



**Evaluation: A Co-operative Enterprise 2004  
CES Conference**

Sessions will be given in the language of the  
abstract

**L'évaluation: Une entreprise coopérative  
Congrès de 2004 SCÉ**

Les séances auront lieu dans la langue du  
résumé



Wednesday, May 19  
10:15 – 11:45  
Session W1-1

Michelangelo A  
Papers / Présentation

Mercredi 19 mai  
10h15 – 11h45  
Séance W1-1

**Simultaneous interpretation / Traduction simultanée**

### **Les différentes catégories d'acteur**

W1-1-1

#### **Illustration d'une démarche pré-évaluative coopérative en santé mentale**

#### **inventaire et analyse des enjeux et objets d'évaluation soulevés par les différents groupes d'acteurs concernés**

*Monique Carrière, Ph.D. Université Laval, Groupe de recherche sur l'intégration sociale, l'organisation des services et l'évaluation en santé mentale (GRIOSE-SM), Québec*

La transformation des services de santé mentale au Québec fait appel au partenariat entre les acteurs et à la constitution de réseaux de services intégrés. Dans cette conjoncture, l'évaluation d'un programme de santé mentale en CLSC (Centre local de services communautaires) peut être envisagée de différentes manières selon les positions des différents acteurs à l'intérieur ou à l'extérieur du programme. En effet, tout en étant en situation d'interdépendance, les organisations et les intervenants concernés peuvent avoir des conceptions et des attentes distinctes, voire opposées, quant aux finalités, aux modalités et aux qualités du programme examiné. Avant de procéder à l'évaluation d'un programme ayant autant de ramifications et d'interactions, l'inventaire des enjeux et des objets d'évaluation au moyen de groupes de discussion avec les différentes catégories d'acteur intéressés par le programme permet de distinguer les points de convergence et de divergence par rapport aux diverses dimensions systémique, structurelle, stratégique, opérationnelle et spécifique d'un programme. L'exposé illustrera et commentera la réalisation et les résultats d'une telle démarche.

W1-1-2

#### **A Pluralist Methodology...Could it be the Key to a Successful Evaluation Process**

*Geneviève Pépin, Ph.D. (candidate), Professor, Laval University, Québec*

The past ten years have seen an increase in the scope of program evaluation, notably in the fields of health and social services. However, evaluation remains often seen as a disciplinary process, developed by managers whose interests can seem far removed from the reality of those who use the services. This presentation will shed light on the methodological considerations that have facilitated the evaluation process of a support program implemented in the community and offered to relatives dealing with a family member afflicted with a mental health problem. The preparation of the evaluation process, the identification of realistic objectives for all stakeholders, frames of reference, data collection tools and the use of results will be presented and critiqued. Potential pitfalls and corresponding preventive strategies will be identified illustrating how expanding methodological horizons can transform an evaluation process into a successful, long lasting and learning experience.

W1-1-3

#### **L'évaluation des programmes de développement urbain: un exemple d'entreprise coopérative**

*Ndongo Mebometa (Guillaume), UQAM, Montréal, Québec*

L'objectif de notre communication est de proposer un cadre conceptuel d'évaluation inter-sectorielle à partir de l'exemple des programmes de développement urbain. Le contexte des villes en développement nécessite de formuler des programmes complexes. L'évaluation spécialisée souvent pratiquée s'en trouve non justifiée en raison de la multiplicité d'objectifs visés. Une approche globale pourrait par conséquent optimiser les résultats. La globalité de l'évaluation considère les perceptions subjectives de l'ensemble des acteurs, se prête à l'*endogénéisation* et au captage du programme dans toute sa complexité. Si les liens inter-sectoriels – interdisciplinaires – justifient telle perspective, elle n'est cependant pas sans exigences. Deux défis doivent être relevés: l'*interculturalité* des différents acteurs et leur *coopération*. En revanche, des opportunités existent: l'apprentissage des parties prenantes, leur *empowerment* et l'émergence de nouvelles informations. Le ciblage des intérêts divergents se ferait en considérant un référentiel unique, la politique publique à l'intérieur de laquelle le programme s'inscrit.



