DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 1 : Program Evaluation (Industrial-Organizational Psychology) IResearchNet

Phase 5: Communicate Findings and Insights Phase 5 focuses on strategies for ensuring that evaluation results are meaningfully communicated. With all the information produced by an evaluation, the evaluation team must differentiate what is essential to communicate from what is simply interesting and identify the most effective medium for.

Where at one time HR was seenprimarily as an enforcer of policies, it is now considered amongtop-performing organizations to be a key partner in driving andsupporting critical business objectives. It means continually evaluating and strengtheningthese accountabilities to ensure value, meaningful impact, andcompetitive advantage. Evaluating Human Resources Programs is a groundbreaking bookthat offers readers a systematic method for enhancing the value andimpact of HR and supporting its emerging role as a strategicorganizational leader. It provides a practical framework foradjusting and realigning strategies across all types of HRprograms. The authors outline a proven six-phase process that willmaximize the likelihood of a successful HR program evaluation, including real-world techniques, strategies, and examples toillustrate their recommended steps and actions. Back cover copy Praise for Evaluating Human Resources Programs "This book provides a new and fresh perspective on HR programevaluation by outlining a comprehensive, step-by-step approach tothe entire process. HR professionals, OD practitioners, and anyoneelse who might find themselves held accountable for an HR programor process will find this an invaluable hip-pocketreference. Iwill keep it nearby as I advise companies on their workforceissues. Casellas, former chair, Equal EmploymentOpportunity Commission "When I teach a course to HR professionals or graduate studentson evaluating human resource programs, this book will be requiredreading. It is a highly informative how-to guide chock full ofinsights by seasoned practitioners written in a clear andaccessible manner. The authors really make the points well andthey are so practical and useful that I wanted to cheer. Fleming, emerita professor of Human ResourceManagement, The University of Montana "HR professionals who want to assure their programs are alignedwith the strategy of their organizations through disciplinedprogram evaluation should read this practical guide. The authorshave done an excellent job of recognizing the challenges ofevaluating HR programs within organizations and present pragmatictips for overcoming the pitfalls. A Few Words of Thanks. Program Effectiveness Is Impossible to Measure. Identify Stakeholders, Evaluators, and Evaluation Questions. Analyze and Interpret Data. Communicate Findings and Insights. Decide on Internal Stakeholders First. Consider the Perspectives of Unions and Their Members. Identify the Evaluation Team. Develop and Refine Evaluation Questions. Determine the Resources Needed to Conduct the Evaluation. Develop a Preliminary Budget. Lay Out Plans for Data Collection. Plan the Procedures for Supplying Feedback. Enhance Buy-In from Top Management. Provide an Overview of the Program Evaluation Plan. Prepare to Defend the Budget. Gather Internal and External Perceptual Data. Assess Internal Processes and Procedural Information. Utilize External Documents and Environmental Scans. Check for Potential Vested Interests or Biases. Document Procedures and Data. Pilot-Test Procedures and Instruments. Train the Data Collectors. Avoid Excessive Data Collection. Monitor Data Collection Schedules Closely. Create and Modify a Database. Take Full Advantage of Descriptive Statistics. Balance the Concerns for Type I vs. Get to the Bottom Line Early. Tie It All Together: Depict Findings and Recommendations Visually. Show Stakeholders a Path Through the Process. Clarify Numerical Findings with Graphs. Deliver the Product Orally and in Writing. Adjust the Existing Program. Replace the Existing Program. Outsource the Existing Program. Leverage Insights Relevant to Evaluation Use. Build Team Accountability and Skill. Incorporate Proven Strategies for Implementing Results. Build Expertise to Engage Stakeholders. Be Timely and Communicate. Follow Up with Hard Data. Raju was a distinguished professor in the Institute of Psychology and a senior scientific advisor at the Center for Research and Service at the Illinois Institute of Technology, Chicago, Illinois, until his unexpected death in All contributions are tax deductible.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 2 : The Dissemination Phase - Design Decisions in Research - e-Source Book - OBSSR e-Source

Description Evaluating Human Resources Programs is a groundbreaking book that offers readers a systematic method for enhancing the value and impact of HR and supporting its emerging role as a strategic organizational leader.

