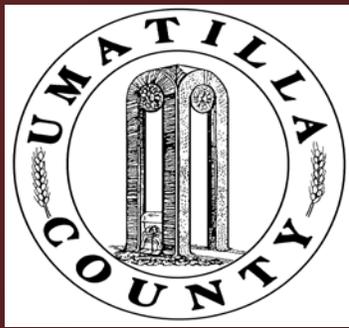


Planning Early



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Planning Early

Why Plan Early?

Evaluations are an essential part of any organization, program or project. Evaluations provide information that will direct changes, influence future projects, guide service, strengthen grant applications, better serve clients, develop stakeholder relationships etc.

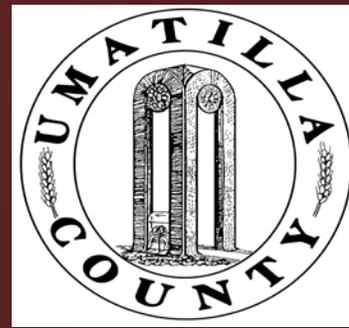
Therefore evaluations should be an integral part of every plan.

Evaluations do not have to be overwhelming, expensive or conducted by “experts” if they are well thought out in advance and everyone on the team understands the what and why of the evaluation plan.



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Planning Early

Planning Tools

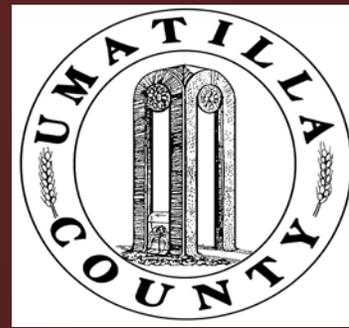
SMART Goals

Logic Models



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Planning Early

SMART Goals:

S – Specific

M – Measurable

A – Achievable

R – Relevant

T – Time-Bound

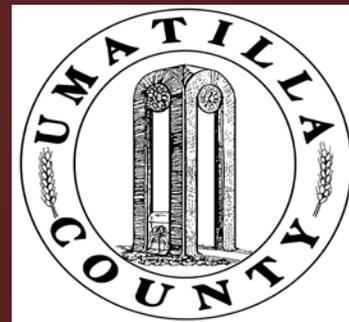
School to Careers Program Goals

1. Place all students enrolled in the culinary 3 or 4 class in 2016/2017.
2. Conduct at least 15 community service presentations in the first 120 days.
3. Prepare or arrange for at least 1 media coverage opportunity per quarter during the first year.
4. Interview at least 3 similar programs around the area to learn best practices.



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Planning Early

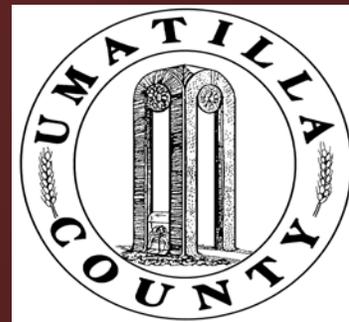
Create SMART goals with your team or group. This will keep everyone on the same page and create cohesion throughout the life of the organization, program or project.

Creating SMART goals will help guide your evaluation plan.



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Planning Early

Logic Models

What is a logic model?

- A planning, evaluation and organizational tool
- A visual and logical outline of a project – answering the How? And Why?
- A visual representation of the development and planning of a project.

Why use a logic Model?

- Visually organizes information
- Organizes thoughts and ideas into a structured plan
- Keeps everyone moving forward, in the same direction, on a project
- Begins the evaluation plan
- Clear reference point
- Is the starting point for end of project reporting

When can you use a logic model?

The great thing about logic models is that their use is flexible:

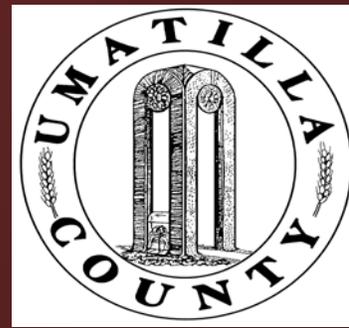
- Use during the planning and development phase of a project
- Use during the project
- Use at the end of a project



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Logic Models are not a one size fits all!!



