

# Evaluation Summit

## Government Focus Group

Melanie Wilson, David Pinning, Ramon Buck, Frank Dukes, Harry Manasawitch, Juliana Birkoff, Charles Pou, Cindy Hallberlin, Louise Phipps-Senft, Estor Soriono, Bernard Penner, Chris Carlson, Tamra Pearson d'Estree, Carole Houke, David Baxton, Frank Carr

### **Consensus Building:**

Possibilities for the future  
Manage Maryland for results  
Advisory group which will not be held to constraints  
Without evaluation basis, funding is in danger  
Are there constraints, what are the constraints, what are the effects of constraints

### **Group Goal for Conference**

"Best Practices in Evaluation Creation and Delivery Toolkit"  
Consensus / Collaboration  
Workplace

### **Goals:**

3 items  
What does the organization need to know in terms of measurement?  
What are the baseline measures - reference points? What are we measuring against?  
What do we need to know and why do we need to know it?  
Develop bare-bones tools.

### **Constraints**

- Mission / Vision
- Goals
- Objectives - SMART
- Measures
  1. Outputs
  2. Outcomes
  3. Efficiency
  4. Validity

### **2 environments which we are working in**

Consensus Building  
Workplace Evaluation

### **Agenda**

Review Materials

Review Constraints  
Review Proposed Model Discussion  
Breakouts - Consensus Building and Workplace Mediation

How do you approach an agency in regards to working with individual agencies in evaluation?

Systems Lens Approach  
Stand Alone Approach

**Definitions in Hierarchy**

\*Circular in Nature

Organization, Agency, ex. EPA, MACRO

Program-

Comprehensive sets of activities that organization perform to fulfill their missions

Cases/Project-

Specific use of these processes

Must operate on project and program level. Agencies are multi-tiered. Questions to address:

I. Question 1:

What are the goals of consensus building processes?

A. Quality

1. Outcomes
2. Services

B. Durability

1. Outcomes
2. Services

C. Political Acceptance

D. Reduction of Political Bites/Snipping

E. What is Your Context

1. Need to separate contexts.
2. Some contexts have information available where as other do not.

3. Advice on evaluation needs to be context/issue specific.

F. What is your buy in need of stakeholders in the agency

1. Who are the critical stakeholders?
2. Obtaining a by in should be the starting point.
  3. Need to address obtaining by in to mediation evaluation -
    - avoiding individuals who undermine the program. (Turf issues)
- G. What time are you willing to give to see goals met?

H. What Level of Assistance you are willing to give to the program/project.

I. What expectations you have of the provider.

J. Will there be accountability? If so, how will you work together to measure?



Goals of evaluation process for design and implementation

II. Question 2:

What is it that an agency needs to know?

- A. What are the types and amounts of costs?
  1. Personnel Costs
  2. Political Costs
  3. Time Invested
  4. Comparison of other options

Measure costs as well as evaluation.

B. Political Feasibility

C. Time

D. Quality and Durability of Outcome

1. What does success look like, in terms of a plan?
2. How did it meet objectives?
3. Did the process meet your identified goals and to what degree?
4. Success is meeting the objectives set at onset of process.
5. Comparing ADR Outcomes to Non ADR Possible or Actual
  - a. Outcomes
  - b. How does MD define success?
6. What is the goal?

7. Goals vary on different levels.

E. What Assistance the Mediator Gave

1. Effectiveness of the Mediator
2. Don't underestimate the impact of the presence of the facilitator.
3. Do not leave out provider/facilitator.

F. Customer Satisfaction

G. Did the right people attend?

H. Efficiency

I. Comparison to Base-Line

J. Has the communication style changed?

III. Question 3:

What are the "Tools" to do this?

What are the Recommendations?

A. Assumptions of Data Gathering

1. Context
2. Comparisons
  - a. What data do you need?
  - b. Remember to look at mediation vs evaluation

B. Quality of Data Issues

1. Credibility
2. Able to verified
3. Able to be analyzed

C. Burdens/Costs

1. Incentives Plans

D. Usability

1. Start big, end small
2. Buy in
3. Threats
4. Political game plan

IV. Wise Quotes

A. Step 1:

Help client determine what their goals are.

