

Evaluating Your Impact

WES Mariam Assef Fund Employer Practices – Community of Practice

October 2023

Presented by WORC
Workforce & Organizational Research Center

An introduction by the numbers

15 = years in HR consulting

15 = years in academia

- ✓ PhD at UChicago
- ✓ Senior Scientist at Washington University in St. Louis

2021 = founded WORC



Ellen G. Frank-Miller, PhD
Founder & CEO
WORC

WORC (the Workforce & Organizational Research Center)
is a U.S. leading research expert on creating business
impact by improving job quality

We partner with nonprofits, businesses, and impact
investors that want to improve both business results
and social impact

We bring evidence-based solutions and rigorous
impact measurement to the challenge of creating
better business results by improving job quality

Quiz Time!

When is the best time to begin evaluation planning for your program?

- A. As soon as the grant is awarded
- B. Simultaneously with program kick-off/implementation
- C. Once the critical elements of the program have the kinks ironed out and services are being delivered as planned
- D. During the grant proposal development process

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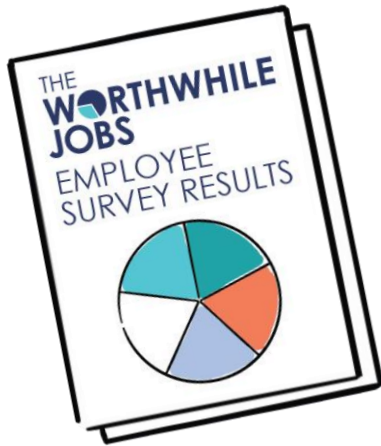
Quiz Time!

When is the best time to begin evaluation planning for your program?

- A. As soon as the grant is awarded
- B. Six months before the final report presentation
- C. After the program have the kinks worked out and the program are being delivered as planned
- D. During the grant proposal development process

Do not despair! The second best time to begin evaluation planning is NOW!

What should we talk about first?



Surveys!

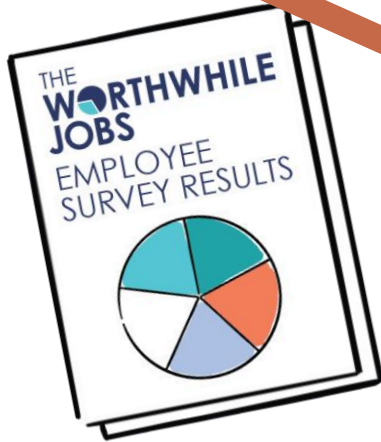


Focus groups!

1-on-1 interviews!



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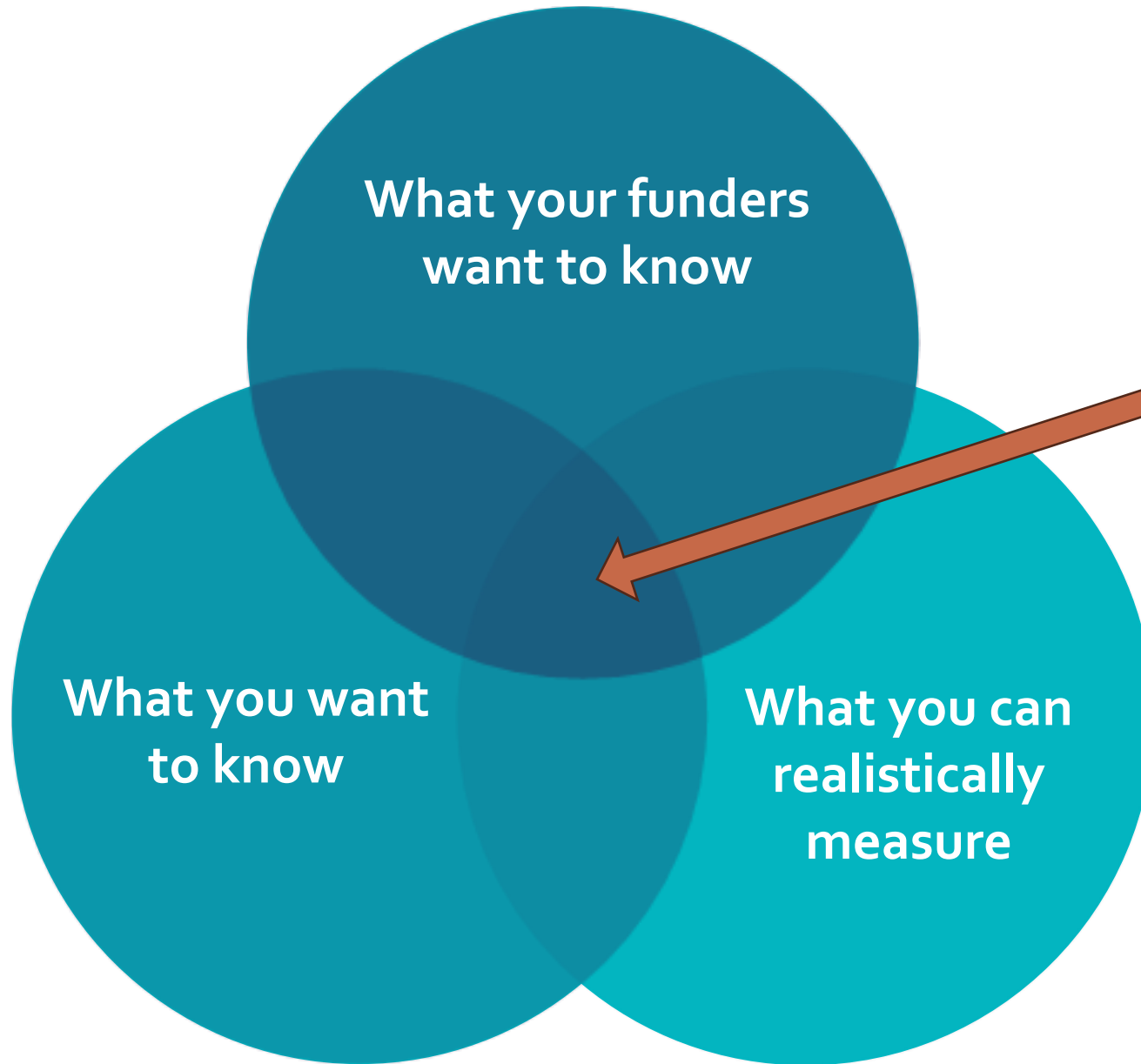