Planning Early

Example of a Logic Model

Program Plan: Overall Aim or Intended Impact			
Resources	Activities	Outputs	Outcomes
<p>The inputs dedicated to or consumed by the program.</p> <p>Write down everything you are going to NEED for this project include: staff, materials and equipment, facility or location needs, and partnerships</p>	<p>The actions that the program takes to achieve desired outcomes.</p> <p>Write down everything you are going to DO to accomplish your goals.</p>	<p>The measurable products of a programs activities.</p> <p>This will start your evaluation plan.</p> <p>Examples: # of participants # of Attendees</p>	<p>The benefits to clients, communities, systems, or organization.</p> <p>Short-term, Intermediate-term and Long-term outcomes.</p> <p>What do you want to happen? Increase knowledge? Change in behavior?</p>



HOW?

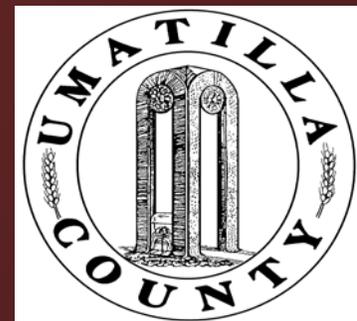


WHY? SO WHAT?



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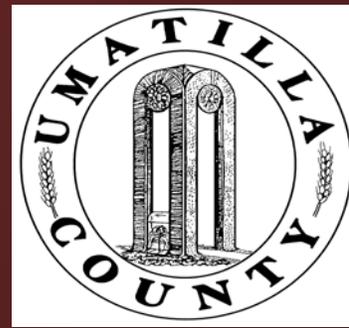


Picking the Best Method



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Picking the Best Method

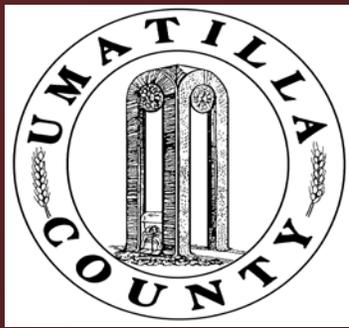
Method Type	PROS	CONS	Resources/Notes
Questionnaire or Survey	<ul style="list-style-type: none"> • Standardization • Easy with large groups • Inexpensive • Sampling Possible 	<ul style="list-style-type: none"> • Errors • Does require a data-entry step • Samples must be carefully selected • Time-Consuming 	<p>Google Docs. Survey Monkey</p>
Interviews	<ul style="list-style-type: none"> • High response rate • Clarification • Individually tailored • Personalized • Easier to reach people • Easier to ask open-ended questions 	<ul style="list-style-type: none"> • Expensive • Slow • Potential for less honesty • Difficulty to analyze 	<p>http://work.chron.com/evaluation-interview-10487.html</p> <p>https://www.betterevaluation.org/evaluation-options/interviews</p> <p>http://chally.com/solution-suite/interview-evaluations/</p> <p>https://cals.arizona.edu/sfcs/cyfernet/cyfar/Intervu5.htm</p>
Focus Groups	<ul style="list-style-type: none"> • Fresh Ideas • Clarification • Immediate Sharing and synthesis 	<ul style="list-style-type: none"> • Can be time-consuming • Expensive per participant • Lack of confidentiality • Unbalanced input • Difficult to quantify information 	<p>http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-focus-groups/main</p> <p>https://www.usability.gov/how-to-and-tools/methods/focus-groups.html</p>
Observation	<ul style="list-style-type: none"> • Natural, flexible setting • Evaluator has some freedom • Generates relevant, quantifiable data 	<ul style="list-style-type: none"> • Requires experience • Less control of the setting • Hawthorne Effect – if the groups knows they are being observed does it change their behavior? • Cannot be generalized to the population • Maybe less objective 	<p>https://www.cdc.gov/healthyyouth/evaluation/pdf/brief16.pdf</p> <p>https://www.acf.hhs.gov/sites/default/files/opre/program_observation.pdf</p> <p>http://compass.port.ac.uk/UoP/file/664e8001-f121-4e5d-aa06-6c95c797e8af/1/Observations_IMSLRN.zip/page_04.htm</p>

Developing Questions



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Developing the Questions

Asking the right questions is necessary to get the answers you want and need.

Use your SMART Goals and Logic Model to help guide your evaluation questions:

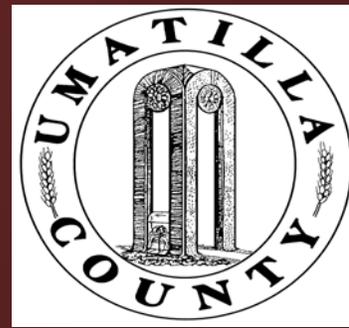
SMART Goals have a measurement aspect built-in. This will provide a starting point in formulating evaluation questions.

