

Overview

This standard is about helping managers to understand that evaluation is an essential aspect of their job and to carry out evaluations effectively and efficiently. It will provide managers with the knowledge and skills required to carry out effective evaluation. The standard is generic and managers at all levels should be involved in the evaluation of processes, procedures and performance, both new and current, to identify areas that could be modified to improve service delivery. It is important to ensure that the evaluation process is planned in advance of implementation and not carried out retrospectively.

Carry out effective evaluation of projects and processes

Performance criteria

You must be able to:

1. identify the purpose of evaluation processes in terms of outcomes and performance in accordance with your organisation's processes
2. plan evaluation processes to ensure that activities are timed effectively
3. identify and agree roles and responsibilities for managing and implementing evaluation processes
4. inform and involve others in evaluation processes in accordance with your organisation's procedures
5. agree with stakeholders the evidence criteria and methodology for evaluating processes including;5.1.evidence to be gathered 5.2.short, medium and long term indicators5.3.the budget available for evaluations
6. communicate evaluation processes to others, those it may directly impact upon and those it may not directly impact upon and gain their understanding and co-operation in accordance with your organisations procedures
7. agree, implement and manage information and data gathering processes to inform evaluations in accordance with your organisations procedures
8. review the quantity, quality and validity of data and information obtained with others and take steps to fill gaps in accordance with your organisations procedures
9. identify and recommend improvements to the implementation of change processes in accordance with your organisations procedures
10. review recommendations from evaluation processes with others
11. assess potential impacts of recommendations on strategic and operational plans and for partners and stakeholders
12. agree the implementation of proposed modifications in accordance with your organisations procedures
13. inform and involve others in proposed outcomes and recommend and implement changes if appropriate and in accordance with your organisations procedures
14. comply with ethical and legal requirements relating to the gathering and storing of information and data

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Knowledge and understanding

You need to know and understand:

1. the importance of understanding and following organisational procedures for project management
2. the importance of evaluating outcomes and outputs of processes and procedures
3. the importance of involving others in evaluation processes and ways of doing this
4. the importance of agreeing a budget for evaluation processes and ensuring cost-effectiveness
5. the importance of communicating evaluation processes to others and gaining their commitment and co-operation and appropriate communication methods and styles for doing this
6. the importance of agreeing clear criteria for the evaluation, what they can be and how they can be implemented
7. the kinds of resources needed to carry out the evaluation process and how to access them
8. the importance of confirming the quantity, quality and validity of information and data and ways of doing this
9. the importance of influencing the organisation to act on the results and recommendations of the evaluation process
10. ethical and legal requirements for gathering and storage of data and why it is important to comply with these

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Behaviours

1. You actively involve others in the design and implementation of the evaluation process
2. You communicate clearly and effectively with others using appropriate communication styles and methods, the aims and objectives of the evaluation and ensure their understanding of and commitment to the process
3. You show integrity, fairness and consistency in decision making
4. You develop evaluation criteria which are valid, objective, clear and transparent and you apply these in a consistent manner
5. You provide clear, timely and constructive feedback on the evaluation process and use this to inform and improve service delivery
6. You use your skills to influence others to implement recommendations arising from the evaluation
7. You operate within the boundaries of your own role and responsibility
8. You comply with and ensure that others comply with legal requirements, organisational policies and professional codes of practice

Skills

Communicating
Negotiating
Consulting
Influencing
Planning
Reviewing
Problem solving
Analysing
Monitoring
Decision making
Prioritising
Setting objectives
Managing information
Obtaining feedback
Providing feedback

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