

IMPROVEMENT BY DESIGN

Using Evaluation Results Effectively

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THE CONTEXT

In today's economic climate there are increasing calls for **accountability** and **value for money** in all sectors. Governments and funding agencies at all levels are moving toward requirements that include the demand for the development of **success indicators and performance measures** that will enable the evaluation of outcomes of all types of planning to be **more concrete and quantitative**.

WHY IBD?

- **Addresses the need for accountability**
- **Importance of data-based decisions**
- **Provides a “blueprint for action”**
- **Permits monitoring of success**
- **Encourages communication with stakeholders**

COMPONENTS OF IBD

PLANNING

- **Identify strengths and areas for improvement**
- **Identify opportunities and possible threats to improvement**
- **Select priorities**
- **Develop SMART goals**
- **Decide on selected actions to achieve each goal**
- **Determine success indicators for each action and appropriate evaluation strategies**
- **Establish implementation and monitoring timelines**
- **Assign responsibility for implementation and monitoring**

COMPONENTS OF IBD

MONITORING, EVALUATION AND REPORTING

- **Document evaluation strategies used**
- **Describe results/outcomes of monitoring**
- **Report results/outcomes to stakeholders**
- **Revise improvement plan**

IMPROVEMENT PLANNING TEAM

- **Responsible for improvement planning process**
- **Who should be involved?**
- **Why?**
- **Select a small team**

WHERE ARE WE NOW?

- **Determine areas of strength**
- **Determine areas for improvement**
- **Individually or as a group**
- **Cite evidence for each area selected**
- **Based on concrete data/information**
- **Prepare summary lists**

THE CLIMATE FOR CHANGE

- **External**
- **Identify opportunities for change**
- **Identify threats to change**

WHAT ARE THE PRIORITIES?

- **Focus on the few**
- **Manageability**
- **Commitment**
- **Do you have control?**
- **How important is it?**
- **Is it worth the effort?**

GOAL SETTING

- **Write a goal in one of the following categories:**
 - **A) Your own personal or professional growth**
 - **B) Growth in the company, agency or sector in which you work**

Share and discuss

Economic restructuring

THE BENEFITS OF 'SMART' GOALS

- **Specific**
- **Measurable**
- **Achievable**
- **Results-based**
- **Time-Bound**

HOW TO WRITE 'SMART' GOALS

Specific – What is to be achieved and by whom?

Measurable – Ways in which progress will be determined

Achievable – Change is incremental and reasonable

Results-Based – Based on data or available information

Time-Bound – Time period for achievement

SMART GOAL EXAMPLES

- **In June 2010, on a survey, 75% of professionals who took the PD course ranked it as extremely helpful to their work. In June 2009, 60% gave this rating.**
- **During 2010, based on the required competencies, 70% of students successfully completed the basic online literacy course. During 2009, 50% of students were successful.**

SELECTING APPROPRIATE ACTIONS

- **Consider possibilities**
- **Select most appropriate**
- **Deliberation is important**
- **Select only a few (5 or 6)**
- **Realistic and manageable**
- **List in order of implementation**
- **Begin each with a measurable verb**

ESTABLISH SUCCESS INDICATORS

- **What “evidence” would indicate implementation or completion of the actions?**
- **What would be occurring or observable?**
- **Performance based and measurable**
- **Tied to each action listed**

MONITORING PROGRESS

- **Done regularly (as appropriate e.g. 2/3 months)**
- **Determine evaluation strategies to be used e.g., survey, observation, review of documents**
- **Prepare monitoring tools**
- **Lead to potential revision of plan**

ESTABLISH PROPOSED TIMELINES

- **Determine proposed timeframes for implementation of actions and monitoring of results**
- **Implementation is staggered**
- **Timelines are proposed, not rigid**
- **List month and year for timelines (10/09-01/10)**
- **Monitor regularly – formative evaluation not an autopsy**

ESTABLISH RESPONSIBILITY

- **Divide responsibilities for implementation, monitoring and reporting**
- **Improvement team and/or staff**
- **Increases commitment and ownership of plan**

DOCUMENT RESULTS/OUTCOMES

- **After each monitoring exercise**
- **A running record of progress**
- **Monitor regularly**

REPORTING RESULTS/OUTCOMES

- **Report regularly to staff**
- **Report regularly to stakeholders**
- **Report actions completed, in progress or not started**
- **Celebrate successes**
- **Sustains commitment**

REVISING THE PLAN

- **Based on monitoring results**
- **Potential alteration of selected actions –add delete or change**
- **Drop completed actions from revised plan**
- **Evaluate whether to continue those in progress**
- **Terminate those that have not been started and unlikely to be**
- **Decisions based on data received**

KEYS TO SUCCESS

- **Focus on priorities**
- **Establish a few SMART goals**
- **Spend the bulk of time in deliberations**
- **Communicate clearly at all stages**
- **Monitor and evaluate progress regularly**
- **Report progress and make adjustments where needed**
- **Revise the plan**