Five key steps comprise a standardized framework for customer journey mapping that can be scaled to any scope or timeline. One common frustration about the process of customer journey mapping is the lack of organization-wide or even industry-wide standardization. What are the key steps of journey mapping , and in what order should they be completed? Effective customer journey mapping follows five key high-level steps: Building a core cross disciplinary team and defining the scope of the mapping initiative Internal investigation: Gathering existing customer data and research that exists throughout the organization Assumption formulation: Formulating a hypothesis of the current state of the journey and planning additional customer research External research: Collecting new user data to validate or invalidate the hypothesis journey map Narrative visualization: Combining existing insights and new research to create a visual narrative that depicts the customer journey in a sound way The five key, high-level steps in the process of customer journey mapping can be scaled to your scope and timeline. Aspiration and Allies The first phase in a customer journey process starts well before any research or visualization has taken place. This step is easily the most critical, because, no matter how many insights a map reveals, a journey-mapping engagement without focus or buy-in will not be effective in optimizing experience. Establish a cross disciplinary team of allies Throughout a journey-mapping endeavor, you must bring stakeholders along. Without a doubt, journey mapping will reveal gaps and opportunities within the user experience that, organizationally, are beyond the authority of the UX professional driving the mapping project. You must have buy-in and engagement from a cross disciplinary team, so that, when those issues and opportunities surface, stakeholders with decision-making authority are already convinced of the soundness of your method and apt to understand the importance of resolving the problems it found. Creating a team of allies is easier than you might think. Before you begin mapping, identify stakeholders from multiple departments whose knowledge will be helpful to you along the way, and whose help you may need once opportunities begin to surface. Acquiring allies may be a quick process or take a long time, depending on your situation: If you are working on a small project, it could simply be a minute conversation with your team; conversely, it may be a long process if you work with a B2B client or engage in an enterprise-wide journey-mapping initiative. Determine the scope A scope, or point of view, for the map must also be established before the mapping activities begin. To create focus and clarity for the map, make sure you can answer these questions: What experience, or journey, will I depict? Internal Investigation Once your core team is established and your scope is determined, begin researching within your own organization. What does your company already know about the customer or user? Most organizations have bits and pieces of data spread throughout teams; this data can be useful when pieced together to create a holistic understanding of the current state of the journey. Put your core team of allies to work. Together, generate a list of questions that you would like to answer, then send your allies back to their respective teams or departments to search for any available documentation or data that can help begin to answer those questions. Good places to start include:

Chapter 3 : Table of contents for Evaluating human resources programs

Table of Contents for Evaluating human resources programs: a 6-phase approach for optimizing performance / Jack E. Edwards, John C. Scott, Nambury S. Raju, available from the Library of Congress.

Share Act You can navigate each Phase and its steps from the side menu to learn more. You can also access interview guides for specific stakeholder groups, and review other resources to guide the assessment process, such as typical team composition and roles. Plan The purpose of the planning phase is to design and prepare for the assessment. Conducting an assessment is typically the first stage of a larger effort to engage the private sector and raise awareness about its potential contribution to advancing national health goals. As such, the planning phase is the first opportunity to reach out to stakeholders and build relationships. Your goal should be to get a sense of the key actors and local dynamics, begin to make connections, and identify ways to build support for the action phase. Learn The learning phaseâ€"especially the fieldwork stepâ€"is the cornerstone of the assessment process. Building on a comprehensive desk review, supported by secondary data analysis, the team synthesizes available information to further refine the approach and focus of in-country data collection. Fieldwork consists of interviews with local stakeholders, and site visits to address information gaps and gather insights and perceptions from multiple perspectives on the role of the private health sector. Before leaving the country, the team typically debriefs key stakeholders, sharing preliminary findings and recommendations. Information gathered in this phase should answer these questions: What are pressing public health concerns in the country? How does the public health sector view the contributions of the private health sector? Who comprises the private health sector? What services do they provide and to whom? What strategic health areas can and should the private sector expand into? What are the main barriers to private sector expansion? Analyze A private sector assessment is an analytic endeavor, examining quantitative and qualitative data to increase knowledge about the private health sector. In the analytic phase, the team organizes and examines the information amassed, to develop a clear understanding of the role of the private health sector. Following this step, the team undertakes further analysis to identify key issues, constraints, and potential solutions. The findings inform recommendations that balance opportunities with the realities of context, available funding and political will. Share During the sharing phase, the team draws on external reviewers to strengthen and finalize the assessment report. The team may also seek input from local stakeholders to ensure the validity of the findings and recommendations. Increasingly this has been accomplished through in-country consultations with a cross-section of stakeholders that participated in the assessment. After feedback has been received and changes incorporated, the report is publishedâ€"ideally shared electronically with all stakeholders and made available on a website. All notes and documents related to the assessment are archived for easy retrieval. At a minimum, this may mean encouraging local actors to follow through on plans discussed at the in-country validation meeting. For assessments conducted with the goal of informing a broader health initiative, this phase will include program design and laying the groundwork for implementation. The action phase has three main steps, each shaped by assessment findings and recommendations, donor goals and available resources, and local stakeholder capacity. Unlike other phases in the assessment process, these are sometimes iterative, rather than sequential.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 4 : Timeline | University Career Architecture Project

