

# Department of Human Services

Workforce Design  
Introduction to Project Evaluation  
Theory and Methods

Health Outcomes International Pty Ltd

# Workshop Objectives

- Why evaluate redesign?
- What are the benefits of evaluation
- How to evaluate workforce changes
- Identify the steps involved and the tools used in the planning and conduct of an evaluation

# Workshop Structure

- Introduction to the theory of evaluation
- Program logic models
  - Case study
- Evaluation frameworks
- Break
- Building an evaluation framework – case study
  - Feedback
- Tools
- Wrap up

# Introduction to Evaluation theory – why evaluate

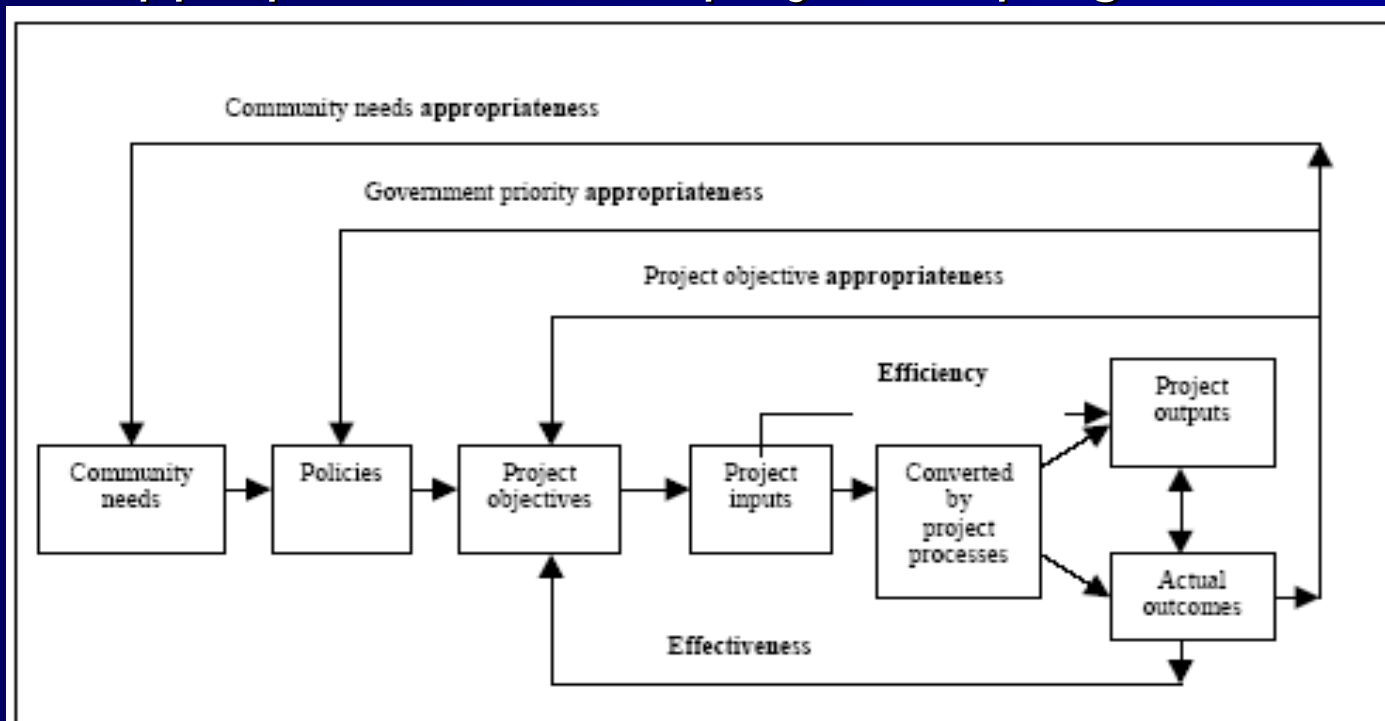
- Practical management tool that:
  - Informs about the performance of a project or program
  - Enables areas of improvement to be identified
  - Demonstrates the impact of these improvements
  - Identifies the outcomes of the program
  - Identifies the impact of the program

