Embedding Evaluation!

I. MISSION TIME

How will you carve out time to focus on assessing whether you are achieving your mission? How will you incorporate stakeholders into mission time?

Examples: Last 15 minutes of weekly staff meeting, Board meeting agenda item, monthly meeting dedicated to mission

What works for your organization?

II. HEALTHY RELATIONSHIPS AS EVALUATION ENHANCEMENT

Generating and maintaining healthy relationships with stakeholders enhances your organization's ability to achieve its mission and accomplish its desired outcomes through partnerships.

Including stakeholders in the evaluation planning and process is one way to nurture healthy relationships

Can you identify which stakeholders you have strong relationships with? Can you identify what makes those relationships are strong?

Can you identify which stakeholders you have little or no relationship with? Can you identify ways to make amends, nurture and/or grow those relationships?

Examples: Last year, you agreed to work with clients on listening sessions, but due to staffing changes, you canceled the sessions. Later, you heard clients were frustrated because they wanted to vent frustrations in those sessions. You decide to make amends by apologizing, creating space to hold listening sessions, and including clients in the data analysis.

What works for your organization?

III. YOUR EVALUATION TEAM

You need an evaluation process, and someone to oversee it.
You someone who will "run the numbers," and a team to code qualitative data.

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Can you appoint an Evaluation Coordinator?	
It should be someone who has the authority to make it happen.	
How can you make it a primary responsibility so that it really happens?	
Examples: Evaluation Coordinator position (larger orgs); Director is the evaluation coordinator (UNM Evaluation Lab)	
What works for your organization?	
Who will be on your Evaluation Team? Try to include representatives from all stakeholder groups.	
Examples: UNM Eval^2 includes leadership, staff and students. Would be great to have a partner org representative.	
What works for your organization?	
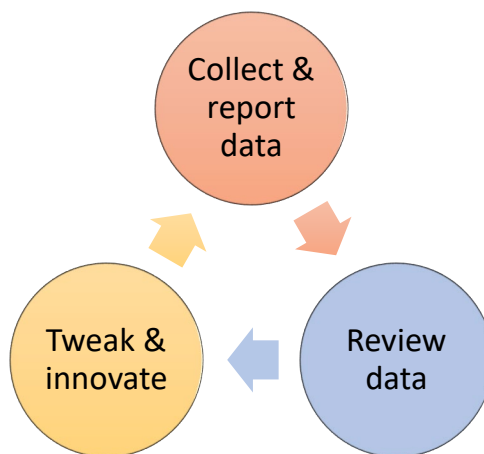
IV. FEEDBACK LOOP

COLLECT & REPORT DATA

UNM Evaluation Lab example

Data Instrument:	Who will administer and when?
Pre and Post student skills survey on SurveyMonkey	Eval Lab instructor: first and last week of class
	Who will report data and when?
	Summer graduate assistant, report completed by mid-June
Data Instrument:	Who will administer and when?
Student focus group	Former student volunteer, last class devoted to focus group
	Who will report data and when?
	Evaluation team members will code in June; summer graduate assistant will write report by July 1

Data Instrument:	Who will administer and when?
Interviews with partner organizations – scheduled for 1 hour	Director and Team Lead for that organization will conduct structured interview (a structured interview has set questions) between May 15 and June 15.
	Who will report data and when?
	Director will create a report by July 1
Data Instrument:	**Who will administer and when?**
Institute and Expo Feedback	Eval Lab Director (Expo) and Institute Director (Institute) at end of event.
	Who will report data and when?
	Eval Lab Director (Expo) and Institute Director (Institute) – schedule to be determined by next Team meeting

COLLECT & REPORT DATA

What works for your organization?

Data collection tool (name or describe):	Who will administer and when?
	Who will report data and when?
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REVIEW DATA RESULTS (and make decisions about modifying programs)

Involve representatives of all stakeholder groups if you can.

Integrate into your usual operations.

Who will review data?
Evaluation Lab example: Students, staff, leadership, participants, public (published reports online)
What works for your organization?
When and how does the review happen?
UNM Evaluation Lab example: Our evaluation team holds a dedicated meeting for reviewing data. We share reports with our partner organizations at an Advisory Council meeting. In both meetings, we brainstorm tweaks and innovations for our programs. We publish reports on our website.
What works for your organization?

Further context:

Stakeholders: Stakeholders are individuals, organizations, or any other group invested in your work or the outcomes of your work. Stakeholders provide valuable perspectives as well as resources and power to affect your work.

Common stakeholders include:
- clients/patients/service recipients
- Staff
- Administration
- board of directors
- policy makers
- community groups
- neighbors

Considerations on how to include stakeholders: Stakeholders can be involved in many ways such as in the planning of your evaluation work, data collection, data analysis, data sharing, and mission time. You may find that stakeholders are already included in aspects of your work. For example, you may share results from a survey with your board of directors. Or you may have time at a staff meeting where you discuss survey development. Including stakeholders in planning and mission time can be more challenging but also creates an opportunity for greater reward because it generates buy-in.

Ways to include stakeholders:

- Invite stakeholder representatives to participate in strategic planning
- Interview stakeholders to solicit feedback on a specific topic or program
- Create an evaluation team consisting of many stakeholder groups
- Host events to share data from recent data collection/analyses
- Teach stakeholders how to collect, analyze, and report data
- Have a monthly mission time breakfast or lunch

Incentives for stakeholder participation:
- Gift cards
- Free food
- Reduced workload for staff
- Recognition such as a feature in the monthly newsletter or a special award for participation

Resource capacity for including stakeholders: Including stakeholders requires understanding your organization's capacity. Capacity can include funding, space, time, volunteer hours, staff hours, etc. If you hold gatherings in person, how many people fit in your meeting room? If you want to offer food as an incentive for attending, what is your budget? If you want to hold community input meetings, what might your staff need to remove from their workloads to make time for extra meetings? There are creative solutions to many capacity challenges, but identifying resources in advance helps to plan for grater inclusivity of stakeholders.

Generating healthy relationships and enhancing the evaluation: Generating and maintaining healthy relationships with stakeholders enhances your organization's ability to achieve its mission and accomplish its desired outcomes through partnerships. In other words, healthy relationships help get the work done. Communication is a key component to healthy relationships, and when stakeholders are included, the communication flows because they are actively present in the decision making. For example, your staff identifies that clients are having a difficult time attending appointments in the morning hours with many clients not showing up or arriving late. This can create frustration for staff because it feels like a waste of time, for administration because it is a waste of money, and for clients because they are not able to receive services they need. Regular frustration between two groups produces conflict and can lead to broken relationships, if the conflict is not addressed. If you engage only one or two stakeholders, the solution generated may not benefit everyone or cause harm. By bringing all three stakeholders to the table, identifying your mission and outcomes, and asking for feedback, you have the ability to create a solution that respects the voices of all groups even if the solution is not perfect. The process of inclusivity allows each stakeholder to understand where the other stakeholders are coming from and work together.