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Michelangelo B  
Panel / Panel

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**Evaluating Collaborative Intersectoral Programs and Outcomes**

*Ken Brien, University of Alberta*

*Sherill Johnson, Leadership Edmonton, Alberta*

*Laurie McCaffrey, McCaffrey Consulting,*

*Nicole VanKuppeveld, Leadership Edmonton, Alberta*

*Stanley Varnhagen, University of Alberta*

*Cheryl Whitelaw, University of Alberta*

*Mary-Frances Wright, Leadership Edmonton, Alberta*

Does it take a multi-sectored evaluation team to effectively evaluate an intersectoral program? This panel discussion will examine the role of evaluation advisory committees in the evaluation of intersectoral programs. The discussion will raise issues of working with diverse stakeholders within programs, the importance of networks, and diversity of expertise within an intersectoral program evaluation. The discussion will be based primarily on an evaluation of the Leadership Edmonton program that explores the concept of leadership for formal and informal leaders within communities from public, private, and not-for-profit sectors. The Leadership Edmonton program evaluation include short and long term goals such as assessing potential transformative learning experiences of participants, the sustainability and impact of cross-sectoral networks and the impact of that learning and communication experience on community development within the 3 sectors. Session participants will leave the session with an enhanced understanding of intersectoral evaluation challenges and some strategies to address those challenges.



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Panel / Panel

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**Working Co-operatively to Enhance Development: Practical Examples from CIDA**

*Valerie Young, Canadian International Development Agency, Gatineau, Québec*

*Robert Jones, Canadian International Development Agency, Gatineau, Québec*

Given that we work in the international development sphere, our objective would be to address three of the four CES Conference themes. Specifically, it is our intention to have each of three panel members give a brief presentation on one of the following: working intersectorally; working with diverse populations; and building evaluation capacity.

We would be drawing on our experiences and recent studies to present what we have learned, observed and our position on the subject.

Following the three presentations, Robert Jones will act as session moderator.



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Da Vinci Room  
Papers / Présentations

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Séance W1-4

## **Professional Development of Evaluators**

*W1-4-1*

### **Progress Report of Representing CES for the Purpose of Assisting JES' Effort into Developing an Accreditation Scheme for Short-Term Evaluation Training Program**

*Dr. Arnold Love, Ontario Chapter CES & Dr. Keiko Kuji-Shikatani, Chair, Professional Development Committee, Ontario Chapter, CES*

In the spring of 2003, the Canadian Evaluation Society (CES) agreed to share with the Japanese Evaluation Society (JES), CES's experience in providing evaluation training through Essential Skills Series (ESS). This report is a progress report of my adventures representing CES to JES, since the JES Project is very much a work-in-progress. I hope that this report will contribute to CES's understanding of the exciting challenges that JES is facing.

*W1-4-2*

### **Building Evaluation Capacity at the U.S. Environmental Protection Agency & Evaluation Modules for Innovative Environment Programs**

*Katherine Dawes, Director, Evaluation Support Division, U.S. EPA, Washington, D.C.*  
*Brian Swett, U.S. Environmental Protection Agency, Washington, D.C.*

U.S. EPA's Evaluation Support Division maintains a small staff with a mission to "conduct-- and enable partners to more effectively conduct-- program evaluations and analyses that inform management decisions, enhance organizational learning, promote innovation, and foster better environmental results." One of the Division's tasks is to assist Agency programs in building their capacity in environmental program evaluation. This is accomplished by providing advice on methodology and evaluation planning, developing tools and worksheets to guide program evaluations, providing evaluation training, and sponsoring an evaluation competition. The Division has a particular expertise in the evaluation of innovative environmental projects and programs. Currently, the Division is developing "Innovation Evaluation Modules" designed to help all Agency staff assess and learn from an environmental innovation during any part of the innovation life-cycle. The presentation will focus on these Modules and the Division's experiences with various methods of capacity building.



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Venice Room  
Papers / Présentations

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Séance W1-5

## **New Ways to Build Long-Term Change**

W1-5-1

### **The Success Case Method: A New Way to Look at Organizational Change**

*Gail V. Barrington, President Barrington Research Group, Alberta*

The Success Case Method, developed by Robert Brinkerhoff (2003), is an effective way to evaluate organizational change. This new method addresses six key questions in a change initiative: 1) What results is the program producing? 2) What parts of the program work better than others? 3) What factors in the work environment are helping or hindering the change? 4) How widespread is the scope of the success? 5) What is the return on investment? 6) How much additional value could be derived from the program? Gail will provide an overview of the method and provide some examples of how it can be used to measure program success quickly and credibly.

W1-5-2

### **Fostering Partnerships to Build a Longitudinal Evaluation**

*Anna Taylor, Health Canada / University of Alberta; Les McLean – OISE / University of Toronto; Carla Troy – Health Canada, Ottawa, Ontario*

Fostering partnerships to build a longitudinal evaluation is both a challenge and an opportunity for those who will participate in this inter-sectoral evaluation of Health Canada's "Skills Enhancement for Health Surveillance" program. The program is aimed at building capacity among its front-line public health professionals across Canada. This initiative is designed to enhance the knowledge and skills of personnel in local health units and regional health authorities. Epidemiology, surveillance and information management modules, offered online via WebCT, in both English and French, provide continuing professional education for public health nurses and inspectors, environmental health officers, nutritionists, health educators and other interested professionals working at local and regional levels. This paper will discuss the design and development of a longitudinal evaluation for this Skills Enhancement program that already has a 'waiting list' for enrollment.

