

The Use of Qualitative Methods to further specify Contextual and Cultural Elements of ECB

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Objectives of this presentation

1. Review what we know about contextual and cultural elements of ECB
 - models and assessments
2. Share the perspective of human service organizations
 - mixed methods case study
 - qualitative methods
3. Rethink contextual and cultural issues of ECB
4. Conclusions and future research

What do we know about contextual & cultural elements of ECB?

- Current need for ECB for Human Service Organizations
 - is driven by contextual & cultural factors
- Vast literature on models
 - Contextual & cultural factors are embedded (see model by Preskill & Boyle 2009; King & Volkov, 2005; Baizerman, Compton, & Stockdill 2002)
 - Comprehensive reviews: Labin & colleagues; Cousins et al (2004)

Current ECB assessment instruments that specifically attend to *Contextual and Cultural* issues

Author	Elements
<p>Preskill & Torres (2000) (ROLE)</p>	<p>Culture (of the organization): collaboration & problem solving, risk taking, participatory decision making</p> <p>Leadership</p> <p>Systems & Structures</p> <p>Communication of information</p> <p>Teams</p> <p>Evaluation</p>
<p>Dansecu, Halsall, Kasprzak (2009) (Readiness Assessment Tool for evaluation)</p>	<p>Leadership at all levels of the organization</p> <p>Organizational culture (encouraging learning and innovation)</p> <p>Systems structures for measurement and feedback,</p> <p>Multidisciplinary collaboration (within and between organizations)</p>
<p>Taut (2007)</p>	<p>Organizational context (internal & external)</p>

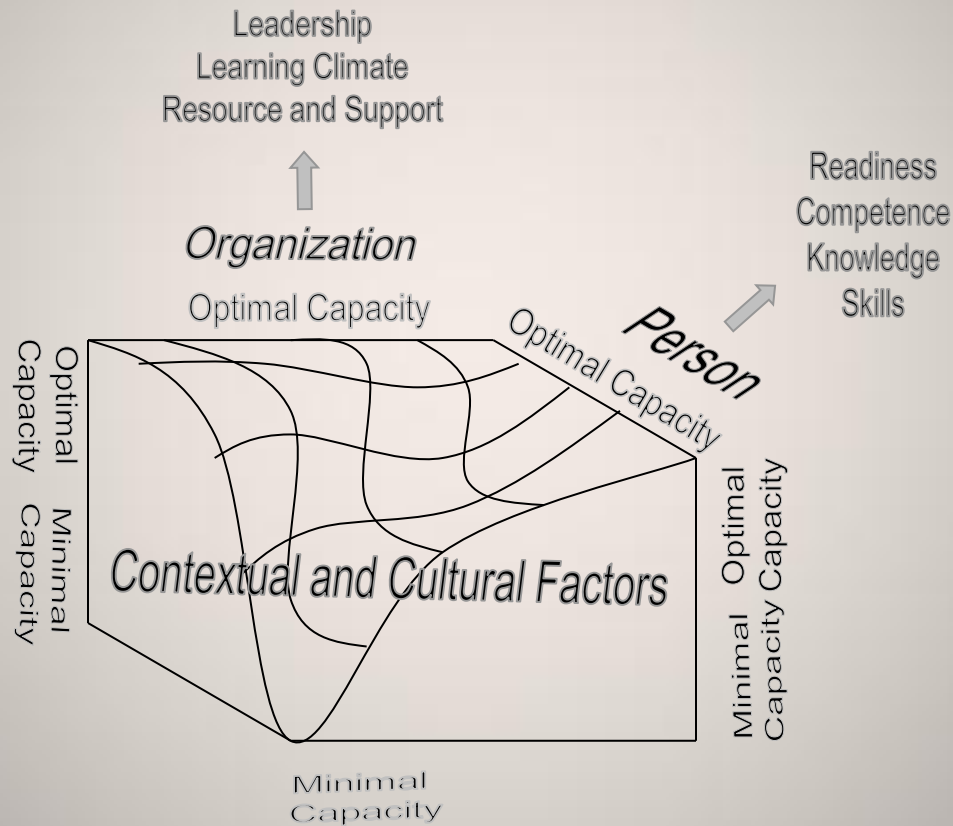
ECB assessments continued...

Author	Elements
Cousins, Goh, Clark, Lee (2004)	Communication structures Reward systems Professional development
Taylor-Ritzler, Suarez-Balcazar, Garcia-Iriarte (2009) (ECAI)	Funders Organizational Norms/Traditions Organizational Policies Diversity characteristics of recipients Diversity characteristics of staff Cultural adaptations History Relationships Requirements (accreditation) Political & social issues

ECB assessments continued...