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1-on-1 interviews!



The first step in evaluation/
impact measurement is deciding
what you want to know,
why you want to know it, and
what you'll do with what you learn



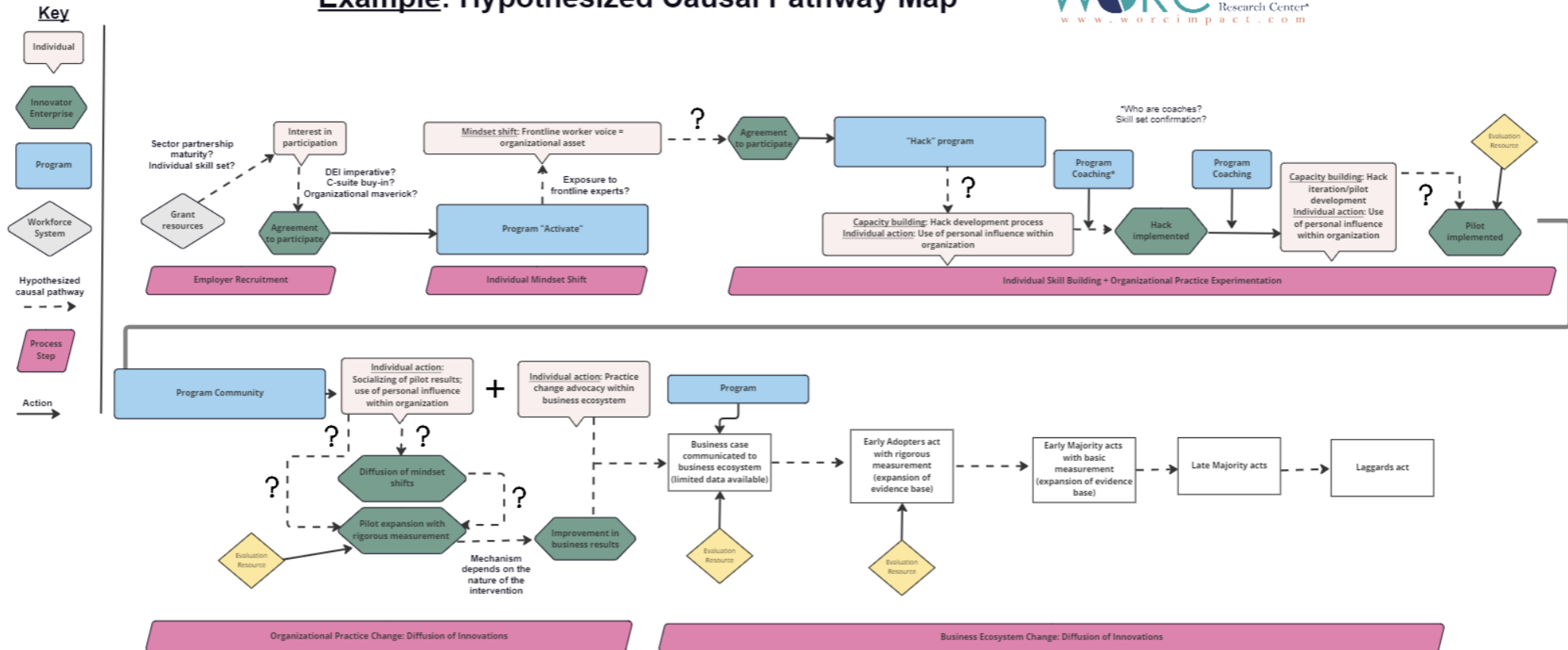
Your evaluation/
impact measurement
plan

