Organization Leaders Who Use Evaluative Thinking . . .

▶ Support program evaluation and evaluative thinking.

▶ Educate staff about the value of evaluation and how to participate effectively in evaluation efforts.

▶ Use evaluation findings in decision-making.

▶ Include attention to evaluation as an important part of a succession plan. (New leaders will be expected to value and be knowledgeable about evaluation.)

▶ Foster use of technology to support evaluation and evaluative thinking.

▶ Use data to set staff goals and evaluate staff performance.

Human Resources
Organizations That Use Evaluative Thinking . . .

▶ Have an established personnel performance review process.

▶ Use performance reviews to provide feedback relative to performance expectations.

▶ Collect and update information on credentials, training and cultural competencies of staff; use the information to recruit, hire and train culturally competent staff.

▶ Conduct regular (e.g., annual or biannual) staff satisfaction surveys, and use the results to inform modification of policies and procedures.

Program Development
Organizations That Use Evaluative Thinking . . .

▶ Identify gaps in community services before planning new programs.

▶ Incorporate findings from program evaluation into the program planning process.

▶ Involve multiple stakeholders in developing and revising program plans.

▶ Develop written program plans including a logical formulation of each program.

▶ Follow program plans where possible; insure that there are strategies in place to modify program plans if needed.

Technology Acquisition and Training
In Organizations That Use Evaluative Thinking . . .

▶ Technology systems are able to provide data to evaluate client outcomes.

▶ Technology systems are able to provide data as necessary (e.g., financial information, time tracking) to evaluate organizational outcomes.

▶ Technology systems are regularly assessed to see if they support evaluation.

▶ Staff technology needs are regularly assessed.

▶ Technology systems include software that can be used to manage and analyze evaluation data.

Staff Development
Organizations That Use Evaluative Thinking . . .

▶ Conduct formal staff development needs assessment annually (based on staff and organizational needs).

▶ Develop a comprehensive plan for staff development based on needs assessment data.

▶ Provide opportunities for staff to assess staff development training.

▶ Provide opportunities for organization to assess staff development plan.

▶ Use results of assessments to influence future staff development.

Evaluation

Organizations That Use Evaluative Thinking . . .

▶ Share results of program evaluations with leaders, staff, clients, board members and funders as appropriate.

▶ Use results of program evaluation to drive continuous improvement of programs.

▶ Insure that there are key staff with evaluation expertise and that there are staff members whose jobs or components of whose jobs are dedicated to evaluation.

▶ Provide or obtain current, well-delivered training in evaluation for program staff members.

▶ Provide training for enough staff members to insure that evaluation use is a standard practice.

Client Interaction

In Organizations That Use Evaluative Thinking . . .

▶ Client needs assessments are conducted regularly, and client services are designed in response to determined needs.

▶ Client satisfaction is regularly assessed and the results of client outcome assessments and client satisfaction are used in development of new programs.