Building a Culture of Evaluation
30 Ideas to Apply to Your Organization

INVOLVE STAFF TO INCREASE ENGAGEMENT AND OWNERSHIP

Look for small successes.
Start with simple, informal evaluations to demonstrate benefits and worth

POSITION EVALUATION AS A WAY OF GIVING STAFF A VOICE

Position evaluation as a way of giving staff a voice
Position evaluation as a way of showing that management is listening

→ Emphasize evaluation is something they can direct
→ Evaluate the important outcomes only
→ Emphasize intrinsic motivations, like validation of their effort and transferable skills

Be clear about who the evaluation is for, i.e. YOU and not just the funder

RESOURCE IT APPROPRIATELY

GET COMMUNICATIONS STAFF ON-SIDE
It provides them with positive material to promote the organization

Offer evaluation training to build capacity
Engage expertise in the area of organizational culture change
Identify and recruit evaluation “champions” at the senior levels
Orient new partners to your new focus on evaluation

SCHEDULE TIME UP FRONT IN THE PROGRAM PLANNING PHASE TO DISCUSS EVALUATION

Inject the term LEARNING ORGANIZATION into your persuasion efforts

Decrease the use of jargon
Talk about “evaluation questions we want to answer” vs. “outcomes we have to measure”

CONSCIOUSLY RECRUIT AND HIRE “EVALUATIVE MINDS”

Consciously recruit and hire “evaluative minds”

BRING IN A HIGH PROFILE EVALUATION “EXPERT” TO WORK WITH YOUR ORGANIZATION

Bring in a high profile evaluation “expert” to work with your organization

Emphasize the board’s role to request/direct more evaluation
Appeal to management’s notions of accountability and informed decision-making
Invite senior executives to early evaluation planning meetings to get their perspectives

Be subversive and informally collect data of interest to demonstrate areas needing improvement

Model evaluation at every opportunity

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