Author	Elements
Botcheva, White, Huffman (2002) (Readiness Assessment Tool for ECB)	Learning culture Adaptation and continuous improvement
Cousins, Goh, Elliott (2007, 2008)	Contextual circumstances Organizational Learning Capacity (OLC) Organizational support structures Types of ECT activities Stakeholder participation Evaluation utilization Capacity to do evaluation Capacity to use evaluation
Volkov & King (2007) (Checklist for BOEC)	Organizational context, structures, & resources

Evaluation Capacity Building Model



Suarez-Balcazar, Taylor-Ritzler, Garcia Iriarte (2010). Evaluation Capacity Building: A Cultural and Contextual Framework. In Balcazar, F., Suarez-Balcazar, Y., Taylor-Ritzler, T., & Keys, C. Race, Culture and Disability: Rehabilitation Science and Practice. Sudbury, MA: Jones and Bartlett

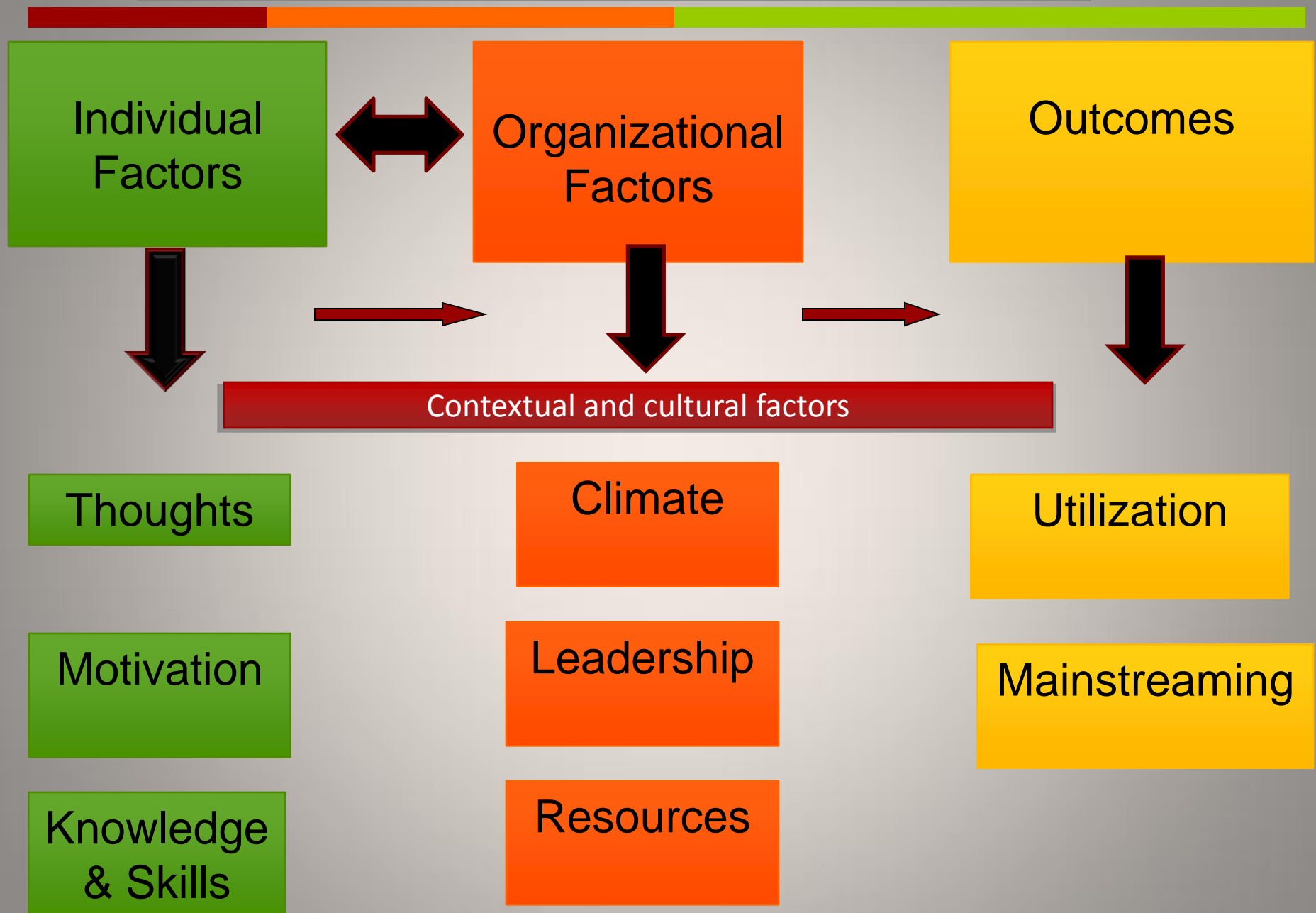
Perspective of Human Service Organizations: Qualitative Study