reports."6 If possible, communicating about the HRIA process and findings should include a combination of dialogue and engagement based strategies, in particular involving rights-holders, as well as the publication of a HRIA report.

Below is the full list of articles. You can also download our white paper on Customer Journey Mapping here. What is Customer Journey Mapping? Refresh every years Focus on pain points and gaps of real customers Emotions, not just actions; workshops, not just reports 1. Focus on the category, not your company Q: The customer journey map CJM is the answer to the question: How do my customers experience their relationship with my company? BTW, when does that relationship start? That has traditionally been a problem with all sorts of analytic approaches. Companies have been focused on the point at which money changes hands, or on brand awareness. We typically start mapping a journey from the time that a prospective customer becomes aware of the category. Your want to start influencing purchasers at least at the category level. In other words you care deeply about the information they come across regarding your category, because that information will directly affect whether they select your company for a solution. A customer journey map is a big undertaking. Can we break it down into sections, say, after-sales service this year and pre-sales research next year? It can be helpful to select part of the journey as a starting point, maybe to split budgets across years or maybe to rally the team around a big change and a big win. The company might decide at the outset that warranty returns is likely to be an area that needs work. To use the language of our last CJM article: The SVP in charge is gung-ho about hearing a customer-centered viewpoint and making changes. Start your customer journey map with the warranty returns component in mind. Recruit respondents who have gone through an after-sales service experience. In fact, dividing the task is often the best approach, because it allows you to focus on a few moments of truth while still getting the whole picture. So we could, for example, recruit half the respondents to have some kind of warranty return issue, and the other half to have made a customer service call only. We could then dive deep in both these areas. That not only makes your understanding of the warranty return much more complete, it lays the foundation for the rest of the customer journey. Enlist multiple champions failure warning! If your customer journey map does not have a C-level or business-unit-level champion, someone who can oversee the implementation of changes that will be suggested by the customer journey map, then the mapping exercise will be a boondoggle. This sounds harsh to a functional head who wants to make big things happen in a coordinated way and knows that CJM is the way to do it. And of course such an enthusiastic functional leader is often the kind of person who actually makes things happen! What I say to them is that they should take the lead first in selling the idea to the business leader. Once bought in, that business leader can then delegate the other functional heads to do the heavy lifting of implementing changes. Inevitably your customer journey map is going to uncover areas in need of change that cross functional boundaries. That is simply the nature of the work. Functional boundaries are what we create to run our businesses. A single company is what the customer needs to experience. At the end of the day, a successful customer journey map implementation is the work of multiple champions. Even if it starts with the business leader, it has to be carried out enthusiastically by multiple functional heads. The head of customer service, of sales, of marketing â€" each of them has to see the whole picture and believe in the process that was used to create that picture. Refresh every years Question: The customer journey is going to have a shelf life. How often does it need to be redone? Externally, of course customers and markets change. Too much can happen. The internal reasons for revamping a customer journey map are powerful too. If your company has gone through a reorg or a lot of turnover, you may need a new customer journey just to get that gut-level buy-in from the business stakeholders. At the other extreme are the companies that want to update their customer journey to account for every little change in the marketplace. The risk here is fatigue. Remember that the customer journey is an abstraction and, like any map, an idealized view of reality. If you change it to match every aspect of reality, it no longer serves its purpose. Create a good map and give it 3 years. Focus on pain points and gaps of real customers Question: How do we ensure it is useful? Now, from a process perspective, starting internally makes a lot of sense. It will get stakeholders focused on their customer interactions and can help structure the conversation with actual customers. From within the organization you can ask: What are the touch points? What do you think the information needs are? Or what do you think the considerations are, what are the potential customer issues? So if for example you have a follow-up email program for customer service calls. You want to understand from real customers, top-of-mind as they recount their experiences, where the pain is, where the confusion is, where companies are dropping the ball. Emotions, not just actions; workshops, not just reports Question: But anything transformative is hard. How do you do that? The first is emotion. You have to make sure your interviews and your note-taking and your reporting capture the emotion of purchasing. It sounds crazy, but emotion applies to B2B journeys as much as to consumer. You have to communicate that emotion prominently in your discussions and your reporting. We focus on what actions the customer took, where they looked for more information, who they talked to. Emotion leads decisions, and emotional empathy is what connects your business to your customers and allows you to create better solutions. The other way to get executives bought in is to rethink reporting. One of the most effective techniques is to skip the old-fashioned report meeting, where the research team presents a page powerpoint to various stakeholders. Instead, run a workshop. Bring all the functional representatives into one room. Well-edited video from actual customers is a powerful way to convey this. Having the researchers present can also inject the emotion and context necessary to make the journeys come to life. Then after each section, you brainstorm implications and possible actions to take, as well as discussing how the action would affect each function. Steve is based in Minneapolis, Minnesota. Your e-mail address is safe with us.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 5 : Our next strategy: the timeline | Arts Council England