Why Map Hypothesized Causal Pathways?

- Program power comes from harnessing causal mechanisms
- Logic models offer a bird's-eye view of cause and effect but leave out the "how and why"
- The "how and why" are where program development and measurement are most powerful

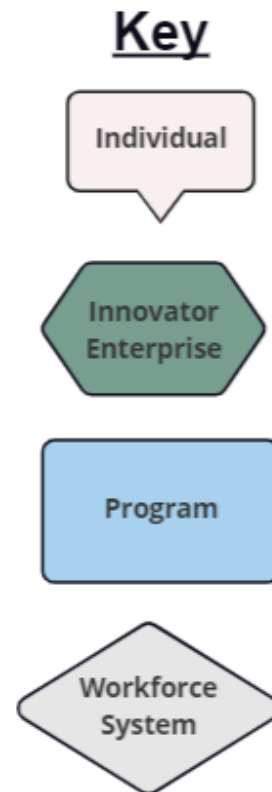
What Does It Look Like?

Example: Hypothesized Causal Pathway Map



Building a Hypothesized Causal Pathway Map

1. Who are the players in your program model?



Building a Hypothesized Causal Pathway Map

2. Where does your program model start?

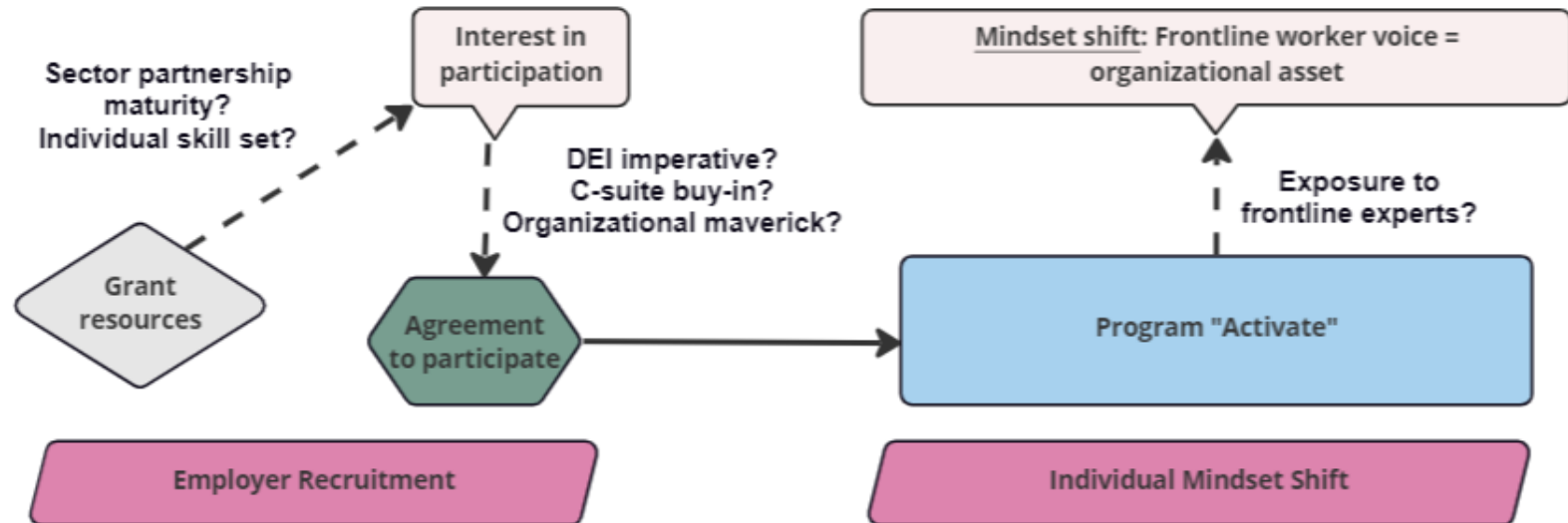
Hypothesized
causal pathway



Process
Step



Action



