

HOW ORGANIZATIONS IMPLEMENT EVALUATION RESULTS

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Presentation Topics

- **The Evaluation Review**
 - Evaluation at NYSERDA
 - Methodology
- **Evaluation Use**
 - Other Organizations
 - NYSERDA
- **Capacity Building**
 - Other Organizations
 - NYSERDA
- **Conclusions**



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The Evaluation Review

→ Purpose:

- Examine evaluation process experience and how results were used for three cycles by NYSERDA staff, evaluation contractors and stakeholders

→ Context:

- Evaluation has a portfolio focus
- Evaluation resources are ~2% of program budget (pre-2003 0.5%)

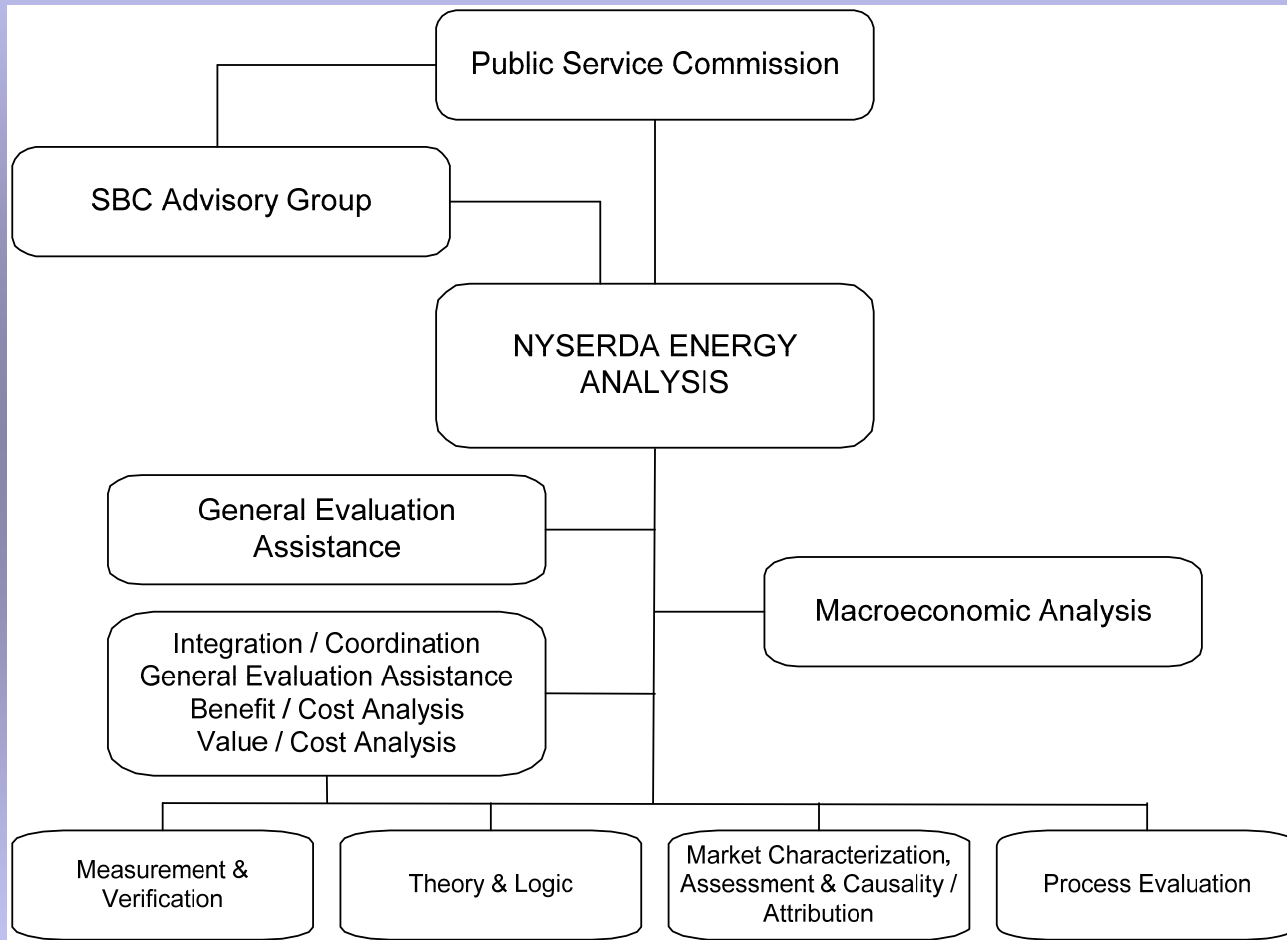
→ Non-traditional Approach to Evaluation