Evaluating Human Resources Programs is a groundbreaking book that offers readers a systematic method for enhancing the value and impact of HR and supporting its emerging role as a strategic organizational leader.

Synthesize data from discovery phase into actionable insights, considerations, recommendations, etc. Communicate insights Via reports, blog articles, presentations Synthesis Research needs to be assembled in a logical way to assist the formation of useful conclusions that can be used throughout the Silver development process. Personas Personas are a widely accepted method of usability research where the user needs data from a multitude of sources are anonymously aggregated into a composite description of a person who uses WCAG. Personas will be useful throughout Silver development, as a way to go back and check that the project is on track and that user needs are being addressed and met. Personas may take time to develop, but they will speed decision-making further in the process of Silver development. Persona development will focus on the aspects of the persona that are relevant to Silver. More attention will be paid in developing the user story of that persona see next section than in fleshing out details of the person that are not relevant to Silver. Creatie at least one persona that is a person writing Silver standards based on the secondary research. This persona would still relevant for updating and maintaining Silver. These will be used in order to ensure that Silver addresses issues noted, and does not lose the strengths of WCAG. User Stories User stories are short stories of the persona in action using Silver. These will be used for review purposes throughout Silver development as a quick technique for making sure that the user needs are being addressed and keeping the project focused on the people we are serving. Report of conclusions of the research Key themes, insights, and any diagrams useful to illustrate the insights Checkpoint with WCAG WG This will be a result of the analysis that will inform the next phase. There will be many insights from this analysis, which we will have to prioritize. This will encourage a broader set of contributors to create and assess a larger set of viable options to use for experimentation. Choosing From this broader set of options, the Subgroup will propose a smaller set for focused prototyping and experimentation, optionally subject to confirmation by the greater Working Group via a vote. Experimentation The subgroup will create prototypes based on the direction from the Ideation phase, covering: Content in and scope of Silver Structure of Silver Maintenance of Silver over time both the process of doing so and the process of using and applying those updates The best prototypes as agreed by the Workshop Participants or the Silver Subgroup will be fleshed out more for user research next section and broad dissemination. User Research User Journeys The prototypes developed will be compared to the User Journeys developed in the Interpretation Phase Phase 2 by the members of the sub-group. Desirability Testing The prototypes will be publicly available for people especially Stakeholders to experiment and evaluate and comment. In addition, there will be a broadly advertised survey of the prototypes where respondents can compare higher, lower the different prototypes, vote and comment. As much as possible, the prototypes should be discussed at various accessibility meetups, conferences, and email lists. This is a point where all input is welcome, but it will only be logged in aggregate, and it does not follow W3C comment process, because this is still a "pre-Requirements" phase. Refinement If needed, a new prototype combining different aspects of the public discussion can be created, or a popular prototype can be fleshed out. Choosing At this point, it should be clear what the most desirable prototypes are. This will take the form of a Silver Requirements document and the prototype s selected. Production and Evolution This phase of the process differs a bit in the approach and documentation from the other processes, as it documents the production and evolution phase as continuous and ongoing, with milestones established to mark a given iteration of Silver as the current and stable Guideline. Production Developing Silver itself will follow the Requirements document. The work should be done largely via crowd-sourcing as guided by and also contributed to from a smaller Task Force with regular reporting to the WCAG WG as a whole. The smaller Task Force will maintain an issue repository and apply suggested changes and additions following the process developed in the Experimentation phase. Controversial issues should be referred to the AGWG as a whole. Maintenance and Evolution Maintenance of Silver will be a part of the prototype and requirements. This option of Silver will regard work and improvements as ongoing, establishing regular and more frequent and thus smaller milestones for use as full Guidelines. This may change significantly when we know more about the model that we will be using.

