Evolving from Start-Up to Scale: Designing a Multi-Use Workshop Evaluation Survey

Megan McLaughlin and Krista Collins
The Weikart Center for Youth Program Quality

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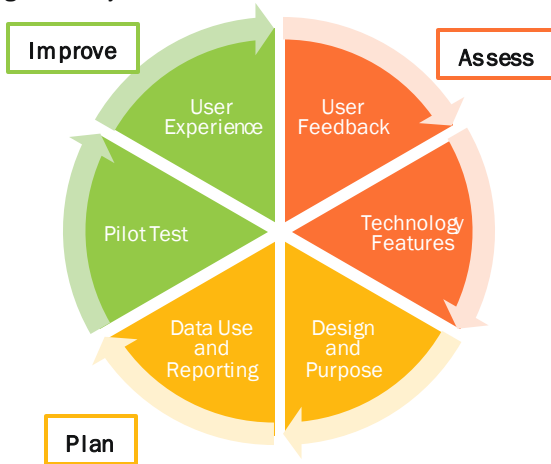PROGRAM QUALITY
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Background

Since 2010, the David P. Weikart Center for Youth Program Quality has provided scaffolded supports and resources to guide **afterschool** providers through a **continuous quality improvement** process. In a typical year, more than **200 online and in-person workshops** are delivered across the country, producing more than **1,000 surveys annually**. Beginning in August 2019, the Weikart Center has engaged in a strategic **change management process** to evolve a decade-old paper feedback form from a basic satisfaction survey to a **multi-purpose data collection tool** that informs facilitation practice, product design and organizational strategy.

Using a continuous quality improvement approach, this transition prioritized feedback and analytics to guide ongoing revisions to survey content, design, reporting and the user experience. In addition to supporting evaluation priorities, this structured and iterative process created a stronger shared understanding of survey design principles and built greater buy-in for routine data-use.

Improve · Assess · Plan
User Feedback · Technology Features · Design and Purpose · Data Use and Reporting · Pilot Test · User Experience

Progress was achieved across four priority areas

Priority #1: Streamline the process to minimize data collection efforts and maximize data use supports

Transitioning to online surveys realized multiple efficiencies:

| Reduced staff time by 90% | Cut materials costs in half | Increased the number of trainings with survey feedback | Increased from 44% to 100% of programs receiving reports |

Priority #2: Strengthen survey design to enhance the value of feedback for organizational learning

Net Promoter Scores were added to provide a quick snapshot of training success to guide immediate continuous improvement conversations. **Survey branching** made it possible to manage only one survey link, but still ensure that the questions asked were relevant to each participants training experience. Coupled with testing the use of negatively worded items, these revisions **improved the survey completion rate** and **increased internal confidence in the data**.

Utilizing the Four Levels of Training Evaluation (Kirkpatrick, 2016), the **survey content** was updated to assess **satisfaction and experience** and **learning objectives** were designed to promote impact.

Levels of Training Evaluation	Example Questions
Reaction	This training was a good use of my time.
Learning	I understand how to…
Behavior	I am ready to lead a conversation with my team about…
Results	This training gave me new ideas to…

Priority #3: Provide access to real-time data to promote continuous improvement

- **Dashboards** of Key Performance Indicators to guide organizational strategy
- **Real-time tracking** to monitor participation
- **Immediate scoring** of tests and assessments to inform follow-up instruction
- **Automated reporting** for data-driven decision making
- **Filters** to disaggregate data into meaningful subgroups

Priority #4: Stay current with practitioner's needs and priorities

| Agile survey design that can adapt to current events | Embedded qualitative analysis identifies common themes quickly |
| Basic analyses can be run without extensive data cleaning | Filters allow for immediate subgroup comparisons |

Potential Challenges:

Accessibility:
Requesting training feedback using this modality requires access to and comfort with technology. Given the extensive inequities that persist around technology, additional data collections are needed to ensure a representative sample.

Costs:
High Initial costs to purchase and setup a new technology platform may exclude many non-profits with limited resources. There is an immediate return on investment with increased efficiencies in staff time and effort that are then sustained through minimal ongoing costs.

Organizational Values:
The variety of stakeholders within an organization will value this change management process differently. Building a strong claim as to why this strategic survey design will positively effect multiple stakeholders is critical.

Discussion & Future Directions

Utilizing technology to collect training evaluation feedback is ultimately a **time saving process** that can be managed with **minimal staff effort,** thus allowing for efficiencies to be realized that create space for greater attention to impact and improvement. However, this transition requires **extensive training and collaboration** with all stakeholders to ensure that the primary goal of data use persists. As non-profit are able to strengthen their internal capacity for research and evaluation, these **efficiencies can be transferred to local programs**, making it easier to identify staff development needs for program improvement.