Accidental Teachers: Stories of Impromptu Evaluation Capacity Building

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Has this ever happened to you?

You present an evaluation plan you were hired to develop and are met with bone chilling silence.....



The missing evaluation role.....teacher



Skolits, G. J., Morrow, J. A., & Burr, E. M. (2009). Reconceptualizing Evaluator Roles. American Journal of Evaluation, 30(3), 275-295. <u>https://doi.org/10.1177/1098214009338872</u>

Our roadmap for today

- 1. Share four deliberate evaluation capacity building strategies.
- 2. Three on-the-fly/impromptu ideas.
- 3. Hear your stories/strategies about what you have done when you found yourself playing accidental teacher and what worked (and didn't work).



Deliberate Evaluation Capacity Building Techniques



Assess evaluation capacity using an evaluation capacity building checklist



Checklist for Building Organizational Evaluation Capacity Boris B. Volkov and Jean A. King

The purpose of this checklist is to provide a set of guidelines for organizational evaluation capacity building (ECB), i.e., for incorporating evaluation routinely into the life of an organization. The checklist, which was developed from case study data and an extensive literature review, can be a resource for a wide range of stakeholders in organizations seeking to increase their long-term capacity to conduct and use program evaluations in everyday activities.

Organizational Context: Be aware of the internal and external organizational context, power hierarchies, administrative culture, and decision-making processes.

1. Cultivate a positive, ECB-friendly internal organizational context.

- □ Make sure that key leaders of the organization support and share responsibility for ECB.
- □ Locate existing and enlist new evaluation champion(s) in the organization.
- Determine and work to increase the organization's interest in and demand for evaluation

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INSTITUTIONALIZING EVALUATION CHECKLIST¹

Draft by Daniel L. Stufflebeam, 7/15/02

- Since evaluation systems are context dependent, take into account constituents' needs, wants, and expectations plus other variables such as pertinent societal values, customs, and mores; relevant laws and statutes; economic dynamics; political forces; media interests; pertinent substantive criteria; organizational mission, goals, and priorities; organizational governance, management, protocols, and operating routines; and the organization's history and current challenges.
- 2. Identify, support, and address internal and external **driving forces** for evaluation, e.g., evaluation mandates tied to external funding, management's requirements for evaluation, and constituents' demands for accountability.
- 3. Locate the evaluation unit as a **staff operation at a high level** of the organization in order to help insulate the unit from inappropriate internal influences and enhance its influence on decision making.
- 4. Promote and support stakeholders' buy-in, participation, and support from all levels, e.g., by engaging representative panels to review evaluation plans and reports and working to assure that top management and governance are knowledgeable, supportive, and involved in the evaluation effort.
- 5. Adopt and apply the evaluation field's **Standards** and **Guiding Principles** to help assure that evaluations will be useful, feasible, ethical, and accurate.
- 6. Define and apply clear, functional evaluation policies and contracts.
- 7. Define and pursue clear, appropriate **evaluation purposes**: improvement, accountability, organizational learning, and dissemination.
- B. Engage and support a capable, credible evaluation team possessing expertise in field work, group process, interviewing, measurement, statistics, surveys, cost analysis, values analysis, policy analysis, public speaking, writing, editing, computers, communications technology, and project management plus diverse substantive, gender, and ethnic backgrounds, as needed.
- 9. Supply the evaluation effort with sufficient funds, facilities, equipment, services, software, and technical support.

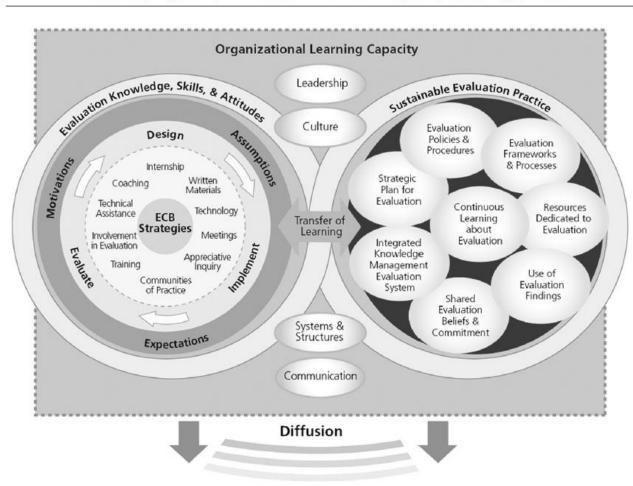
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extension://efaidnbmnnnibpcajpcglclefindmkaj/https://wmich.edu/sites/default/files/attachments/u350/2014/institutionalizingeval.pdf

