

Using a Multi-Step Method for Managing Evaluation and Evaluation Capacity Building in Corporate Settings

A. Sidiq (Sid) Ali
Principal
Research and Evaluation Consulting

info@rae-consult.com



Presentation Overview



Theoretical Framework



Theoretical Framework



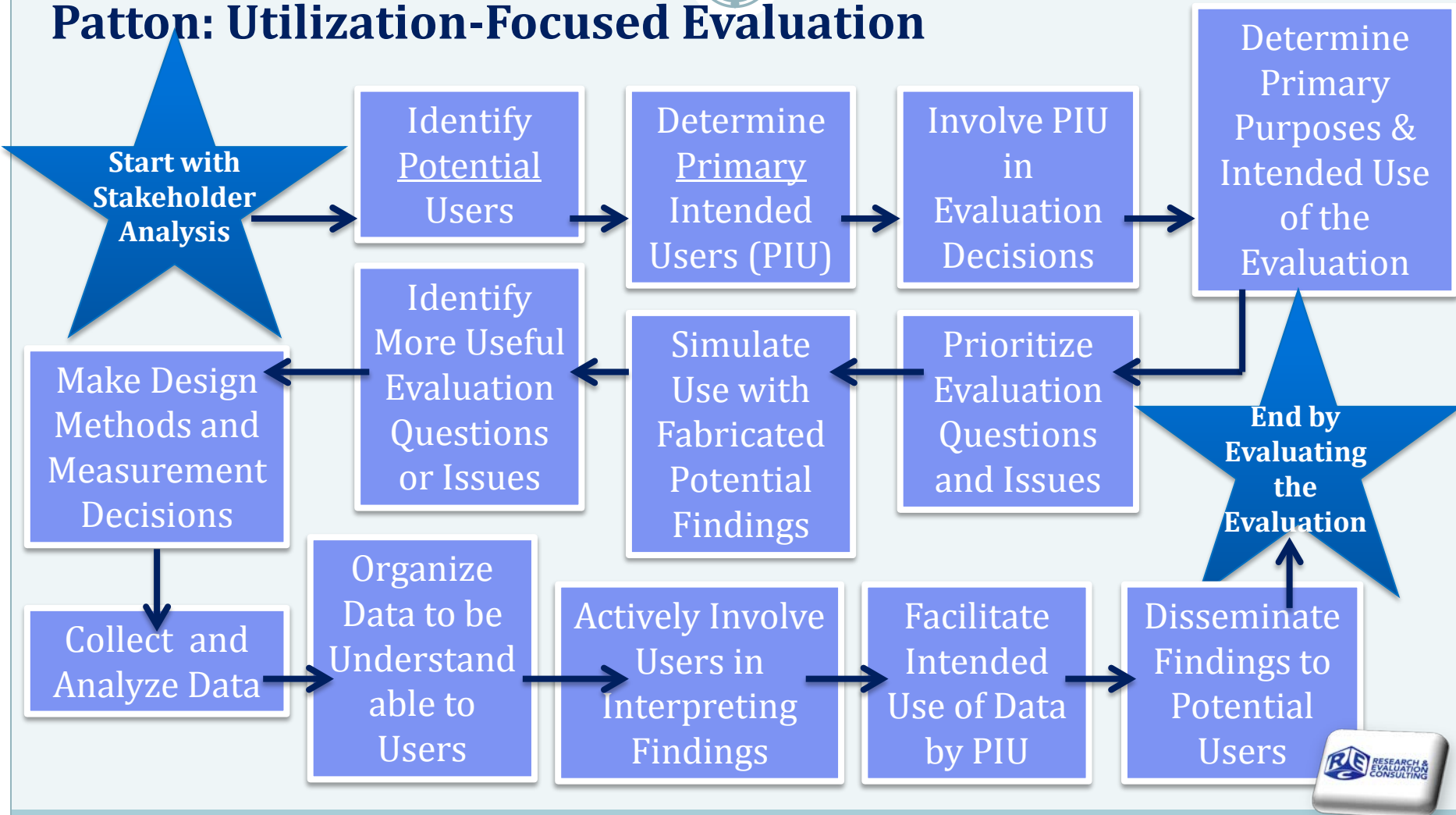
Patton: Utilization-Focused Evaluation (2008)

- **Evaluation Use: Both Challenge and Mandate**
- **Improvement, Accountability and Demand**
- **Fostering Intended Use: The Personal Factor**
- **Supporting Engagement, Self-Determination and Ownership**
- **Role Definition**
- **Results-Oriented**



Theoretical Framework

Patton: Utilization-Focused Evaluation



Theoretical Framework

Compton & Baizerman (2009)

Compton, Baizerman & Roholt (2010)

- **Managing Evaluation: Two Orientations**
 - Discrete Evaluation Studies
 - Evaluation Capacity Building
- **Stakeholder Participation**
- **Organizational Collaboration**
- **Role Definition**



Theoretical Framework

Compton, Baizerman & Roholt (2010)



Groundwork:

Definitions
Roles
Protocols



Formalization:

Methods
Measures
Costs



Implementation:

Data Collection,
Management &
Analysis
Preliminary
Findings



Utilization:

Dissemination

Action
Planning



Role Definition



Role Definition

Evaluation Consultant

- Managing/Conducting Evaluation
- Managing Evaluation Capacity-Building
- Relationship-BUILDER
- Methodologist