# Evaluation will inform:

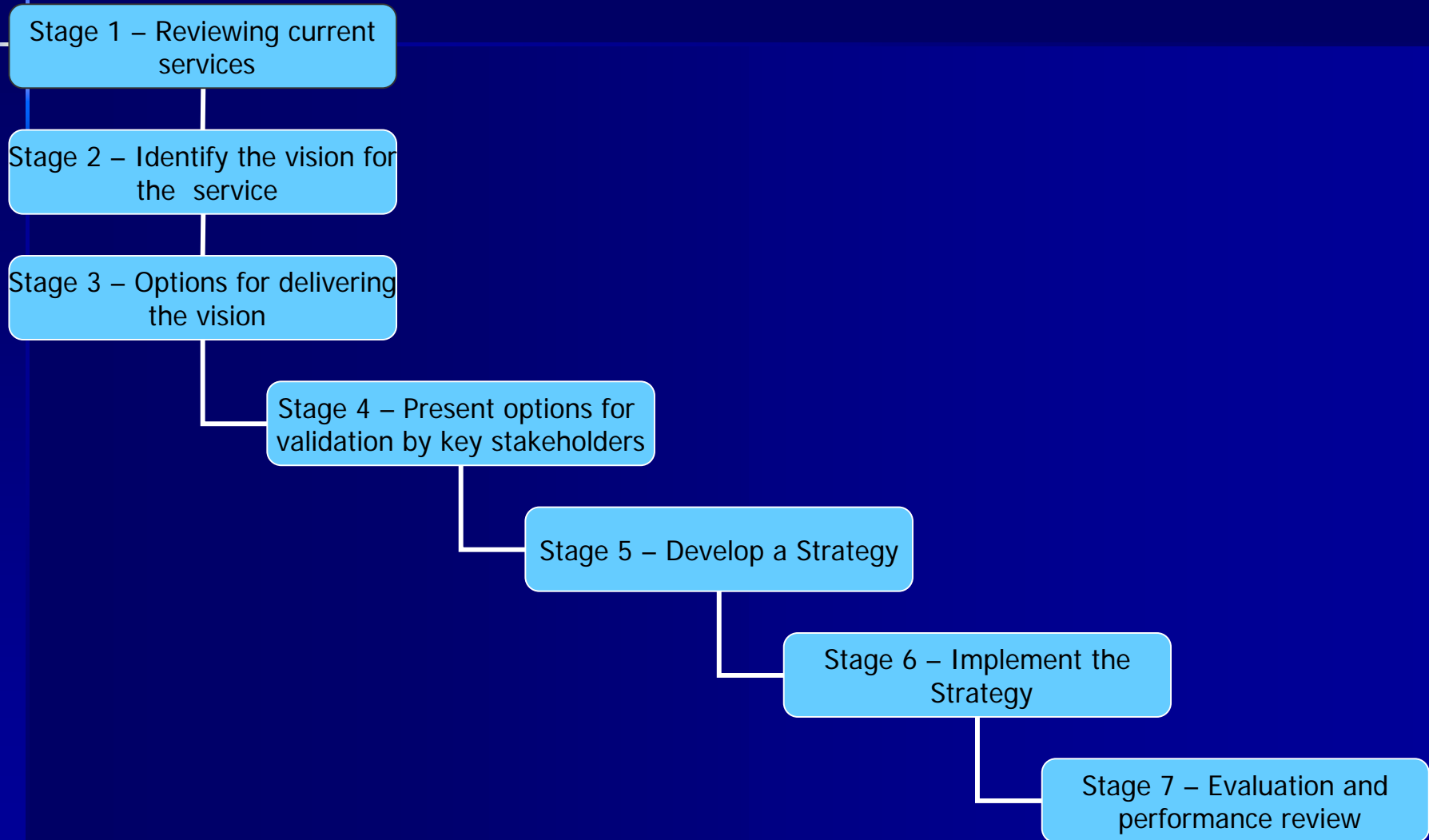
- What the program has achieved;
- How well it has contributed to the goal, met the objectives and undertaken the strategies;
- What worked well and what didn't, and why;
- Whether there were any unintended outcomes; and
- What can be learnt from the program to improve practice and inform other programs?

# Evaluation will measure:

- Efficiency
- Effectiveness, and/or
- Appropriateness of a project or program.