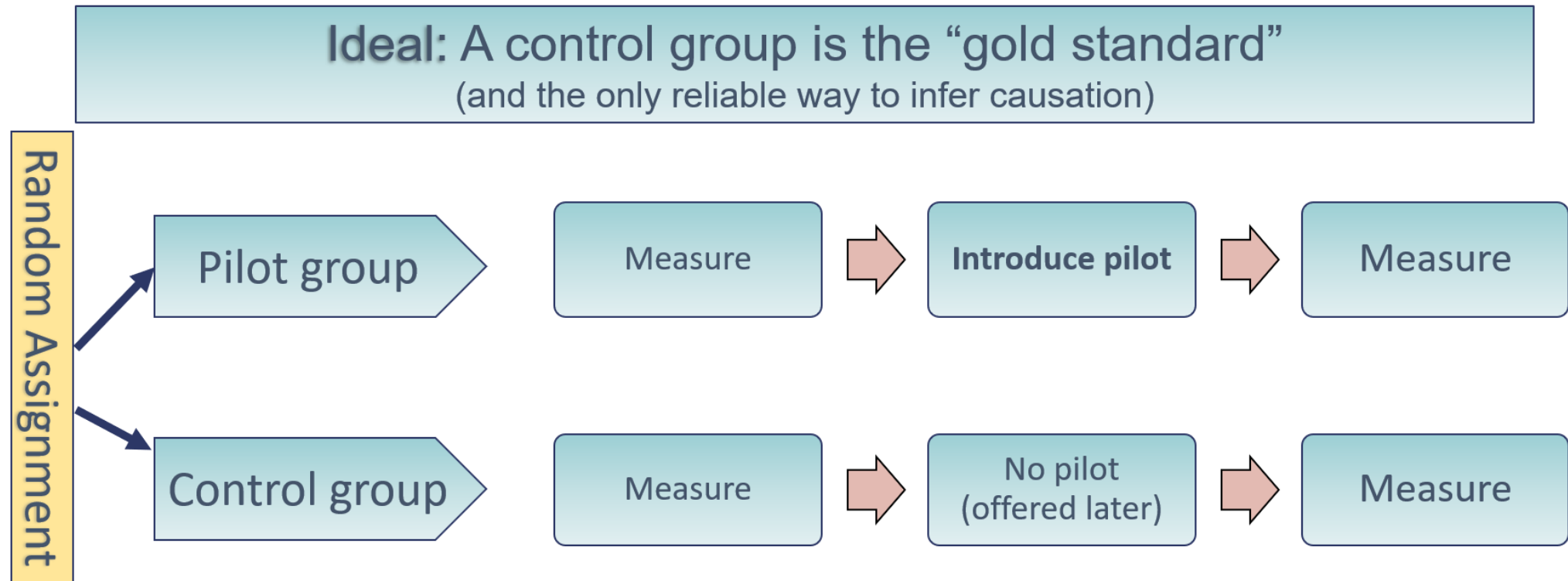
Building a Hypothesized Causal Pathway Map

- 3. And then what happens?
- 4. And then what happens?
- 5. And then what happens?

We continue asking this question until we reach your program's ultimate impact on the problem you're trying to solve

Once you've isolated your most important "measurement moments," it's time to think about measurement design....

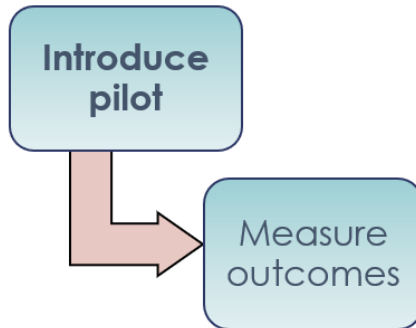
How we get data determines what we can say about it: Measuring outcomes in a **perfect world**



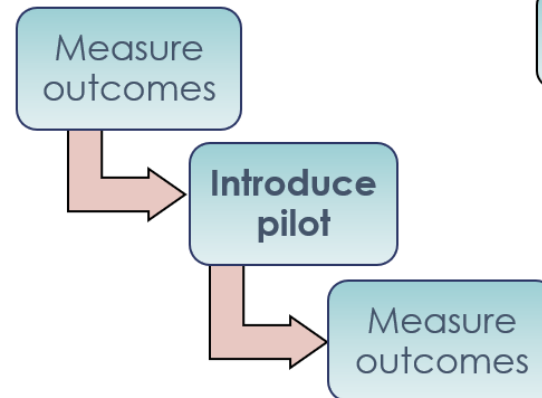
How we get data determines what we can say about it: Measuring outcomes in the **real world**