Logic Models provide a snapshot of your activities, desired or actual outcomes, and the desired outcomes. This will help provide the framework for your evaluation questions.



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Developing the Questions

Be aware of your evaluation methods.

Different methods will require different kinds of questions and will provide different responses

For instance: If you are conducting a survey your questions need to be clear, concise and unbiased. You won't have the opportunity to clarify or re-state the questions after the survey has been sent out. Uniformity is important when using the survey method.

However, if you are conducting one-on-one interviews you will have the opportunity to clarify a question and ask more probing questions that will provide a more emotional response. Your questions can be adapted to the personality of the person. Here you are looking for individualistic responses.



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Developing the Questions

Bad Questions Do Exist

Problem: Double-Barreled Question

How satisfied or dissatisfied are you with the food and service at this restaurant?

Solution: Create two questions. One about the food and one about the service.

Problem: Leading Question

Should concerned dog owners get their pets vaccinated?

Solution: Eliminate the word "concerned".

A better question would be: Do you think dogs should be required to be vaccinated?

Problem: The Loaded Question

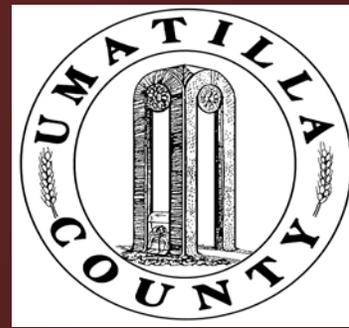
Where do you like to drink beer?

Solution: Loaded questions are better avoided. Instead inquire if the respondents drink alcohol. Also have an option to skip the question



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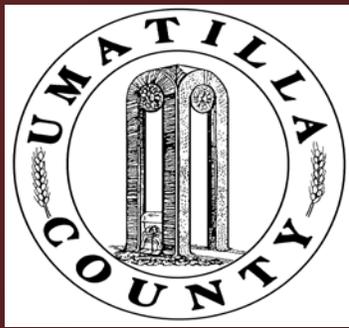


Using the Information



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Using the Information

Evaluations will provide information that will help inform and guide decisions for the future.

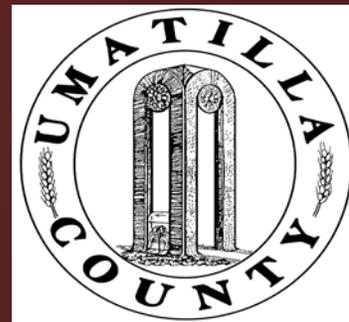
The gathered information could help:

- ❖ Identify weaknesses or shortcomings with the organization, program or project
- ❖ Clarify or establish client needs: Adapting or changing focus
- ❖ The decision to continue, change or cancel projects or programs
- ❖ Re-organize, re-place or re-distribute resources: Personnel, funds, time, materials etc.
- ❖ Guide future goals
- ❖ With team focus and motivation



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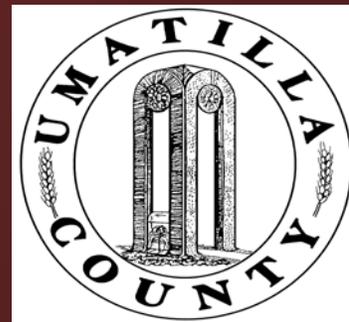


Questions???



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Resources:

https://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/tools/pdf/eval_planning.pdf

<https://www.edpubs.gov/document/ed001361p.pdf>

http://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/The_After-School_Experience_KKWorkshop_handouts_11-10-05-1.pdf

<https://www.ncsehe.edu.au/wp-content/uploads/2015/06/Understanding-Evaluation-for-Equity-Programs-A-guide-to-effective-program-evaluation.pdf>

<https://www.therightbank.com/sites/www.therightbank.com/files/files/Business%20Resources/White%20Papers/Nonprofit/white-paper-advancing-nonprofit-programs-through-evaluation.pdf>

http://www.evaluativethinking.org/docs/YMCA_Evaluation_Capacity_Assessment.pdf

<https://www.cdc.gov/eval/guide/introduction/index.htm>

http://www.eblcprograms.org/docs/pdfs/Why_evaluate.pdf

<https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf>

http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=15&Itemid=19

http://socrates.berkeley.edu/~pbd/pdfs/Types_of_Evaluation.pdf

<https://extension.arizona.edu/evaluation/content/types-evaluation>

<https://www.schusterman.org/playbooks/data/>



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