# Stages of workforce planning and design



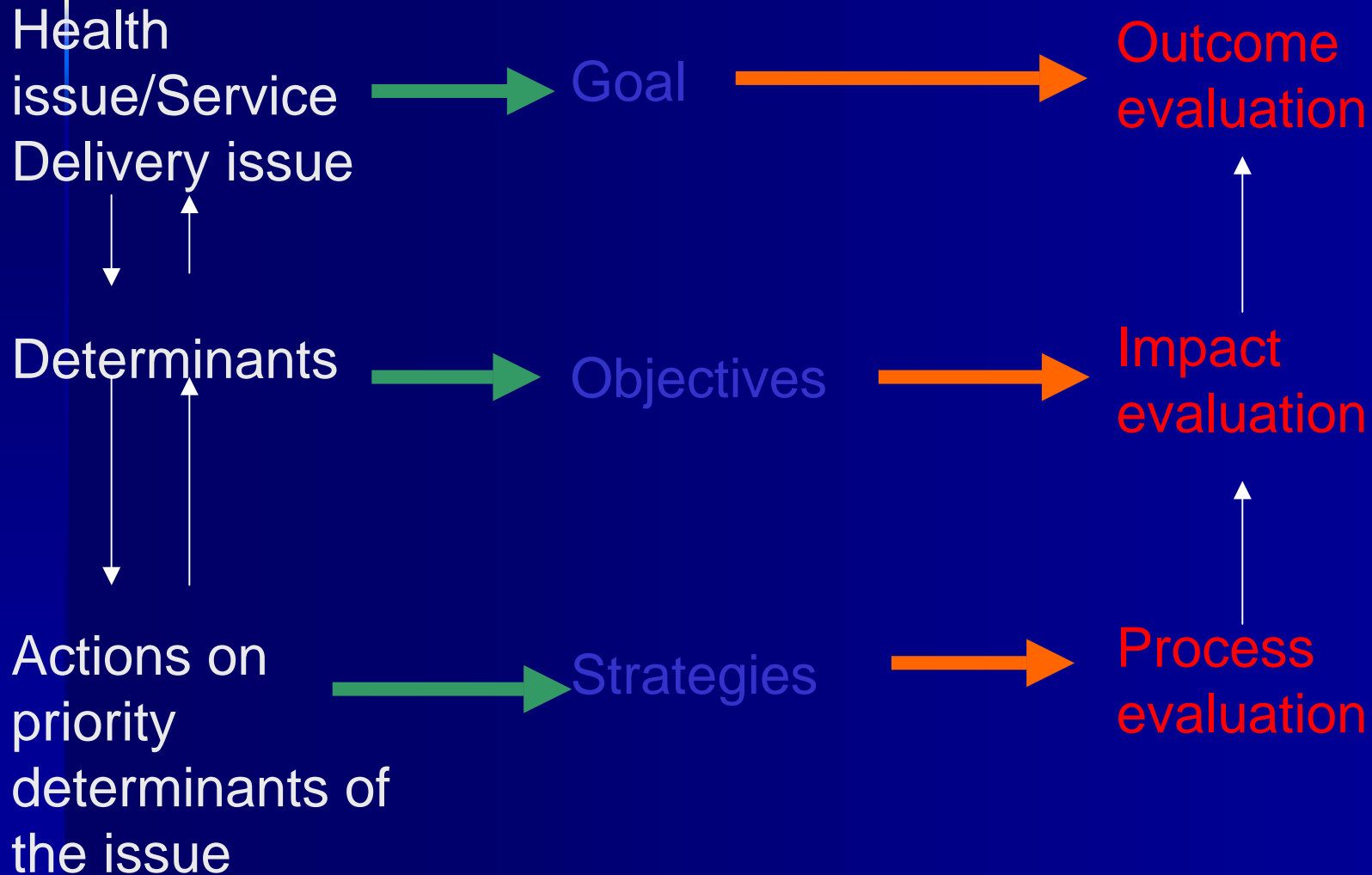
# Types of evaluation

- **Formative** evaluations - used to guide the future direction of the project;
- **Summative** evaluations- provide a summary of what has occurred;
- **Program** evaluation– to determine whether a program 'works';
- **Meta**-evaluation - the evaluation of evaluations, to achieve gains in validity;
- **Proactive** evaluation– also known as a needs-analysis, it determines whether the intervention is needed;
- **Clarificative** evaluation– to clarify the rationale and intended outcomes of the program and confirm that it is designed to achieve these objectives;
- **Interactive** evaluation- focus on continuous improvement and learning through;

# Types of evaluation

- **Monitoring** evaluation – for justification of the program and finetuning of objectives;
- **Process** evaluation– evaluation of how the program is being implemented, and whether outcomes are being achieved;
- **Impact** evaluation– an assessment of the overall effects of the program;
- **Outcome** evaluation – investigates whether the program caused demonstrable effects on the target outcomes; and
- **Economic** evaluation – a systematic appraisal of costs and benefits of projects.