Role Definition

Private Sector Organization

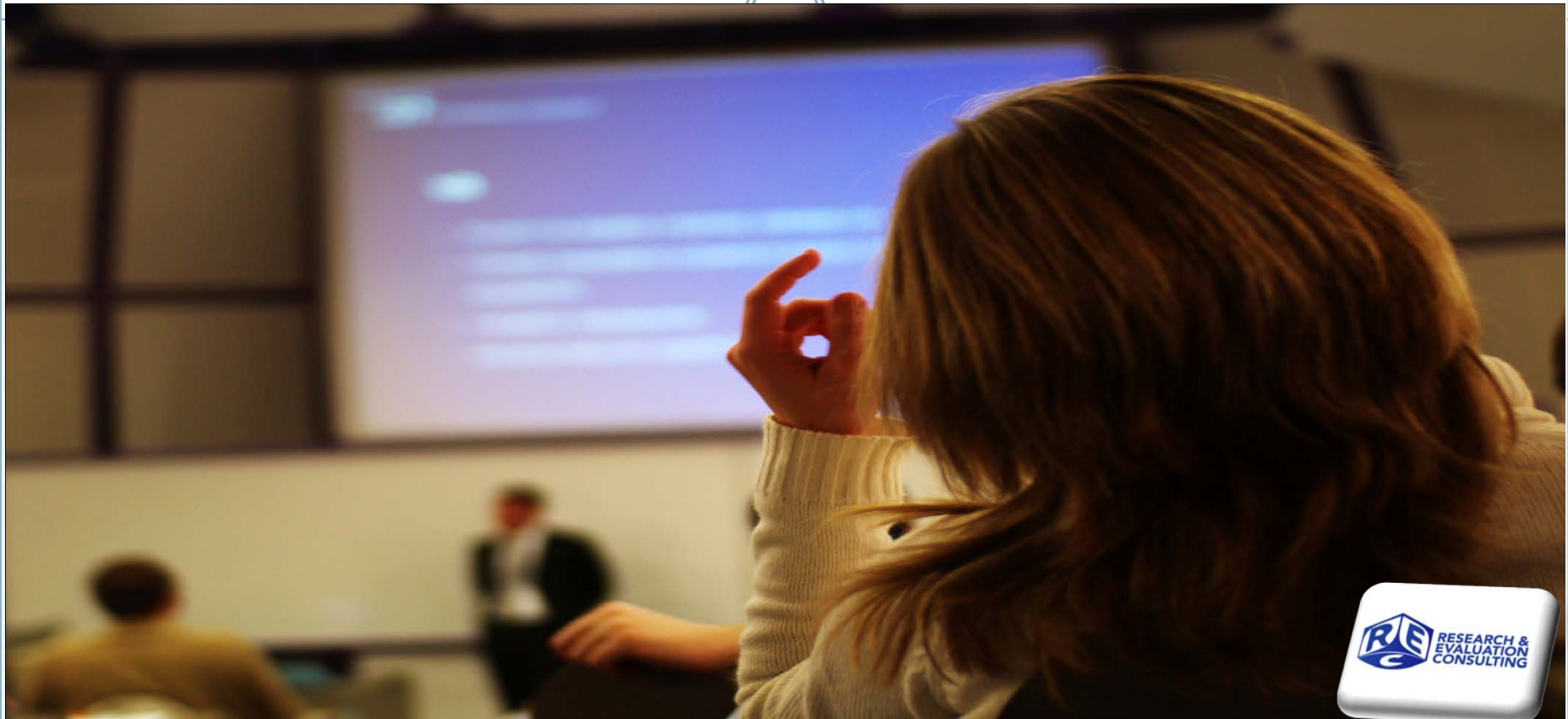
- **Advisory Group/Steering Committee**
- **Evaluation Facilitator/Evaluation Champion**
- **Change/Improvement Decision Makers**



Licensure & Certification: Case # 1



Corporate Training & Development: Case # 2



Challenges



Challenges

- **Building Relationships**
- **Existing Organizational Culture**
 - Performance Measurement v Evaluation
 - Structures and Protocols
 - Big Corporation v Little Evaluator
- **Time (to build evaluation capacity)**
- **Evaluation Utilization**



Overcoming the Challenges



Overcoming the Challenges

- **Multi-Step Methodology as a Road Map**
- **Building Evaluation Capacity Conducting Evaluation**
- **Understanding Context (organizational culture)**
- **Fostering Relationships – pulling together**
- **Adherence to Professionalism**
 - Methodologies
 - Conduct
- **“Seeing is Believing”**



Success Stories



Success Stories

Private Sector Organization

- Evaluation Utilization
- Program Improvement
- Organizational Change



Evaluation Consultant

- Professional Satisfaction
- Organizational Endorsements
 - More work



References



- Compton, D. W. (2009). Where is the Literature in Evaluation on Managing Studies, Evaluators, and Evaluation Units? In D. W. Compton & M. Baizerman (Eds.), *Managing program evaluation: Towards explicating a professional practice. New Directions for Evaluation* (Vol. 121, pp. 17-25).
- Compton, D. W., Baizerman, M., & Roholt, R. V. (2010). Managing evaluation: Responding to common problems with a 10-step process. *Canadian Journal of Program Evaluation*, 25(2), 103-123.
- Patton, M. Q. (2008). *Utilization-focused evaluation: The new century text* (4th ed.). Thousand Oaks: CA: Sage.



Contact



A. Sidiq (Sid) Ali
Principal
Research and Evaluation Consulting

E: info@rae-consult.com
W: www.rae-consult.com
T: 905-916-0743
Skype: raecon1