Use an Evaluation Capacity Building

Framewor

Figure 1 A Multidisciplinary Model of Evaluation Capacity Building (ECB)



Preskill, H., & Boyle, S. (2008). A Multidisciplinary Model of Evaluation Capacity Building. American Journal of Evaluation, 29(4), 443-459. <u>https://doi.org/10.1177/1098214008324182</u>.

<u>Building a Strategic</u> <u>Learning and Evaluation</u> <u>System for Your</u> <u>Organization</u>

A Strategic Learning and Evaluation System

Evaluation Vision	Strategy and Focus	Monitoring and Evaluation Activities	Supportive Environment	
Developing an Evaluation Vision Principles and Values, Stakeholders	Strategles and Tactics Systems Map and Theory of Change Strategic Evaluation Questions	Outcome Maps and Indicators Grantee Reporting and Evaluation Capacity Program, Initiative, and Organization- Focused Evaluations Communicating and Using Evaluation Findings	Leadership Human Resources Financial Resources IT and Knowledge Management Systems	ing Culture and Practices
~0	MA.			Learning



Building a Strategic Learning and Evaluation System for Your Organization

Hallie Preskill, PhD Katelyn Mack, MS



Just in Time Coaching



- Work with one person:
 - Catalyst-for-change or train-thetrainer models
- Work with a team and coach them through the evaluation planning and implementation work

Participatory Evaluation Planning/Co-Development

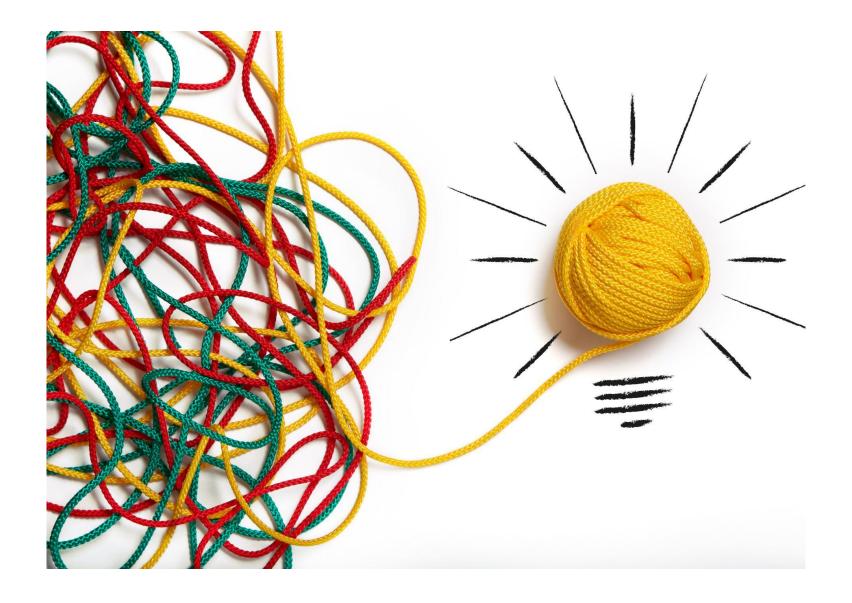
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Impromptu evaluation capacity building Include expanded explanations in RFPs and Eval Plans

