

Setting Your Steps and Framework for Evaluation

Steps for Evaluation

Theoretical Framework for Evaluation The CRWG Framework

Steps for Evaluation

As you consider (or re-consider) how to approach evaluation at your office, it can be helpful to have a sense of the possible steps for creating and implementing an evaluation plan.

Evaluation is not however a linear process that can be easily mapped out as a set of discrete steps. An evaluation plan evolves over time, different phases will overlap, and practices will evolve with experience.

However, especially if you are just getting started with evaluation, it can be helpful to have some guidance as to possible first steps. Below is a graphic which you can use as a worksheet to help you start creating your evaluation plan.

The first column, Getting Started, includes questions to help you assess and articulate your rationale for evaluation. The second column, Finding Focus, offers questions that will help you prioritize and determine where to start. The final column includes a list of steps created by Green, Jones, and Aloï (2008) that you can follow to evaluate a specific program or service.

Getting Started	Finding Focus	Evaluating a Specific Program or Service*
<ul style="list-style-type: none">•Who is asking you to evaluate?•Why do you want to evaluate?•What do you want to evaluate?•For what are you going to use evaluation results?•Who do you want to involve?•What parts of the framework will be helpful – inputs, processes, outcomes?	<ul style="list-style-type: none">•Are there any particular areas of priority?•What would be the easiest way to get started?•What would have the most impact?•Are there things we already have in place that we can build on?•Are there specific programs and/or services we want to evaluate?	<ul style="list-style-type: none">•Create and articulate goals and objectives•Develop or select evaluation measures & select evaluation participants•Implement evaluation•Analyze evaluation results•Report evaluation results•Use results to enhance career centre activities•Evaluate your evaluation process and suggest improvements

* from Green, A. S., Jones, E., & Aloï, S. (2008)

While these three elements, Getting Started, Finding Focus, and Evaluating a Specific Program, do not capture the full complexity of creating and implementing an evaluation plan, working through these questions and steps will help you develop an informed strategy for getting started, which you can adapt and add to as you move forward.

Theoretical Framework for Evaluation

In creating your evaluation plan, it is helpful to employ a framework– a structure to help you understand **what you can evaluate**, and **how those elements fit together**.

The [Canadian Research Working Group on Evidence-Based Practice in Career Development](#) (CRWG) has created a comprehensive framework for evaluation which is specific to organizations providing career-related services. We have chosen to use their framework to structure this evaluation guide.

The full [CRWG framework](#) is available online. To give you an introduction to this framework, here is a brief summary of its components.

The CRWG Framework at a Glance

This framework breaks evaluation information into three elements: Inputs, Processes and Outcomes. We believe that this is a useful framework to help structure our evaluations, and we are creating our own metrics within this framework.

Table 1: The CRWG Framework at a Glance

	Definition	For example
Inputs	resources available	staff, funding, facilities, equipment
Processes	activities and mechanisms used to achieve outcomes	interventions such as skills exercises or quality of service indicators such as client satisfaction
Outcomes	indicators of client change	learning, personal attribute or impact

The next three sections of the guide will further examine Inputs, Processes, and Outcomes.

Section 3 Evaluating Inputs

Section 4 Evaluating Processes

Section 5 Evaluating Outcomes

Setting Your Steps and Framework References

Baudouin, R., Bezanson, L., Borgen, B., Goyer, L., Hiebert, B., Lalande, V., Magnusson, K., Michaud, G., Renald, C., & Turcotte, M. (2007). Demonstrating value: A draft framework for evaluating the effectiveness of career development interventions. *Canadian Journal of Counselling*, 41(3), 146-157.

Green, A. S., Jones, E., & Aloï, S. (2008). An exploration of high-quality student affairs learning outcomes assessment practices. *NASPA Journal*, 45(1).