

# What do I need in my Evaluation Toolbox?

August 9, 2019

# Overview

- ▶ Whose Toolbox?
- ▶ What would I do?
- ▶ What would I bring?
- ▶ What do I need?

# Whose Toolbox?

- ▶ 41 evaluation jobs posted between March 2017 and August 2018 in...
  - ▶ British Columbia (27) - on various job boards
    - ▶ March 2017 to April 2018
  - ▶ Elsewhere in Canada (10) or International (4) - on the CES website
    - ▶ May to August 2018
- ▶ Internal evaluators (38)                      External evaluators (3)

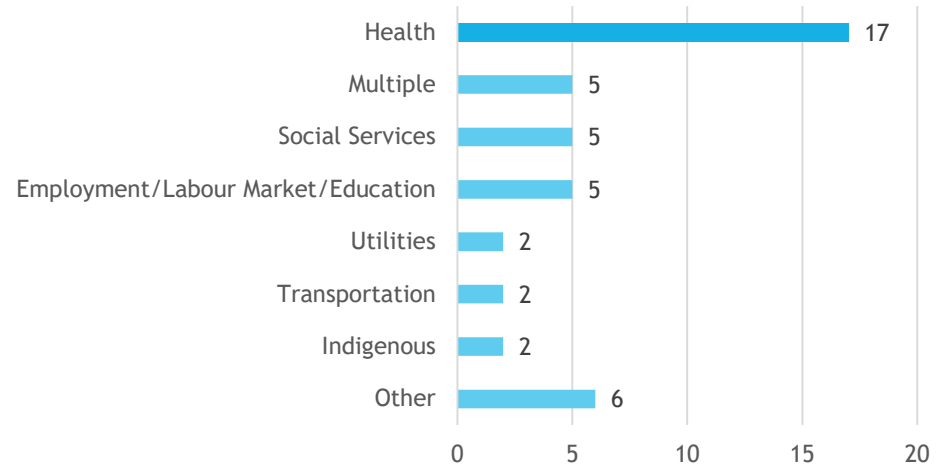
# Whose Toolbox?

BC Hydro  
BC Mental Health and Substance Use Services  
Child and Family Centre - Aisling Discoveries  
CSIS  
Cuso International  
Dig Insights  
Doctors of BC  
FNHA  
Fraser Health  
GGI Vancouver/FWCO  
Heart & Stroke Foundation  
Heifer International  
ICBC  
Interior Health  
Living SJ  
Min of Advanced Education, Skills and Training  
Min of Education  
Min of Health

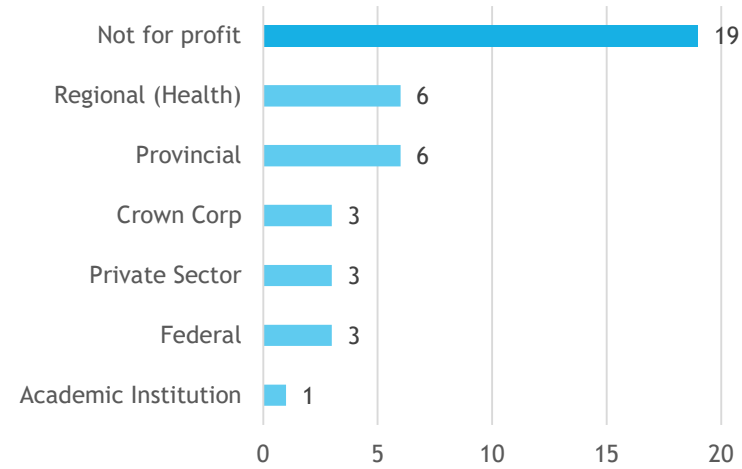
Mitacs Inc  
MSFHR  
NRC  
NSERC  
Prosper Canada  
Providence Health Care  
Public Health Branch, Ontario  
Reichert & Associates  
Rick Hansen Institute  
RoadSafetyBC  
Science World  
The Cleaning Solution (Project)  
Tides Canada  
UBC Faculty of Medicine, ESU  
Vancouver Foundation  
World Food Programme (UN)  
Youth Challenge International

# Whose Toolbox?

Sector



Organization Type



# Whose Toolbox?



Junior/Entry Level (13)

Mid/Senior (21)

Manager (7)

# Whose Toolbox? - Reflection

- ▶ On this webinar...
  - ▶ Internal/external evaluators
  - ▶ Positions (junior/entry level, mid/senior or manager)
  - ▶ Health?      Non-Profit?