Chapter 6 : Step 3: Identify and Engage Stakeholders - Assessment to Action

Phase 5: Communicate Findings and Insights. Chapter Objectives. Stick to the Basics Found in Any Good Communication Strategy. Maintain Confidentiality When It Was.

The basic tenet underlying program evaluation that makes it so useful in this context is its reliance on methods that integrate science and practice to produce reliable and actionable information for decision makers. During the past decade, program evaluation has also become increasingly recognized as a useful tool for helping for-profit organizations implement and enhance human resource HR programs to achieve key business outcomes. The field of program evaluation is based on the commonsense notion that programs should produce demonstrable benefits. Evaluation is a discipline of study that concentrates on determining the value or merit of an object. The term program in this article refers to the object of the evaluation and includes such organizational functions as recruitment and staffing, compensation, performance management, succession planning, training, team building, organizational communications, and health and work-life balance. Evaluations can help organizations identify how a program can be improved on an ongoing basis or examine its overall worth. The first approach, called formative evaluation, is usually conducted while the program is being formed or implemented and will generally lead to recommendations that focus on program adjustments. The specific findings might be used to identify program challenges and opportunities and provide strategies for continuous improvement. Formative evaluations seek to improve efficiency and ensure that the program is responsive to changing organizational needs. The specific findings are used to address accountability or the overall merits of the program. Some decisions to replace a program or major parts of the program are easy because of major program deficiencies. However, most such decisions will be more difficult because of the need to weigh multiple strengths and weakness of the program as well as other considerations such as resource constraints such as budget, staff, and time. A Six-Phase Approach to Program Evaluation There are a variety of approaches for conducting an evaluation, but most proceed through a similar sequence of steps and decision points. We have grouped these steps and decision points into a six-phase approach for executing a successful evaluation: Identifying stakeholders, evaluators, and evaluation questions Planning the evaluation Analyzing and interpreting the data Communicating findings and insights Using the results Although other approaches and actual HR program evaluations may over- or underemphasize some steps within these phases or accomplish a step in an earlier or later phase, any evaluation will need to address the activities covered within each of the six phases. Deviations from these six phases may be related to the nature of the specific HR program being evaluated, characteristics of the organization, composition of the evaluation team, or a variety of resource considerations. Identify Stakeholders, Evaluators, and Evaluation Questions Phase 1 requires three major sets of decisions that will have implications throughout the HR program evaluation. The identification of stakeholders is a critical first step toward ensuring that the evaluation is appropriately structured and that the results will be relevant. Stakeholders are those individuals with a direct interest in the program, because either they depend on or are directly involved in its execution in some way. External stakeholders such as stockholders and customers might also need to be considered because of their potential investment in the targeted program. Sometimes representative groups of stakeholders also serve on an advisory panel to the evaluation team to provide guidance throughout the process and assist with needed resources. Another decision to be made in phase 1 involves identifying the evaluators. Although a single evaluator can conduct evaluations, we and other professionals generally recommend that a team be formed to plan and execute the evaluation process. A team approach speeds up the process and increases the likelihood that the right combination of skills is present to generate valid findings and recommendations. Using a single evaluator may limit the choice of evaluation methods to those that feel most comfortable, rather than identifying the most appropriate methods. Also, more than one explanation can often be given for a finding, and the ability to see patterns and alternative interpretations is enhanced when a team conducts an evaluation. Identifying evaluation questions constitutes a third type of critical decision made in phase 1. An essential ingredient to valid findings and recommendations is identifying well-focused, answerable questions at the beginning of the project that address the needs of the stakeholders. The way the evaluation questions are posed has implications for the kinds and sources of data to be collected, data analyses, and the conclusions that can be drawn. Therefore, the evaluation team must arrive at evaluation questions that not only address the needs of the stakeholders but that are also answerable within the organizational constraints that the team will face. In many cases, stakeholder groups, evaluators, and evaluation questions will be obvious based on the nature of the HR program and the events that led to its evaluation. Any number of events can precipitate a decision to conduct an HR program evaluation. These events can vary from a regularly scheduled review of a program that appears to be working properly, such as a review of the HR information system every three years, to the need for a program to be certified, which could be a safety inspection in a nuclear power plant, to a major revamping of a program caused by a significant or high-visibility event such as a publicized gender discrimination case. Plan the Evaluation Phase 2 focuses on designing the HR program evaluation, developing a budget, and constructing the timeline to accomplish the steps throughout the next four phases of the evaluation. A good evaluation design enhances the credibility of findings and recommendations by incorporating a sound methodological approach, minimizing time and resource requirements, and ensuring stakeholder buy-in. A well-executed evaluation requires a good deal of front-end planning to ensure that the factors likely to affect the quality of the results can be addressed. Failure to spend the time necessary to fully plan the evaluation can result in a good deal of rework, missed milestones, unmet expectations, and other problems that make findings and recommendations difficult to sell to upper management and other stakeholders. An often-overlooked aspect of the planning phase is the need to develop a realistic budget that is reviewed and approved by the sponsors of the evaluation. The extent of the evaluation plan will depend