- Sample: Organizations that participated in a mixed methods multiple case study designed to validate our model (interview, survey-ECAI, record review)
- Interviews with agency administrators
 - 8 in-dept interviews from 5 agencies
 - 1 additional in-dept interview

Interview Protocol

- **Past efforts**
- **Perceived benefits and motivation in doing evaluations**
- **Thoughts about evaluation**
- **Motivation to engage in evaluation**
- **Evaluation knowledge & skills**
- **Resources for evaluation**
- **Organizational policies & practice that support evaluation**
- **The role of funders**
- **Uses of evaluation findings**
- **The role of Stakeholders**
- **Organizational leadership**
- **Organizational culture**
- **Resources**

Early conceptualization of cultural and contextual elements



INDIVIDUAL FACTORS

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graph TD; A[INDIVIDUAL FACTORS] --> B[THOUGHTS]; A --> C[KNOWLEDGE AND SKILLS]; A --> D[MOTIVATION]; B --> E[POSITIVE]; B --> F[DRAWBACKS]; C --> G[LOGIC MODEL]; C --> H[FRAMING]; C --> I[DOCUMENTING]; C --> J[METHODS]; D --> K[ENGAGE OTHERS]; D --> L[ENGAGE SELF];
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THOUGHTS

POSITIVE

DRAWBACKS

KNOWLEDGE
AND SKILLS

LOGIC
MODEL

FRAMING

DOCUMENTING

METHODS

MOTIVATION

ENGAGE
OTHERS

ENGAGE
SELF



ORGANIZATIONAL FACTORS

LEADERSHIP

STAFF
PARTICIPATION

EXPECTATIONS

STYLE/QUALITY

RELATIONSHIP
WITH
FUNDERS

LEARNING
CLIMATE

RESPECT

INNOVATION

COMMUNICATION

REFLECTION

RESOURCES

TIME

MONEY

IT

TRAINING

ACCOMMODATIONS



ECB OUTCOMES



MAINSTREAMING



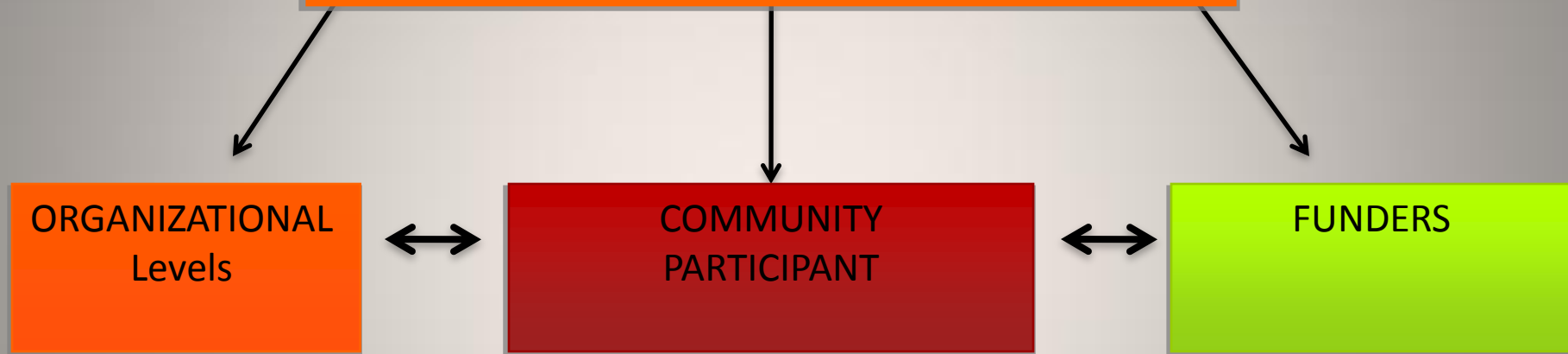
UTILIZATION

INTERNAL

EXTERNAL



Contextual and Cultural elements: A Stakeholders' Approach



Contextual and Cultural elements: A holistic and interactive approach

“We are talking about results at the State and National level”
“Staff participate in monthly review of outputs & outcomes”



“The results helped us develop a minority initiative” “We made changes to the project...” “Use eval to advocate for more staff and training”

“We have to put together reports”
“People want to know what we are doing”
“Our funders required us to develop LM”

