

SFJHF23

Ensure an effective approach to project and process evaluation



Overview

This unit 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 Unit 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.

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Performance criteria

You must be able to:

- P1 identify the purpose of the evaluation process in terms of outcomes and performance
- P2 plan the evaluation process to ensure that the activities are timed effectively
- P3 identify and agree roles and responsibilities for managing and implementing the evaluation process and inform and involve others in the evaluation process
- P4 agree with relevant stakeholders the evidence criteria and methodology for evaluating the process including the evidence to be gathered and any short, medium and long term indicators and the budget available for the evaluation
- P5 communicate the evaluation process to others both those it may directly impact upon and those it may not directly impact upon and gain their understanding and co-operation
- P6 agree, implement and manage the information and data gathering process to inform the evaluation
- P7 review the quantity, quality and validity data/information obtained with others and take steps to fill gaps
- P8 identify and recommend improvements to the implementation of the change processes
- P9 review with others the recommendations from the evaluation process, assess their potential impact on strategic and operational plans and any implications for partners and stakeholders and agree the implementation of proposed modifications
- P10 take steps to inform and involve others in the proposed outcomes and recommend and implement changes if appropriate
- P11 ensure compliance with all 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:

- K1 why it is important to understand and follow organisational procedures for project management
- K2 why it is important to evaluate outcomes and outputs of processes and procedures
- K3 why it is important to involve others in the evaluation process and ways of doing this
- K4 why it is important to agree a budget for the evaluation process and to ensure cost-effectiveness
- K5 why it is important to communicate the evaluation process to others and gain their commitment and co-operation and appropriate communication methods and styles for doing this
- K6 why it is important to agree clear criteria for the evaluation, what they can be and how they can be implemented
- K7 the kinds of resources that may be needed to carry out the evaluation process and how to access them
- K8 why it is important to confirm the quantity, quality and validity of information and data and ways of doing this
- K9 why it is important to influence the organisation to act on the results and recommendations of the evaluation process
- K10 ethical and legal requirements for the gathering and storage of data and why it is important to comply with these

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Additional Information

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 the 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

Links to other NOS

Many of the units in the suite refer to carrying out an evaluation of projects and/or processes. This unit will inform the evaluation process.

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