# Evaluating health service programs



# When do I use each?

- Discrete chapters detailing methodology and results for each major component:
- Descriptive, tabular and graphical styles.
- Presented in language suited to both lay and expert audiences.

# When do I use each type?

- **Process** evaluation – use during the life of the program. Includes participant satisfaction, quality of materials, quality of delivery etc
- **Impact** evaluation – use at the completion of specific project stages (i.e. after sessions, at monthly intervals and/or at program completion)
- **Outcome** evaluation – use at the completion of specific project stages, but most often considered at end of project

# Evaluation planning grid

## Step 1: Describe the program

- Identify the program plan – program goal, target population, objectives, interventions, process (reach) and impact indicators



## Step 2: Evaluation preview

- Engage stakeholders
- Clarify the purpose of the evaluation
- Identify key questions
- Identify evaluation resources



## Step 3: Focus the evaluation design

- Specify the evaluation design
- Specify the data collection methods
- Locate or develop data collection instruments



## Step 4: Collect data

- Coordinate data collection



## Step 5: Analyse and interpret data

- Analysing the data
- Interpret the findings

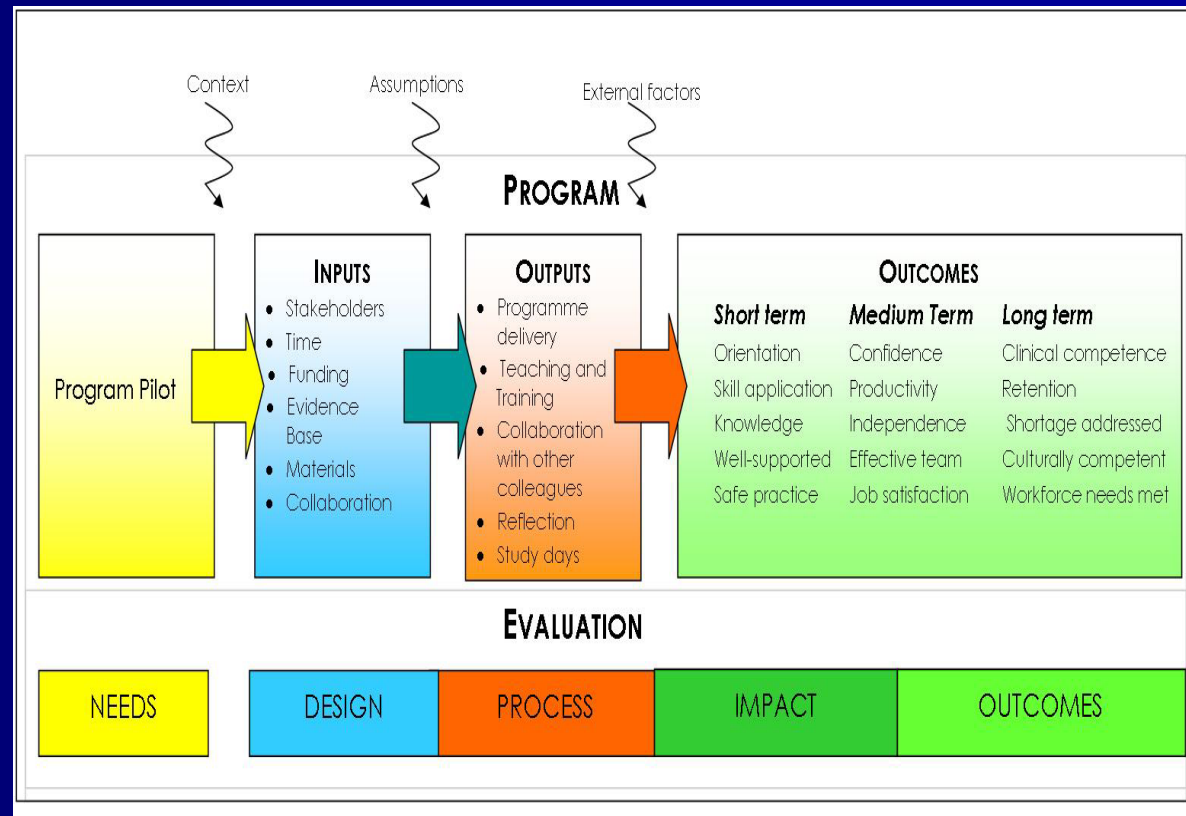


## Step 6: Disseminate lessons learnt

- What reports will be prepared?
- What formats will be used?
- How will findings be disseminated?