on the size and scope of the HR program being evaluated and the methods used in the analysis. The goal is to obtain credible answers to the evaluation questions through sound methodology and by using only those organizational resources that are absolutely required. Collect Data In most HR program evaluations, data collection will require more time than any other phase. It is critical that this phase be carefully planned so that the data adequately answer the evaluation questions and provide the evidence needed to support decisions regarding the targeted program. The tasks performed for this phase are concentrated on four primary sets of overlapping activities, which include ensuring that the proper data collection methods have been selected to properly evaluate the HR program, using data collection strategies that take into account organizational resource limitations, establishing quality control measures, and building efficiency into the data collection process. A program evaluation will only be as good as the data used to evaluate its effectiveness. The ultimate goal is to deliver the most useful and accurate information to key stakeholders in the most cost-effective and realistic manner. In general, it is wise to use multiple methods of data collection to ensure the accuracy, consistency, and quality of results. Specifically, a combination of quantitative methods such as surveys and qualitative methods such as interviews will typically result in a richer understanding of the program and more confidence in the accuracy of the results. Analyze and Interpret Data Statistical data analyses and interpretation of the results are an integral part of most HR evaluation programs. The evaluation plan and goals should dictate the types of statistical analyses to be used in interpreting the data. Many evaluation questions can be answered through the use of simple descriptive statistics, such as frequency distributions, means and medians, and cross-tabulations. Other questions may require more sophisticated analyses that highlight trends and surface important subtleties in the data. The use of advanced statistical techniques may require specialized professional knowledge unavailable among the evaluation team members. If so, the team may need to obtain outside assistance. The evaluation team is ultimately responsible for using statistical procedures that will generate practically meaningful interpretations and address the evaluation questions. Simpler is often better in choosing statistical procedures because the evaluation team must be able to explain the procedures, assumptions, and findings to key stakeholders who are likely to be less methodologically sophisticated than the team members. Communicate Findings and Insights Phase 5 focuses on strategies for ensuring that evaluation results are meaningfully communicated. With all the information produced by an evaluation, the evaluation team must differentiate what is essential to communicate from what is simply interesting and identify the most effective medium for disseminating information to each stakeholder group. Regardless of the group, the information must be conveyed in a way that engenders ownership of the results and motivation to act on the findings. Each stakeholder group will likely have its own set of questions and criteria for judging program effectiveness. As such, the evaluation team needs to engage these groups in discussions about how and when to best communicate the progress and findings of the evaluation. Gaining a commitment to an ongoing dialogue with stakeholders increases ownership of and motivation to act on what is learned. Nurturing this relationship throughout the project helps the evaluation team make timely and appropriate refinements to the evaluation design, questions, methods, and data interpretations. The extent and nature of these information exchanges should be established during the planning phase of the evaluation i. Thereafter, the agreed-on communication plan, with timelines and milestones, should be followed throughout the evaluation. Use the Results In reviewing the literature on program evaluation, the chief criticism that emerges is that evaluation reports frequently go unread and findings are rarely used. Although credible findings should be enough to drive actions, this is rarely a sufficient condition. Putting knowledge to use is probably the most important yet intransigent challenge facing program evaluators. Furthermore, the literature on both program evaluation and organizational development indicates that planned interventions and change within an organization are likely to be met with resistance. The nature and source of this resistance will depend on the program, stakeholders involved, and culture of the organization. By understanding that resistance to change is a natural state for individuals and organizations, the program evaluation team can better anticipate and address this challenge to the use of program evaluation results. Decisions about whether to implement recommendations e. Ideally, the nature of the stakeholder questions and the resulting findings heavily influence how recommendations are formulated. In addition, the evaluation approach, such as formative versus summative, will influence which recommendations are implemented. A primary consideration in the adjust-replace-drop decision is cost. In most cases, the short-term costs will probably favor modification of the existing program, and the long-term costs will probably favor replacement. It should be noted that replacing an HR program is almost always more disruptive than adjusting an existing system. In these situations it is not uncommon for program staff members, users, and other key stakeholders to take a short-term perspective and prefer work-arounds and other program inefficiencies instead of the uncertainty that comes with a replacement program. The Joint Committee on Standards for Educational Evaluation founded by the American Educational Research Association, the American Psychological Association, and the National Council on Measurement in Education in published a set of standards organized around the major tasks conducted in a program evaluation. Anyone embarking on a program evaluation would benefit from a review of these standards. Other useful readings on the subject are listed in the reference section. The nuts and bolts of sound evaluation. The human resources program-evaluation handbook. Joint Committee on Standards for Educational Evaluation. The program evaluation standards: How to assess evaluations of educational programs 2nd ed. How to communicate evaluation findings. User-friendly handbook for project evaluation: Science, mathematics, engineering and technology education NSF Utilization-focused evaluation 3rd ed. Overview of program evaluation. A systematic approach 5th ed. Evaluation thesaurus 4th ed. Handbook of practical program evaluation.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 7 : Blog: Best practices for Customer Journey Mapping - Phase 5

