

**CANADIAN EVALUATION SOCIETY
STUDENT EVALUATION CASE COMPETITION 2010**

**FIRST ROUND CASE
EVALUATION OF THE CANADIAN EVALUATION SOCIETY
PROFESSIONAL DESIGNATION PROGRAM**

Instructions

The Student Evaluation Case Competition is organized by the Canadian Evaluation Society (CES). The organizing committee gratefully acknowledges the CES Professional Designation Committee for providing the information that underlies this case.

The members of the 2010 case competition working group are Bea Courtney, Brian McGowan, Helen Hsu, Martha McGuire and Patricia Rice.

Rules for the First Round of the Competition

1. Case Competition organizers will email the designated contact person for the team (coach or team member) at their requested start time to give them the key to an evaluation case file that has been hidden on the Web.
2. The contact person (coach or team member) has **30 minutes** to download the case, distribute it to team members and advise students on the rules associated with taking part in the competition.
3. Coaches must not communicate with their teams once they have distributed the case to their team(s). Each team has **no more than five hours to prepare their submission**.
4. The submission must be emailed either as an MS Word, WordPerfect or PDF file to: casecomp@evaluationcanada.ca **no later than 5 hours and 30 minutes** after organizers provide the key to the evaluation case file that has been hidden on the Web.
5. Judges must not know the real identity of the teams. Throughout their submission, teams should identify themselves only by an imaginative, non-revealing code name, such as Noble Consultants.
6. In the e-mail message to which their submission is attached, teams must provide the following information. (This information will be removed when the submissions are sent to the judges)

- a. Code name for the team
 - b. University or College of the team
 - c. School, Department or Program
 - d. Team Coach (if applicable)
 - e. Names of team members
7. Judges may take up to one month to select the three best submissions and provide feedback to each team.

Judging Criteria for the First Round

The criteria by which submissions will be assessed are as follows:

Criteria	Weight
Demonstration of an understanding of the program	5%
The type of evaluation is consistent with the stage of development of the program	10%
Clarity, completeness and appropriateness of evaluation matrix	25%
Clear rationale and appropriate design for the data collection	20%
An approach to data analysis that provides a plan for analyzing the detailed data collection method	15%
An assessment of challenges and suggestions for mitigating strategies	20%
Innovative ideas or detailed practical suggestions that go above and beyond the questions	5%
Total	100%

Questions or Problems

To communicate with organizers on the day of the competition, please call one of the following or email casecomp@evaluationcanada.ca:

Name	Telephone Number	Times Available (EST)
Patti Rice	709-746-2875	8:00 am to 6:00 pm
Sarah Mills (enquiries in French)	709-722-2668 and 709-727-6527	9:00 am to 6:00 pm

Have fun and good luck!

REQUEST FOR PROPOSALS

EVALUATION OF THE CANADIAN EVALUATION SOCIETY PROFESSIONAL DESIGNATION PROGRAM

1. Introduction

The year is 2013. The Canadian Evaluation Society Professional Designation Program (PDP) has been in place for three years and the Canadian Evaluation Society (CES) (www.evaluationcanada.ca) is seeking proposals for an evaluation of this program. Although some monitoring has occurred, the Professional Designation Program has not yet had a full-scale evaluation.

2. Overview

The Canadian Evaluation Society is a recognized global leader in thinking about the competencies that are required to conduct high quality evaluations. CES was the first national evaluation organization in the world, preceding the American Evaluation Association. It embarked on a major project in 2002 to explore the core body of knowledge project initially to enhance its advocacy efforts. The information also contributed to thinking about professional development, which evolved over time to a major initiative to support designation of professional evaluators.

CES allows program evaluation practitioners to apply for a Credentialed Evaluator (CE) professional designation. This designation means that its holder “has provided evidence of education and experience to be competent” in the field of evaluation. The designation’s requirements focus on the holder’s level of education (graduate studies or equivalent), the length of his or her experience in evaluation (minimum of two years), and alignment of education and experience with a set of specific competencies. The designation also attests to the holder’s commitment to update his/her skills continuously through 40 hours of professional development over three-year periods.

