Building Aligned Evaluation Criteria
Review of OEM

Think again of the Organizational Elements Model (OEM).

All organizational elements (inputs, processes, products, outputs, outcomes) must be aligned to meet the needs of shared communities and society.

All parts must be considered in relation to the whole.

Inputs – what we use
Processes – what we do
Products – what we produce
Outputs – what we deliver from our educational agencies
Outcomes – what adds value for society and communities

Read especially page 50 (Kaufman, Guerra, & Platt, 2006).
System vs. Systems Approaches

See pages 53 – 54 (Kaufman, Guerra, & Platt, 2006).

Take a **System Approach** (looking at how all parts work independently and together for societal level results)

-- instead of --

a **Systems Approach** (looking at one or more subsystems, but not the whole), a **Systematic Approach** (doing things in an orderly way that may not have useful results), or a **Systemic Approach** (looking at the system that is defined by the practitioner, but may not include external clients and society).
See page 56 (Kaufman, Guerra, & Platt, 2006). Follow the steps for evaluating alignment.

• How do the intended results compare with current results for Mega, Macro, and Micro?

• What intended results have been achieved for Mega, Macro, and Micro?

• What gaps are found between the intended results and the current results for Mega, Macro, and Micro?

• What means have been effective in reaching intended results?

• What means have been ineffective in reaching intended results?
Scoping How Evaluation is Done in Your Organization

Review the lists on pages 57 – 60 (Kaufman, Guerra, & Platt, 2006).

Identify the strengths and weaknesses in evaluation within your organization.
Keying Evaluation to Decision Making

Keep in mind that extremely important decisions may be made based on your evaluation findings and report. As you plan and conduct your evaluation, consider the importance of the following points.

Objectives are measurable, representative of what is being evaluated, culturally fair, and linked correctly at Mega, Macro, and Micro levels.

Methods, tools, and techniques (the drivers of performance on objectives) are based on scientific research.

Means and ends are differentiated.

Decisions using evaluation data are from valid and reliable means.
Key Considerations in Writing Measurable Objectives

Review page 62 (Kaufman, Guerra, & Platt, 2006).

Make sure objectives are measurable and clear about intended results.
Constructing a Specific Set of Evaluation Study Questions

The evaluator and the evaluation client must agree on a specific set of evaluation questions and the approaches to answering the questions.
In this scenario, notice how the consultant focused on processes rather than results. The report included some useful information, but did not help Anita in terms of decision making that would lead to improvements.

Review the new educational goals that were developed by the community. Notice how those goals focus on results.
Avoid Traps and Errors

Value versus Values

Make a distinction between value (the merit or worth of something) and values (choices people make). Evaluators must be objective observers who report on end results that are compared to intended results (what is of value or merit).

Means versus Ends

Criteria must focus on ends rather than means. Means are examined for their role in the desired ends, but the focus of the criteria is on the ends.
Rules of the Road for Alignment and Direction

Review the 10 rules listed on pages 77 – 78 (Kaufman, Guerra, & Platt, 2006). Connect these rules to the important elements of an evaluation plan.