# Program Logic Models

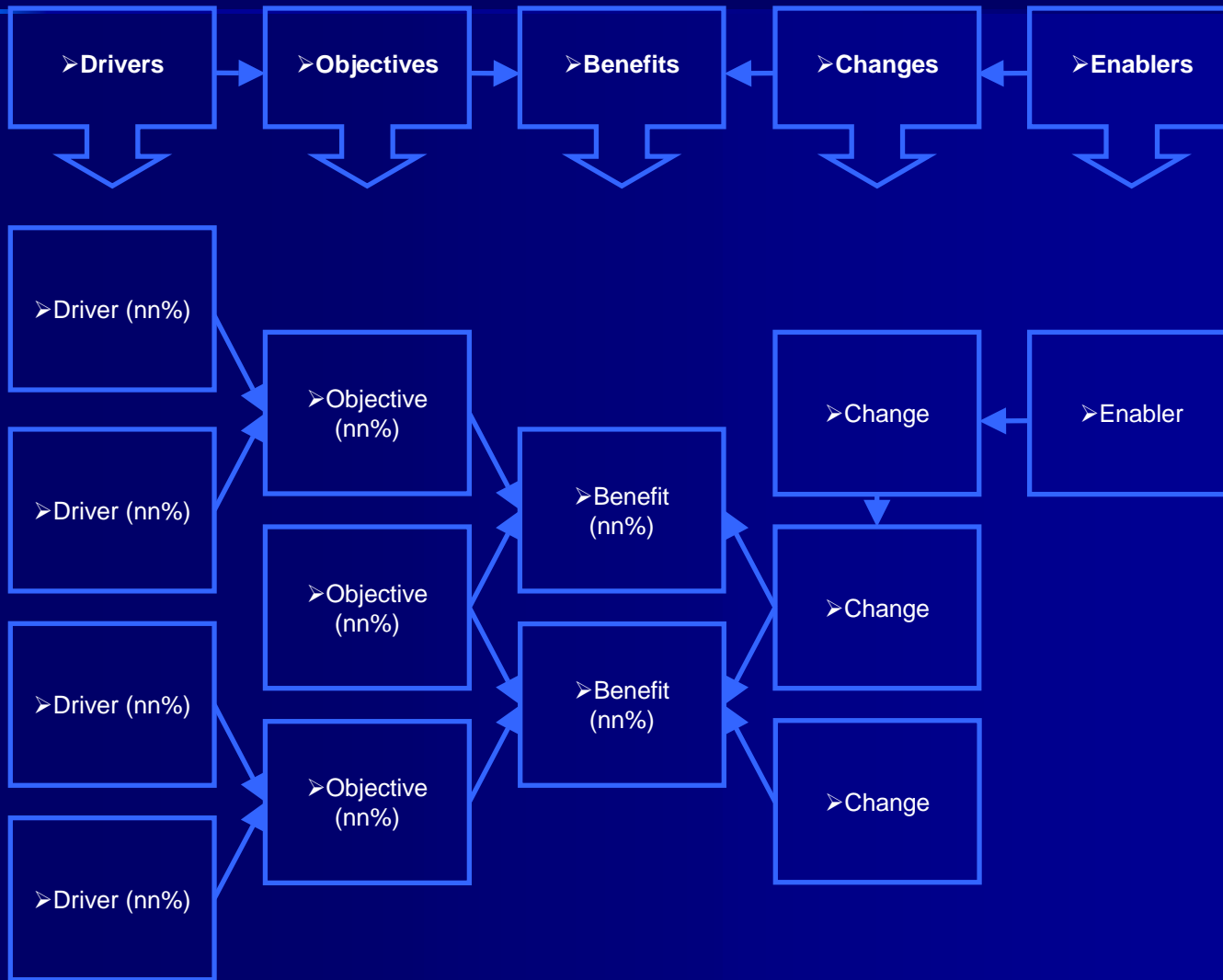
- help to understand the context in which a program is operating
- illustrate the inputs (or resources), which are applied to processes to produce program outputs which are designed to result in an outcome
- links between these can assist in the design of the evaluation



