

# CONTENTS

<b>Acknowledgments</b>	<b>xi</b>
<b>Preface</b>	<b>xiii</b>
<b>The Author</b>	<b>xv</b>

## PART ONE: INTRODUCTION TO EVALUATION

<b>ONE: FOUNDATIONS OF EVALUATION</b>	<b>3</b>
A Brief Overview of Evaluation History	4
Evaluation: Purpose and Definition	5
Performance Improvement: A Conceptual Framework	8
Making Evaluation Happen: Ensuring Stakeholders' Buy-In	9
The Evaluator: A Job or a Role?	10
The Relationship to Other Investigative Processes	11
When Does Evaluation Occur?	15
General Evaluation Orientations	18
Challenges That Evaluators Face	20
Ensuring Commitment	23
Benefits of Evaluation	24
Basic Definitions	25
<b>TWO: PRINCIPLES OF PERFORMANCE-BASED EVALUATION</b>	<b>27</b>
Principle 1: Evaluation Is Based on Asking the Right Questions	28
Principle 2: Evaluation of Process Is a Function of Obtained Results	32

Principle 3: Goals and Objectives of Organizations Should Be Based on Valid Needs	33
Principle 4: Derive Valid Needs Using a Top-Down Approach	34
Principle 5: Every Organization Should Aim for the Best That Society Can Attain	34
Principle 6: The Set of Evaluation Questions Drives the Evaluation Study	35

## PART TWO: MODELS OF EVALUATION

<b>THREE: OVERVIEW OF EXISTING EVALUATION MODELS</b>	<b>39</b>
Overview of Classic Evaluation Models	40
Selected Evaluation Models	42
Selecting a Model	43
Conceptualizing a Useful Evaluation That Fits the Situation	44
<b>FOUR: KIRKPATRICK'S FOUR LEVELS OF EVALUATION</b>	<b>47</b>
Kirkpatrick's Levels	49
Comments on the Model	54
Strengths and Limitations	55
Application Example: Wagner (1995)	56
<b>FIVE: PHILLIPS'S RETURN-ON-INVESTMENT METHODOLOGY</b>	<b>61</b>
Phillips's ROI Process	63
Comments on the Model	67
Strengths and Limitations	70
Application Example: Blake (1999)	70

<b>SIX: BRINKERHOFF'S SUCCESS CASE METHOD</b>	<b>75</b>
The SCM Process	77
Strengths and Weaknesses	78
Application Example: Brinkerhoff (2005)	79
<b>SEVEN: THE IMPACT EVALUATION PROCESS</b>	<b>81</b>
The Elements of the Process	83
Comments on the Model	96
Strengths and Limitations	97
Application Example	97
<b>EIGHT: THE CIPP MODEL</b>	<b>107</b>
Stufflebeam's Four Types of Evaluation	108
Articulating Core Values of Programs and Solutions	111
Methods Used in CIPP Evaluations	112
Strengths and Limitations	113
Application Example: Fivella-Guiu and Blanch-Pana (2002)	113
<b>NINE: EVALUATING EVALUATIONS</b>	<b>117</b>
Evaluation Standards	119
The American Evaluation Association Principles for Evaluators	120
Application Example: Lynch et al. (2003)	122
 <b>PART THREE: TOOLS AND TECHNIQUES OF EVALUATION</b>	
<b>TEN: DATA</b>	<b>133</b>
Characteristics of Data	135
Scales of Measurement	137
Defining Required Data from Performance Objectives	139

Deriving Measurable Indicators	141
Finding Data Sources	152
Follow-Up Questions and Data	155
<b>ELEVEN: DATA COLLECTION</b>	<b>159</b>
Observation Methodology and the Purpose of Measurement	160
Designing the Experiment	186
Problems with Classic Experimental Studies in Applied Settings	188
Time-Series Studies	188
Simulations and Games	189
Document-Centered Methods	191
Conclusion	192
<b>TWELVE: ANALYSIS OF EVALUATION</b>	
<b>DATA: TOOLS AND TECHNIQUES</b>	<b>195</b>
Analysis of Models and Patterns	196
Analysis Using Structured Discussion	197
Methods of Quantitative Analysis	199
Statistics	200
Graphical Representations of Data	210
Measures of Relationship	212
Inferential Statistics: Parametric and Nonparametric	214
Interpretation	217
<b>THIRTEEN: COMMUNICATING THE FINDINGS</b>	<b>221</b>
Recommendations	222
Considerations for Implementing Recommendations	225

Developing the Report	226
The Evaluator's Role After the Report	235

## PART FOUR: CONTINUAL IMPROVEMENT

### **FOURTEEN: COMMON ERRORS**

<b>IN EVALUATION</b>	<b>239</b>
Errors of System Mapping	240
Errors of Logic	242
Errors of Procedure	244
Conclusion	246

### **FIFTEEN: CONTINUAL IMPROVEMENT**

What Is Continual Improvement?	250
Monitoring Performance	250
Adjusting Performance	253
The Role of Leadership	254

### **SIXTEEN: CONTRACTING FOR EVALUATION SERVICES**

The Contract	258
Contracting Controls	260
Ethics and Professionalism	262
Sample Statement of Work	262

### **SEVENTEEN: INTELLIGENCE GATHERING FOR DECISION MAKING**

Performance Measurement Systems	273
Issues in Performance Measurement Systems	275
Conclusion	277

<b>EIGHTEEN: THE FUTURE OF EVALUATION IN PERFORMANCE IMPROVEMENT</b>	<b>279</b>
Evaluation and Measurement in Performance Improvement Today	281
What Does the Future Hold?	282
Conclusion	283
<b>References and Related Readings</b>	<b>285</b>
<b>Index</b>	<b>295</b>

<http://www.pbookshop.com>