# What would I do?

- ▶ Duties and Responsibilities

- ▶ Most often (25+ postings)

- ▶ Draft communications (36) - one or both of:

- ▶ Reports (26)

- ▶ Other or undefined (24)

- ▶ e.g., briefings, briefing notes, publications, TB/Cab subs, correspondence, position papers, newsletter content, fact sheets, blogs, infographics, IT tools, academic articles

- ▶ Design frameworks/plans (25)



# What would I do?

## ▶ Duties and Responsibilities

- ▶ Next most often (15-24 postings)
- ▶ Collect data (qualitative/quantitative) (24)
- ▶ Analyse data (qualitative/quantitative) (20)
- ▶ Collaborate with stakeholders (21) - one or both of:
  - ▶ other departments/internal stakeholders (16)
  - ▶ external stakeholders (15)
- ▶ Design data collection instruments, tracking systems and/or processes (19)
- ▶ Present findings (17)

# What would I do?

- ▶ Other...

e.g., develop evaluation model/policies/procedures, build capacity, sit on committees/working groups, conduct performance measurement/monitoring, conduct document/literature reviews, assess/assure quality, contract (client) management, etc.

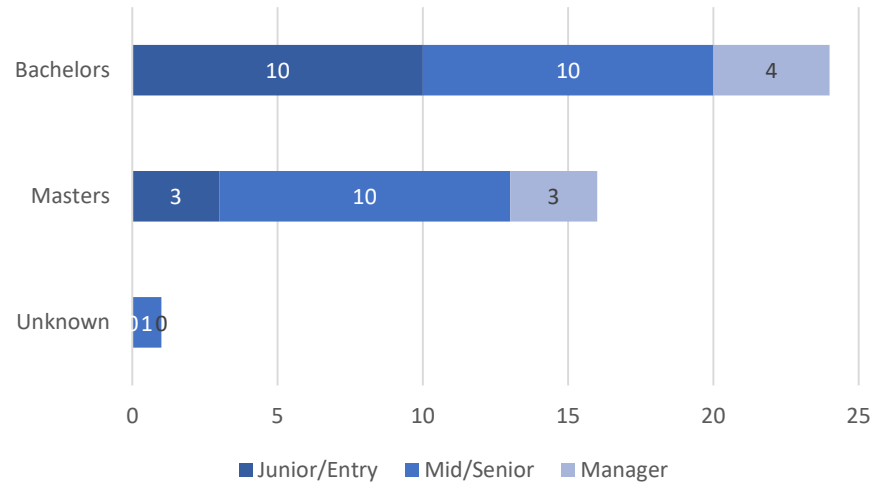
Duties and Responsibilities	ALL n = 41	Junior/Entry n = 13	Mid/Senior n = 21	Manager n = 7
Develop evaluation model, policy and processes (at the organizational level)				
Build capacity - evaluation team/internally/outside evaluation team(s)				
Hire staff/lead teams/supervises				
<i>Collaborate with stakeholders (Net)</i>				
Collaborate with other departments/internal stakeholders				
Collaborate with external stakeholders				
Advise or support programs/other departments/senior management				
Attend meetings				
Sit on committees, working groups, etc.				
Summarize meeting notes				
Design and implement (process/outcome) evaluations				
Lead evaluations				
Conduct performance measurement/monitoring				
Design frameworks/plans				
Conduct document or literature reviews				
Develop theories of change				
Develop indicators, measures, metrics, etc.				
Design data collection instruments, tracking systems and processes				
Collect qualitative/quantitative data				
Analyse qualitative/quantitative data				
Assess/assure quality of methods/data				
Troubleshoot issues and respond to inquiries				
Create recommendations				
Present findings				
<i>Draft communications (Net)</i>				
Draft reports				
Draft (other) evaluation-related communications				
Contribute to other communications e.g., organizational annual reports				
Contract management - draft terms of reference, coordinate selection process, set up and monitor contracts				
Client management - draft proposals, communicate with clients				
Other				
<b>Highest ranking</b>	<b>35+</b>	12	17	7
<b>Next highest ranking</b>	<b>25-34</b>	9-10	13	6
<b>Third highest ranking</b>	<b>15-24</b>	7-8	11-12	4

# What would I do? - Reflection

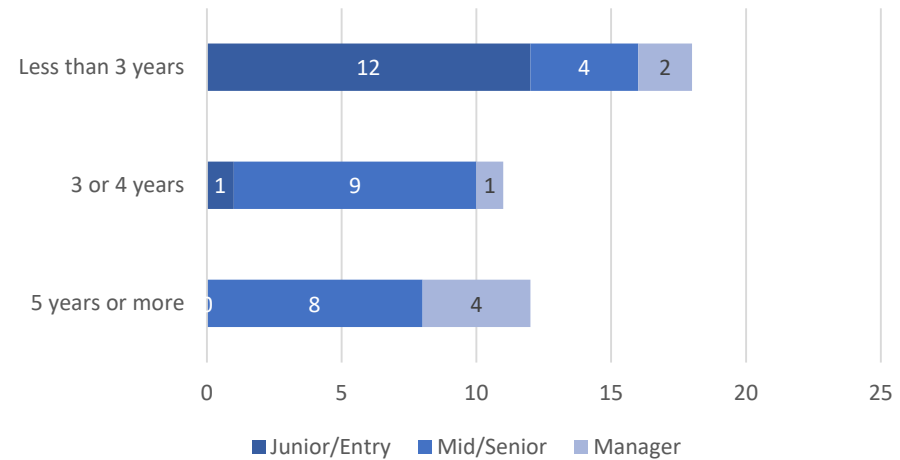
- ▶ On this webinar...
  - ▶ Draft reports/communications
  - ▶ Design frameworks/plans
  - ▶ Collect/analyse data
  - ▶ Collaborate with stakeholders
- ▶ Design data collection/tracking systems and processes
- ▶ Present findings