# Victorian Government Investment Management Standard

- To improve the value for money from Government spending
- To enable greater impact of Government policies
- Investment logic map developed by the Victorian Government and to be used in program evaluation in the future

# Victorian Government Investment Logic Map



# Case study

- Examine the handout depicting a workforce redesign study.
- Design a program logic model that summarises the case study.

# Designing an Evaluation Framework

**S**pecific: clear and precise

**M**easurable: amenable to evaluation

**A**chievable: realistic

**R**elevant: to the health issue, the population group and your organisation

**T**ime specific: time frame for achieving your objective

# Evaluation planning

- Objective – is it **SMART**?
- What are the **key questions** that the evaluation should answer
  - Being strategic, rather than trying to evaluate every single intervention within a program
  - Bigger picture questions – eg sustainability, who is missing out
- **What information** do we need in order to answer these questions?
- **How will we get** this information – who, when, how?
- Planning for **analysis, reporting** and **dissemination**
- **Budget** – being realistic: what can we afford to do; what does DHS expect for its investment?

# Evaluation Frameworks

- An evaluation framework is essential for any evaluation as it clarifies the boundaries and parameters of the evaluation
- Contains the following elements:
  - The purpose and scope of the evaluation;
  - The terms of reference for the evaluation;
  - The evaluation approach;
  - The evaluation questions;
  - Evaluation indicators and target levels; and
  - Evaluation data sources.

# Evaluation Framework Content

- Link program logic, project goals and activities with evaluation questions

Objective	Strategies	Areas of Activity	Sample Evaluation Questions	
Enhance protection against suicide.	1.1 Promote practices to support mental health and emotional wellbeing (including help seeking behaviours) in a range of settings (schools, workplaces, communities).	Provide a range of resources and support for community capacity building in targeted communities. Develop a range of public education initiatives relevant to particular audiences. Encourage work-based training and programs in mental health, wellbeing and suicide prevention across diverse industries and employment sectors.	What is the nature of your program, its objectives, setting and target population?	
			Describe and validate the rationale for your choice of protective activity(s) (i.e. educational/partnering/awareness raising/media influence).	
			How were you proposing to enhance (community) protection against suicide? (i.e. describe your proposed methods).	
			What did you actually do to enhance community awareness of and/or response to effective suicide prevention strategies?	
	1.2 Leverage from and link to other past and emerging problems.	Promote collaboration and partnerships across and between sectors, organisations and individuals to promote continuous improvement in suicide prevention. Identify and influence other programs to raise awareness and to build a better understanding of suicide prevention and its relevance to these programs.	What increased capacity/awareness did you expect would result from your project's activities (enumerate and describe)?	
			Describe the scope and nature of increased awareness/understanding and/or capacity that can be attributed to your project.	
			Explain and/or illustrate any variations between what was expected and what actually occurred.	
	1.3 Promote responsible media reporting and portrayal of suicide.	Influence the media industry to report mental illness and suicide issues responsibly, accurately and sensitively. Promote accurate, respectful and sensitive reporting of mental illness and suicide in the media in all its forms - print, broadcast, film, advertising and internet.	What lessons have been learned that could be applied elsewhere?	

# Case Study

- Consider the case study
- Identify one objective of the case study and its expected impacts – on the worksheet
- Now design the evaluation questions of this objective and its impacts.

# Evaluation Framework Worksheet

Program Logic Component	Project Objective	Likely Impacts	Evaluation Questions

# Tools and Resources

- Data sources that may be available for a program evaluation include:
  - Activity reports;
  - Quality and monitoring data;
  - Satisfaction surveys;
  - Budget information;
  - Program stakeholders;
  - Program documentation; and
  - Program records.

# Data Collection

- Should be designed to gather information wherever possible from existing data sources
  - Minimises impost and reporting burden

# Possible data sources

- List possible data sources relevant to case study
- Identify possible data sources and indicators against evaluation questions

# Data source and KPI worksheet

Project Objective	Evaluation Question	Performance Indicator/ Measure	Data Source