A survey is a snapshot – a baseline is better

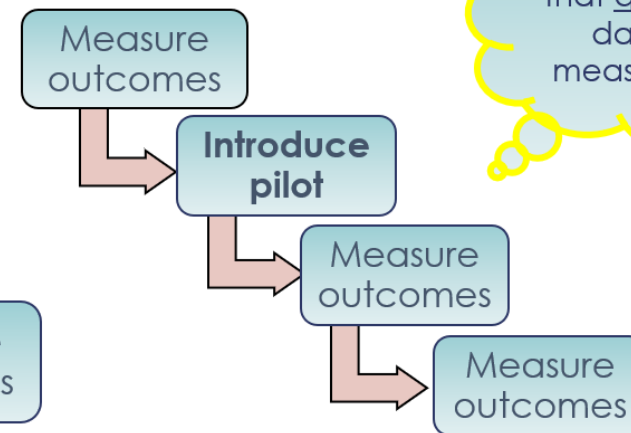
Just Ok



Better



Even better!



What kind of data will help us answer our questions?

Numbers
(quantitative data)

Words
(qualitative data)

Quantitative	Qualitative
Number of program participants	One-on-one interviews
Demographics of participants	Focus groups
Surveys	Observational data
ROI %	Documentary data
Turnover rates	

Evaluation/impact measurement example: The “buddy system” in early childhood education

Business Problems

- High turnover among new teachers within the first 90 days (recruitment/training costs)
- Lack of staffing constrains number of children in care (revenue)
- Low employee satisfaction among longer-serving teachers (retention risk)

Program Development

- Human-centered design
- All levels of the organization engaged in exploring underlying issues
- All levels of the organization engaged in developing pilot

The Buddy System

- Allow experienced staff to volunteer as a “buddy” to a new hire (opportunity for professional growth and development)
- New hire gets support from a coworker vs. only supervisor

What should they measure during their 3-month pilot?

Experienced teacher participation



- Number of experienced teachers who accept invitations
- Feedback from experienced teacher buddies

Professional growth and development opportunities for teachers of color



- Demographics of experienced teachers who accept (and decline) invitations
- Percent promoted

Reduced 90-day turnover rates among new hires



- Turnover rates of new hires with buddies vs. previous new hire cohorts

It's not easy to keep your eye on the prize when there are so many important questions and so much good stuff you could collect!

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Evaluation/impact measurement doesn't
have to be complicated, it just has to be
thoughtful and focused....

And, when done right, it can be fun too!

Appendix

Research/Evaluation/Impact Measurement Data Collection Techniques

Technique	DO Use When...	DON'T Use When...
Survey	<ul style="list-style-type: none"> ✓ You know exactly what you want to know and it's something that can be "counted" ✓ You want to measure how-many-how-much ✓ You have a large group of potential participants* 	<ul style="list-style-type: none"> ✓ You don't know enough about the topic to write a clear set of response options ✓ You have a small group of potential participants (or a small group of people who could actually answer your questions well)
Interviews	<ul style="list-style-type: none"> ✓ You want to understand why something is happening or how something plays out on the ground ✓ You don't know enough about the topic to write a good survey question 	<ul style="list-style-type: none"> ✓ You need to be able to represent the views of a large group ✓ You don't have a resource to conduct the interviews who is "psychologically safe" for participants
Focus Groups	<ul style="list-style-type: none"> ✓ You want to test a new idea with the people who would be impacted by it ✓ You're looking for people to help you develop a solution and brainstorm 	<ul style="list-style-type: none"> ✓ You are asking sensitive questions ✓ You think it's better than conducting interviews because of budget considerations
Administrative Data	<ul style="list-style-type: none"> ✓ You need organization-level understanding ✓ You have a reliable resource ✓ Requesting it won't burden your partner 	<ul style="list-style-type: none"> ✓ You need contextualization to make the data make sense (only use it in combination with contextualizing data)
Observational Data	<ul style="list-style-type: none"> ✓ You want to see how something plays out in real-time ✓ Your presence will not impact the behavior of participants ✓ You have permission! 	<ul style="list-style-type: none"> ✓ You haven't created an observational data collection protocol (taking notes based on "what you see" will not give you reliable data) ✓ You're not sure what <u>you're</u> looking for

***If you can see all of them on one Zoom screen, the group is TOO SMALL!**

THANK YOU

Reach out to learn more:

- ✓ ellen@WORCimpact.com
- ✓ Find me on [LinkedIn](#)
- ✓ www.WORCimpact.com



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