W1-5-3

### **Balancing Top-Down and Bottom-Up**

*Kaireen Chaytor, President Chaytor Consulting Services Ltd., Halifax, Lucy Burke, Evaluation Officer, National Crime Prevention Centre, & Barry Waldman, EMPATHIC Program Supervisor, Eskasoni School Board*

Guidelines for evaluation frameworks are often written at a 'central agency' level. It is assumed the frameworks will collect the program data that captures the experience of a program at a local level and evidence of whether the program is making a difference. Data collection is often required across many sectors of an area involved with the program. Examples of projects requiring developing and evaluation framework that brings the program experience and perspectives of the Community to the development of the evaluation framework will be included as examples. This paper will discuss blending and balancing different needs and perspectives to ensure appropriateness of a framework – not only to reflect local experience, but for implementation in other settings. The suggestions for this blending and balancing of perspectives are intended to inform the role of multiple stakeholders in the developing of frameworks.



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Session W1-6

Florence Room  
Papers / Présentation

Mercredi 19 mai  
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Séance W1-6

## **Evaluation in the Justice System**

*W1-6-1*

### **Building Evaluation Capacity in a Policing Organization**

*Joan Nandlal, Ph.D., Research Analyst, Guelph Police Service, Ontario*

This paper addresses challenges to building evaluation capacity within the context of a municipal policing service. I argue that within this context the role of the evaluator is explicitly one of information gatherer, synthesizer and analyzer, and implicitly one of social change agent. Within this framework, essential conditions for capacity building include at least two factors – confidence in the evaluator and organizational readiness, each of which is comprised of a number of dimensions. As examples, confidence is demonstrated by a concerted effort to gather and share with the evaluator information necessary for the evaluation and organizational readiness is manifested through an acknowledgement of greater accountability in the provision of policing services and evaluation as integral to enhancing accountability. Drawing on illustrative examples of evaluation projects, I demonstrate that success in enhancing an organization's capacity to engage in evaluation research can be assessed with reference to each of the dimensions.

*W1-6-2*

### **An Industrial Engineering Approach to Defining Organizational Performance: Outputs and Outcomes and Performance Information**

*Sandiran Premakanthan, MBA, FMS, AIIE, CQA, CPSA, Symbiotic International Consulting Services, Ottawa, Ontario*

This article is based on the consulting, Industrial Engineering and research studies conducted over the past 20 years by the author in measuring and enhancing the productivity of service and government organizations. The author's experience indicates that, if the results desired, both outputs and strategic outcomes or performance expectations of an organization are clearly defined, understood and agreed to under a performance contract by stakeholders, internal and external, then the measurement, on-going monitoring and reporting of the results achieved over a period of time becomes a routine exercise. The purpose of this paper is to demonstrate the usefulness of an Industrial Engineering approach to defining organizational performance or results: outputs and strategic outcomes and Strategic Integrated Performance Information (SIPI). The need for SIPI is driven by the four main objectives of Results for Canadians: i) a citizen focus in all government activities; ii) emphasis on values; iii) achievement of results; and iv) responsible use of public funds. The approach provides managers an alternative way to plan, measure, evaluate and report on organizational results. It will provide a means to developing Integrated Performance Information Systems (IPIS) for reporting results and decision-making at various levels of the organization. Upper and lower management control systems could be the result of applying the suggested Industrial Engineering methodology. The three illustrations given in this article are from the author's own experience in developing performance-metric structures rather than hypothetical examples. They illustrate the analytical approach to defining organizational performance or results: outputs and strategic outcomes and performance information. The examples on: i) International Transfer of Offenders, Correctional Service Canada (CSC), ii) Program Evaluation and iii) Compensation Advisory Services Group, Public Works and Government Services (PWGSC) illustrate the successful application of the approach to government and service sector activities.



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Naples Room  
Papers / Présentations

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10h15 –11h45  
Séance W1-7

## **Economic Models and Evaluation**

*W1-7-1*

### **Effective Audit Methods Lead to Timely Improvements**

*L. Jane Knox, MN, Provincial Auditor Saskatchewan*

To be successful, audits must lead to changed management practices. Audit methods help to ensure that when auditors evaluate management practice in the public sector, managers act on the resulting recommendations. Five key methods contribute to audit success: know the business (industry risk assessment, international criteria), communicate, analyse causes of deficiency, recommend root cause improvements, and follow-up. This presentation will discuss these methods in the context of busy managers, shrinking budgets, and short timelines.