- Specialty contractors rather than program specific contractors



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NYSERDA Evaluation Structure



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Evaluation Review Approach

- **Focus on three cycles of evaluation**
 - 2003, 2004, 2005
- **Interviews over two years**
 - 30 individuals in 2005
 - 29 individual and 4 groups in 2006
- **Review of recommendations over two years**
 - In-depth interviews - 2005
 - Email survey - 2006
- **Best practice literature review**
 - Email survey of IEPEC Planning Committee
 - Evaluation literature



Evaluation In Organizations

- **Evaluation is a component of:**
 - **Organizational learning**
 - **Accountability**
 - **Strategic process**

- **Requirements for successful evaluation in organizations**
 - **Management support**
 - **Learning centered approach**
 - Sharing knowledge
 - Developing skills



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Evaluation Use

→ Four types of evaluation use

- Legitimative – evaluation used to justify decisions or respond to policy concerns
- Instrumental – direct influence of evaluation
- Conceptual – influence on thinking about program
- Process – changes that occur because of involvement in evaluation



Energy Organizations Findings on Use

→ TecMarket Works Informal Poll of IEPEC Planning Committee

- Responses addressed 11 organizations
- Is there a requirement for evaluations to have recommendations?
 - Most organizations did have this requirement, though one utility did not.
- Are program managers required to respond to evaluation recommendations?
 - Most organizations did not have this requirement though three did.



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NYSERDA Findings on Use

- A range of types of recommendations from the four specialty contractors
 - 244 actionable recommendations across three cycles
- Response to recommendations
 - Action taken on 48% for 2003 & 2004 recommendations
 - Action taken on 67% for 2005 recommendations



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Evaluation Capacity Building

- Organizations use evaluation to assist in:
- Planning
 - Decision-making
 - Budget prioritization
 - Program improvement
 - Accountability and demonstration of success



Capacity Building Steps for Large Organizations

- Staff own the evaluation process
- Organizational culture is characterized by trust, transparency & constructive approach to mistakes
- Leaders model and endorse learning from evaluation
- Sufficient resources are dedicated to evaluation practice



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Staff Own the Evaluation Process

- **NYSERDA had a vision**
 - Staff views diverged over key goal – provide information to stakeholders or to provide information to improve programs
- **Roles were defined**
 - Staff did not fully understand their roles
 - Rating of how well coordinated contractors and staff were improved over three cycles



Organizational Culture

→ Everything was new

- New staff for NYSERDA
- New contractors
- New evaluation approach
- Initial resistance to evaluation

→ Over time this changed

- Program and evaluation contractors have collaborated on papers
- Program staff now actively generate topics & questions for evaluations



Leaders Model and Endorse Learning

- Evaluation had been limited prior to 2003
- Evaluation is being supported in new framework
 - Advisory Group modeled positive response to 2003 and 2004 evaluation results
 - Evaluation Review models acceptance of evaluation
 - Evaluation staff is implementing recommendations from the review
 - An evaluation plan
 - Communication of the plan



Sufficient Resources

- Funding increase in 2003 was important
- Databases are improving
- Evaluation staff are receiving training
- The evaluation is sufficient from the perspective of the Advisory Group, the PSC and Stakeholders



Conclusions

- **NYSERDA has made considerable progress**
 - The first year was difficult and things have steadily improved
 - Evaluation capacity has increased for program and evaluation staff
 - Evaluation is increasingly seen as useful
- **Continued progress anticipated**
 - Guidance on how to respond to recommendations
 - Dissemination of the evaluation plan