# What would I bring?

Education Level - Minimum



Years of Experience - Minimum



Credentialed Evaluator designation or ability to acquire (9)

# What would I bring?

- ▶ Knowledge, Skills and Experience
  - ▶ Most often (25+ postings)
  - ▶ Communication - oral and written+ (32)
  - ▶ Data analysis\*+ (31)
  - ▶ Program area/sector\* (29)
  - ▶ Software/computer skills+ (28)
  - ▶ Program evaluation/monitoring/performance management\* (27)
  - ▶ Data collection\* (25)

\* = Experience - top 4

+ = Knowledge/skills - top 4

# What would I bring?

- ▶ Knowledge, Skills and Experience
  - ▶ Next most often (15-24 postings)
- ▶ Working with others
  - ▶ In a team environment+ (22)
  - ▶ Stakeholders - internal/external (20)
  - ▶ Interpersonal/collaboration/conflict resolution (16)
- ▶ Technical
  - ▶ Report/presentations/recommendations (21)
  - ▶ Evaluation/research design (19)
  - ▶ Data analysis software skills (e.g., statistical such as STATA/SPSS and/or qualitative such as NVIVO) (17)
- ▶ Professional/personal
  - ▶ Organized/multitasking/prioritizing/results on time+ (19)
  - ▶ Project management skills (15)

# What would I bring?

- ▶ Other

e.g., detail oriented, strategic, problem solving, innovative, initiative, confidentiality/privacy, working independently, MS Office, online survey platforms



# What would I bring?

<b>Software /Computer Skills</b>	<b>28</b>
Data analysis (statistical and/or qualitative) (e.g., SPSS, R, Stata, SQL, NVivo)	18
MS Office (e.g., Word, PowerPoint, Outlook)	12
Spreadsheets and/or databases (e.g., Excel, Access)	9
Online survey platforms (e.g., SurveyMonkey)	5
Business intelligence/data visualization (e.g., Tableau, Power BI)	5

CES Competencies Domain	Knowledge, Skills and Experience	ALL n = 41	Junior/Entry n = 13	Mid/Senior n = 21	Manager n = 7
<b>Technical Practice</b>	Knowledge of program evaluation, monitoring, and/or performance management theories or methodologies				
	<i>Research methods – quantitative/qualitative</i>				
	Evaluation/Research (E/R) Design				
	E/R Data collection				
	E/R Analysis				
	Reports/presentations/recommendations				
	Quality assurance/assessment				
	Privacy legislation/confidential information				
	<i>Software /Computer skills (Net)</i>				
	MS Office				
	Online survey platforms				
	Data analysis (statistical and/or qualitative)				
	Business intelligence tool (QlikSense, Tableau, Power BI)				
	Spreadsheets and/or databases				
	<b>Situational Practice</b>	Changing and challenging demands/complex environments (program)/systems thinking			
Internal/external/broad range of stakeholders					
Knowledge of program area/sector					
<b>Management Practice</b>	Knowledge of project management incl. tools				
	Working independently				
	Working in a team environment				
	Procurement and contract management				
	Leadership Skills				
<b>Interpersonal Practice</b>	Oral, visual and/or written communication				
	Interpersonal/collaboration/conflict resolution				
<b>Reflective Practice</b>	Professional development/learning				
	<b>Highest ranking</b>	<b>30+</b>	<b>9-10</b>	<b>18</b>	<b>7</b>
	<b>Next highest ranking</b>	<b>25-29</b>	<b>7-8</b>	<b>16-17</b>	<b>5-6</b>
	<b>Third highest ranking</b>	<b>15-24</b>	<b>5-6</b>	<b>13-15</b>	<b>4</b>

# What would I bring? - Reflection

- ▶ On this webinar...
  - ▶ **Communication - oral and written**
  - ▶ **Data collection**
  - ▶ **Data analysis**
  - ▶ **Program evaluation/monitoring/performance management**
  - ▶ **Program area/sector**

# What a toolbox!

- ▶ Communication/collaboration
  - ▶ Data collection/analysis
  - ▶ Evaluation/research design
  - ▶ Professional/personal
  
  - ▶ Post-secondary education
  - ▶ 3-5+ years of experience
- ▶ Junior/entry level
  - ▶ Mid/senior
  - ▶ Manager

# Questions?

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Also:

BC Evaluation Research and Policy Job Postings at - <https://bit.ly/2dhbGic>

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