“The results helped us educate others about how African Americans feel about services”

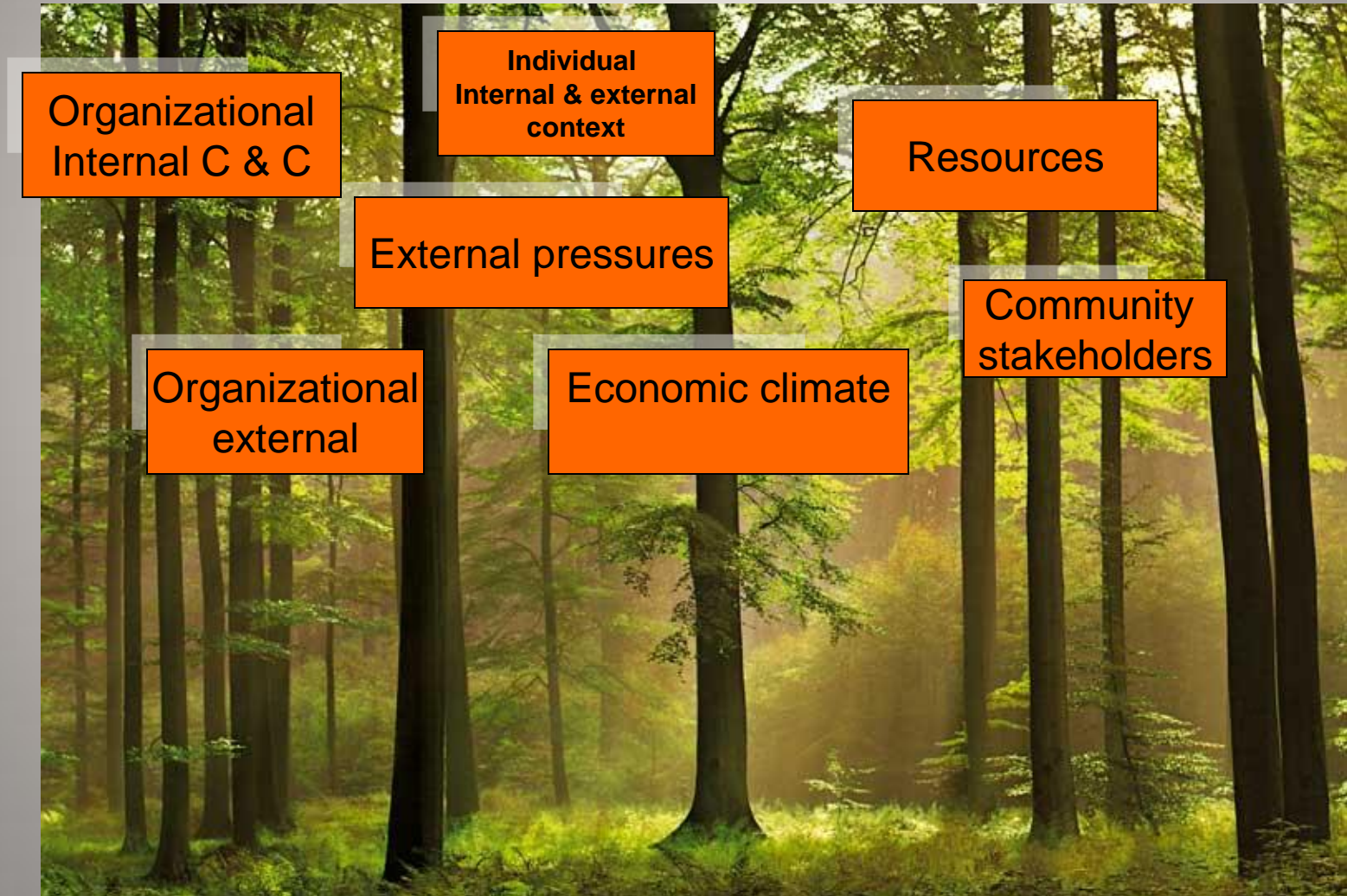
A deeper look into the current reality



Views about capacity building
& ECB

Current challenges to
ECB

We need to look at the forest & the trees



Conclusions & Future Research

- Human service agencies experience a number of challenges to engage in ECB
- Contextual and cultural elements are complex and intrinsically intertwined with other ECB factors
- Importance of bringing the voice of CBO staff
- Is ECB still vital in this current economic environment?

Future research

- Gain better understanding of the complexity of contextual and cultural elements of ECB
- Continue to support the use of mixed methods approaches to EBC
- Empirical outcome studies
- Quantitative research

For more information

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