- B. Keys to consider:
  - Assistance the program gave, assistance from mediator, benefits and problems, cost and time, outcomes
- C. Why does an agency engage in these processes?
  - Cost, quality/durability of outcome, and feasibility
  - Compare with indicators of change
- D. \*Be careful as to what you evaluate and the assumptions. Look at both.
  - E. Aggregate data and verify that people are collecting data correctly.
    - 1. Need a contract that defines goals and measure to evaluate.
  - F. Programs have specific needs and overseeing entities have overlying needs (general).
  - G. What information do you want to collect? How will you analyze?
  - H. How do you avoid seeming invested in the outcome?
  - I. Remember data collection and analyzing go hand in hand.
  - J. How do you lay a solid foundation (by-in)?
    - 1. Recommendation: Obtain by in/design upfront.
  - K. Do not just discuss evaluation.
  - L. How do you ensure understanding on all levels?
    - 1. Hold meetings to discuss the process of evaluation.
    - 2. Don't underestimate the value of the process of evaluation and how it is delivered to constituency, who does it, and how it is delivered.
  - M. \*Evaluation will impact the process
  - N. Who evaluates may not be the person who designed the process.
  - O. ADR may be part of the accepted standard for what you offer. Check the assumptions of what you offer as standard assumptions.
  - P. People can feel threatened by evaluation.

Q. Practicality may not be optimal or allow us to do what we want.

R. How do you demonstrate effectiveness?

S. Audibility of outside evaluator can lend creditability to results of project.

T. If evaluation is structured properly, results can be improved. Theory says that an outside evaluator may advance the outcome if designed properly. Sometimes in-house evaluators can be beneficial for summative/formative.

U. Macro may offer partnerships with others in developing evaluation programs.

V. Are there things that we are learning that should cause us to change the process?

W. How can we build formative evaluation processes with respect to third party initiatives?

X. You need a political plan. Can not underestimate the burden of data collection plan. Combat this by creating incentive plans (feedback to those who collect data).

Y. Are you going to achieve better outcomes? Will value be added beyond what we do? You need to see the effects of ADR and also add value in some way. You must accept the political reality on agencies. Value is defined in various ways.

Z. Is there another side beyond value? This will add integrity.

AA. Need to fashion language around, "this is an alternative to analyzing problems in a new way". Do not compare ADR to other methods, but realize that we are experiencing brand new problems that require a different/new method with different tools.

AB. Give people numbers, but also allow for the transition through learning.

AC. Hard to measure the changing of management processes.

AD. How do you conduct this process of evaluation?

Address questions regarding accountability - who came to meetings, data on the process itself, were the correct/needed people there, was it implemented as planned, efficiency, performance/success, practice learning - continuous improvements/learning

**Tools for evaluation must be:**

- Manageable
- Affordable
- Measured and Evaluated
- Easy to Administer
- Not Burdensome
- Capture value and Empirical Data

**These tools will help client agency and MACRO to:**

- I. Identify tools  
(surveys and other instruments)
  - in book
  - in materials
  - elsewhere - will be sent
    - A. Value
    - B. Empirical Data
- II. Recommendations (Wise Sayings)  
For Conducting Surveys
- III. Recommendations on how to educate users of surveys to get maximum "bang for your buck"
- IV. Recommendations to MACRO on how work with agencies to get maximum "bang for your buck".

\*Be sure to identify audiences.

**Frank Dukes' Framework:**

**Protocol**

The agency must pose and answer 4 questions.

- What do we need to measure? (What info will we collect?)
- How will those measurements be used? (for what purposes)
- What tools will allow us to measure and analyze the info?
- Who will be responsible for collecting the information? For analyzing?

For using it?