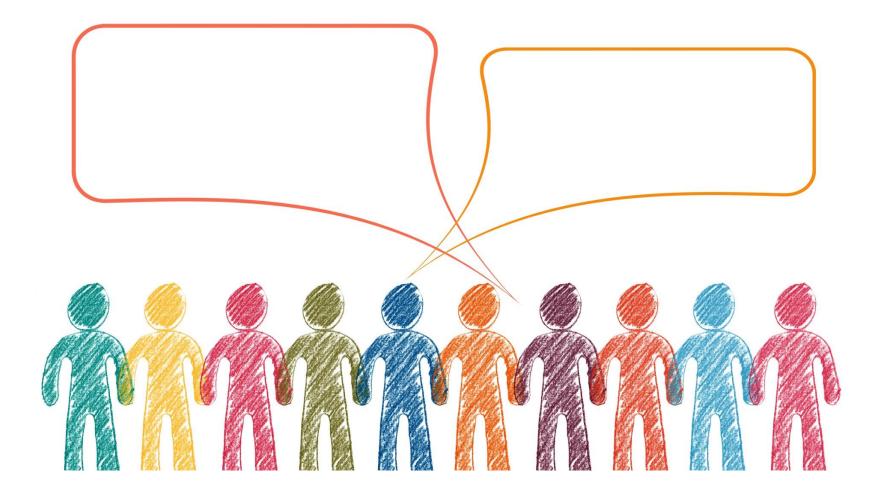


Case-based learning Offer client opportunity to read an existing evaluation plan and report



Re-scope work to include deliberate capacity building techniques





Your turn.....What have you tried?

Further Resources

 Kylie Hutchinson's <u>Infographic</u> <u>Building a Culture of Evaluation –</u> <u>30 ideas to apply to your</u> <u>organization</u>

Building a Culture of Evaluation 30 Ideas to Apply to Your Organization 1-3 INVOLVE STAFF TO INCREASE ENGAGEMENT AND OWNERSHIP Look for small successes. O Start with simple, informal evaluations to demonstrate benefits and worth Emphasize evaluation is something they can direct POSITION EVALUATION AS A WAY OF Be clear **GIVING STAFF A VOICE** about solo the Evaluate the important outcomes only POSITION EVALUATION AS A evaluation is for, WAY OF SHOWING THAT i.e. UOU and not MANAGEMENT IS LISTENING Emphasize intrinsic motivations, like validation just the funder of their effort and transferable skills O **RESOURCE IT APPROPRIATELY** GET Offer evaluation training to build capacity SCHEDULE TIME UP FRONT COMMUNICATIONS STAFF ON-SIDE IN THE PROGRAM PLANNING PHASE Engage expertize in the area of organizational culture change TO DISCUSS EVALUATION It provides them with positive Identify and recruit evaluation "champione" at the zenior levels material to promote the Inject the term LEARNING ORGANIZATION Orient new partners to your new facus on evaluation organization into your persuasion efforts Decrease the use of jargon Demystify "measurement" 🗸 tal; about "evaluation questions we can't to answer" the terms such as "tracking" or "following" vg. "outcomes are have to measure" Focus more on Incorporate QUALITATIVE DATA, BRING IN A HIGH CONSCIOUSLY evaluation into to acknowledge PROFILE EVALUATION RECRUIT NEW STAFF staff's fears that AND HIRE "EHPERT" TO WORK ORIENTATIONS not everything "EVALUATIVE WITH YOUR can be reduced to minps" ORGANIZATION quantitative Incorporate EMPHASIZE THE BOARD'S ROLE TO REQUEST/DIRECT MORE EVALUATION evaluation into STAFF PERFORMANCE Acknowledge the Appeal to management's notions of accountability and informed decision-making APPRAISALS INFORMAL AND PERSONAL EVALUATION DEVELOPMENT PLANS that staff Invite senior executives to early evaluation planning meetings already does to get their perspectives BE SUBVERSIVE AND INFORMALLY COLLECT DATA OF INTEREST TO DEMONSTRATE AREAS NEEDING IMPROVEMENT **MODEL EVALUATION AT EVERY OPPORTUNITY** © 2011 Community Solutions Planning and Evaluation (www.communitysolutions.ca)

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