Communicate and document the key findings and major insights derived from the analysis This is the most visible portion of the process to the outside stakeholders and sponsors Phase 6: Operationalize.

Analyze data and integrate x 5. Recalibrate and recycle the process x Readiness Readiness is determining whether an organization is capable of starting and sustaining a benchmarking process. Benchmarking readiness deals with matching the benchmarking organization and its benchmark partners on various dimensions. Culture readiness concerns the readiness of the benchmarking organization and its environment for importing best practice. Implementation readiness covers activities that prepare the specific organizational entity and the benchmark practice itself for implementation in the new setting. Operation readiness addresses the last and most enduring issues: Technical readiness centers on the technical skills needed to conduct a benchmarking study and to import a best practice. Various techniques are used to determine whether an organization is ready. This can be accomplished by asking questions or a scoring system. Benchmarking in the government is inherently different than in the private sector. This happens because of differences in goals and differences in how government relates to labor and the media. Quality and Profit Both the government and private sector strive to provide quality services at lower costs. The goal of government is not to produce a profit, but to reach some level of utility or benefit. This is both a plus and a minus. Since there is no competition, information and ideas are rarely held secret and are shared freely and casually most of the time. But, on the other hand, there is no defined measurement of success such as stock prices. Labor, Media and Other Issues As in all organizations, there is a resistance to change and a general lack of pressure for improvement. This can include organized labor, politicians, and other employees. In benchmarking, this can be countered by starting at the top and involving everyone from the bottom up, thus creating a team atmosphere dedicated to getting the job done. The public sector is under constant scrutiny from the media, politicians, and citizens. Many feel that benchmarking is an expensive waste of money, resources, labor, and time or other matters are more pressing. In addition, failures can be very public and result in harsh criticism. Therefore, careful planning should be implemented and public input sought on all benchmarking projects to prevent confusion and waste at taxpayer expense. Also, benchmarking, if done properly, will save resources that can then be used for other matters without increasing taxes or fees. A not-invented-here mentality is also hard to overcome. Many agencies have difficulty accepting new ideas that have been implemented elsewhere. There is a suspicion that what others do is not necessarily the same and would therefore be ineffective or fail. A thorough understanding of the case involved and communication with the organization and individuals responsible is always important to understanding the process being studied. Benchmarking is not limited to just succeeding and being recognized by peers, several awards are given to organizations. These awards focus on how an organization plans and executes its management based on quality, planning, and improvement. The award was established to recognize U. Benchmarking was not included in , was added in at 80 points, but by , benchmarking was points of a possible total of points. A Case Study in Transit Benchmarking: MTRC then began to benchmark key processes. The key processes are Identify the gaps of each performance indicator with the best performer. Each year all members gather uniform performance data to compare in semiannual meetings. Five key areas of interest are service quality, reliability, efficiency, asset utilization, and financial performance. These areas of interest led to the development of eighteen Key Performance Indicators KPIs from five categories including Cliff Kong, organization and methods manager, says CoMET highlights the strengths and weaknesses of MTRC in various areas so the company can focus its improvement efforts To continue their success, MTRC set up task forces for potential improvement areas. MTRC also uses case studies and site visits to other metros. Then by studying others MTRC can compare itself to other metros. However, there are some drawbacks. Major changes are not achievable in the short term due to regulations and safety procedures. MTRC was able to net its biggest gains through benchmarking its suppliers. MTRC implemented eight different changes in the supplier purchasing process to improve this area and were able to reduce material supplier base by 40 percent However, CoMET has been very successful in doing just that.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