**Key Elements to Measure, Analyze, and Use**

- What Benefits were achieved?  
Examples of categories; issues under consideration (eg. Poverty reduction, ground water protection; cost savings; relational)
- What specific contributions did the agency's assistance play in achieving these benefits? What did the agency do that had an impact?  
Examples of categories: convening; technical info; facilitation
- What types and amounts of costs to the agency were involved?  
Examples: financial; personnel; opportunity
  - What can we learn from this project that will help us improve?  
Examples: process lessons

I. Tools

A. PCI Project by Massachusetts

1. Section on Approaches
2. The Report
  - a. Look at first if you will be using forms.

\*Packets need to be thinned in order to be less burdensome. Each group will then be able to deal with their performance indicators. Massage activity clusters.

B. Oregon forms need to be tailored.

C. Cleveland's Air Toxics

1. Juliana's "Legal Page"
2. Meeting Summaries
3. Participant Lists

D. USECR Website

E. Interview Guide, Focus Group interview format, code book on consensus and meeting evaluation.

F. Contractual Compliance

G. Standard Operating Procedures

H. Data Field - EPA Material

1. "Input System"

I. Clipping Service

1. Use to measure sustainability of agreements.

J. 5 question evaluation from each county that addresses how many people were reached (California).

K. Compare project monitoring before and after process.

L. Oregon Department of Justice

1. Mike Neimeyrs Oregon Study

M. Federal Evaluation Report

1. [www.finoncenet.gov/iodrwg](http://www.finoncenet.gov/iodrwg)

\*Not all here!

### **Hypothetical Situation:**

Having received a call or established a relationship with a govt. agency, Macro meets with the agency for a series of conversations to discuss the collaborative process and the evaluation. What are recommendations for how MACRO can initiate the idea of evaluation, describe it, sell it, and develop a "do-able" evaluation plan?

Group suggestions for MACRO:

- Talk about Assumptions for evaluating the program.
- Agree on basic parameters
- Evaluation is part of a package
- Identify technical, financial, etc. assistance that MACRO will give to agencies.
- Identify what MACRO expects from the agency.
- Identify a framework. Needs to be clear, simple, and do-able.
- Build into grant, a specified portion for evaluation.
- Set clear parameters and expectations for each side.
- Be clear about expectations / goals and how the achievement of goals will be assessed
  - (contracting).
- Address the levels of ownership. Formulate a model where MACRO does most of the labor.
- Enter into conversation as a dialogue, joint initiative, with a relationship between

- MACRO and the agency.
- Approach situation delicately and expect them to push back.
- Formulate a plan or way of handling situations where agencies say "no data".
- Accept their assumption of the process. Formulate the evaluation, or no evaluation, based on their needs and what they want.
- This is not a hard fast either/or. This is a developmental process. You must be willing to adjust to situation if necessary.
- Build trust between you and agency.
- Upon entering in the conversation, address the staff time and resources that will be needed. Address this up front and ahead of time.
- Frame the conversation as what it will do for the client, what value MACRO can add to the agency.
- Retain agency control, don't hold a person responsible (not a personal issue).
- \*This is a negotiation process.
- Need to address Managing for Results.
- Tailor to the particular program. Then how do you maintain consistency??
- Highlight through media the successes, and feed in that rewards to MACRO in future may help the client.
- Negotiate how it may best be done in their agency. Examples: surveys, phone calls, interviews, etc.
- Give people feedback throughout process.
- Facilitate meetings to discuss how things are going.
- Hold a facilitated process to hold public policy dialogue.
- Decide whether or not to hold grants in phases.

- Is it necessary to collect, analyze, synthesize data from agencies statewide?
- Address learning on the project basis and commonalities between projects.
- How are we going to get this done and who will do it? Do we have the resources to do it? Develop a simple process that is do-able that will give us what we need. Then build upon the smaller to grow and expand the process. Work with a more manageable base.
- Act on the do-ability and follow that through.
- Verify data and work with agency when verification is accurate.
- Pilot the form and instrument to determine how long it will actually take and verify. Then pass that on to the agencies with the mindset that it will be tinkered with to further improve it.
- What it would take to do the analysis.

#### **Humanistic Aspects from film**

1. Trust
2. Communication Improved
3. Building better relationships
4. Generalize new joint ideas
5. Recognition of others (both hearing and understanding)
6. Building a sense of community
7. Empowerment and capacity
8. Doable and predictable and implementable tasks