The set of measures can be taken on board by each metro and used as an indicator of business proficiency over the long term. It is dynamic and helps to keep conservative organizations like railways keep moving The United States Government assumes no liability for the contents or use thereof. The United States Government does not endorse products or manufacturers. A Manifesto for Business Revolution. Sage Publications, , pp. Benchmarking for Continuous Improvement in the Government Sector. Longman Group Limited, , pp. Benchmarking for Best Practices. Benchmarking in the Federal Government: Dept of Energy Office of Environmental Management. Benchmarking for Best Practices in the Public Sector. Effective Management of Benchmarking Projects. Exploding the Myths of Benchmarking. American Productivity and Quality Center, , pp.

DOWNLOAD PDF PHASE 5: COMMUNICATE FINDINGS AND INSIGHTS

Chapter 8 : Evaluating Human Resources Programs : Jack E. Edwards :

Phase 5 is labeled as "Communicate Results". Presumably a business user received permission (and resources) to create and execute an Analytic Plan. Before the creation of this plan there was a vague notion, an idea, or a hunch that needed to be proven.

Identify and Engage Stakeholders Step 3: Identify and Engage Stakeholders Stakeholders representing both the private and public health sectors are integral to the assessment. The level of stakeholder involvement may range from minimal to extensive, often as a function of assessment objectives, time frame, and available budget. At a minimum, stakeholders participate as key informants, sharing their perspectives, insights, and even concerns about the private health sector. As the assessment process has evolved, local stakeholders have played a greater role, ranging from providing input and direction to the assessment, to participating in fieldwork, and validating findings and helping to prioritize recommendations. Engagement Approach and Opportunities Stakeholders represent organizations and individuals that have an interest in the health system. Reaching out to stakeholders early on in the assessment process will: Gauge level of interest, perceptions of the private sector, and potential role in any public-private partnerships. Increase the likelihood of developing actionable recommendations. Lay the groundwork for local ownership of the assessment process and recommendations. Connecting with Ministry of Health officials early in the process will shed light on any required protocols or recommended practices. Even when explicit approval is not required, some informants feel more comfortable being interviewed if they know the assessment has been condoned by the Ministry of Health. A sample letter used in Dominica is available as a resource. Additional stakeholders will emerge from conversations with these individuals similar to how a snowball sample functions. We developed clear objectives for interviewing each stakeholder group, and this helped to focus the assessment. Is it necessary to engage local stakeholders throughout the process, or focus on certain phases or steps? Is it enough to gather ad hoc inputs from key individuals, or would your objectives be better served through the establishment of a formal advisory board? Engaging stakeholders early on in the process lends credibility to the assessment, and can serve as a foundation for increased public-private communication and an enhanced role for the private sector. In our experience, soliciting stakeholder input to validate findings and prioritize recommendations contributes to local ownership and uptake of recommendations. Other ways that local stakeholders can be involved include: Contributing to planning and implementing the assessment Participating as a key informant Participating as an interviewer often jointly with one of the international team members â€"this is particularly relevant if one of the objectives is to build local capacity to conduct future assessments Validating assessment findings and prioritizing recommendations Participating in a public-private forum or technical working group to help implement recommendations TIP? Be sure to discuss stakeholder engagement with the donor. In some instances, they may be interested in taking the lead on liaising with key stakeholders, and they may be in the best position to do so.

Chapter 9 : SAS Analyst at Family Dollar Stores, Charlotte, NC

Design Decisions in Research 7. The Dissemination Phase. The last phase of the research process is to prepare research reports in order to communicate findings to the appropriate audience.