3. Design of the Professional Designation Program

The PDP started in May 2006 when the Member Services Committee issued a request for proposals to obtain assistance in researching options for professionalizing evaluation by looking at other professions. The selected team submitted their report, *Action Plan for the Canadian Evaluation Society with Respect to Professional Standards for Evaluators* in January 2007.

This report was reviewed by CES National Council who developed their response which included a decision to engage members of CES in consultation using a variety of mechanisms including surveys, information sessions and an open Town Hall Meeting. The Chapters were requested to consult with their members and submit the results of their consultations. The consultations were consolidated into the *Integration of Consultative Input Report*.

In August 2007, National Council decided to proceed with the development of a system for professional designations and established a Professional Designations Core Committee. This committee along with a number of volunteers proceeded to develop the framework for the system.

In May 2009, the committee proposed a model for Credentialed Evaluator. The membership of CES approved *Competencies for Canadian Evaluation Practice* and the *Policy on the Credentialed Evaluator (CE) Designation*.

Goal and Objectives of the Professional Designation Program

The goal of the PDP is to define, recognize and promote the practice of ethical, high quality and competent evaluation in Canada through a program for professional designations in CES.

The objectives include:

1. To create and respond to the demand for professional designations
2. To ensure the CE designation, CES Ethics, Standards and Competencies reflect current and best practice
3. To ensure a sustainable infrastructure for the Professional Designation Program

The PDP logic model is attached as an Appendix.

4. How the Professional Designation Program Works

The requirements to obtain the credential designation include:

- Graduate level education demonstrated through a degree or certificate; and
- Two years of evaluation-related work experience within the last 10 years; and
- Alignment of experience and / or education to 70% of the competencies in each of the five domains in the Competencies for Canadian Evaluation Practice.

The requirement to retain the CE designation includes 40 hours of professional development over three years.

Implementation of the PDP has involved the following elements:

- **Governance** – PDP is managed through the Vice President, PDP reporting to the President of CES. The VP of PDP is responsible for managing a Credentialing Board, which is the approval mechanism of the PDP.
- **Staffing** – includes an Application Administrator and Credentialing Board members. The Application Administrator is responsible for the operations of the Program, reports to and provides support to the Vice President of the Professional Designation Program. The Credentialing Board is populated through invited expressions of interest from the CES Fellows and Award winners – as expert evaluators from our community and is responsible for reviewing and rendering decisions for all applications.

- **Process** – the application process involves the following:
 - Completion of the online application form.
 - Review of the application by the program staff to ensure it is complete. The program staff will indicate whether the applicant meets the criteria for credentialing or whether there are areas of question.
 - The applications along with staff comments are reviewed monthly by the Credentialing Board, which will make one of the following decisions:
 - That the applicant clearly meets the requirements and is designated a CE. In which case the applicant is advised, provided a certificate, and advised on the method for providing evidence of professional development activities each year.
 - or
 - That the applicant requires further learning to meet the requirements. The letter will indicate the areas in which further learning is required
 - or
 - That further information is required in order to make a decision. A letter requesting the information will be sent to the applicant and the application will be reviewed again in a month's time.
- **Technology** – a Professional Designation Program website has been created and is linked to the CES website for the application process and CE registry.¹ There is also a new tier of membership within the CES membership data base that ensures renewals of CE members are channelled to the Application Administrator and not handled as are other CES membership renewals.

5. Promotion of the Professional Designation Program

The program has been promoted through the CES website, the weekly CES Automatic Digest and development of new CES brochure. The latter is being sent to major employers of evaluators such as government and evaluation firms and to universities in order to promote the PDP beyond the CES membership. As well, as part of their advocacy activities, CES chapters are requested by the CES National Council to actively promote awareness of the PDP and CE designation among these stakeholders.

6. PDP Activity to Date

The PDP began to receive applications in June 2010. The application process includes completion of an application form, review of the application by CES CE Coordinator with a recommendation to the Credentialing Board, and then review by the Board.

¹ Note this website is not in place as of February 2010.

Table 1 below sets out the number of members, applications submitted and approved from 2010-2012. In 2013, there are currently 246 applications submitted as of April 2013.

Table 1: Comparison of PDP Applications to CES Membership

	2010	2011	2012
Total CES members	1633	1728	1952
Number PDP applications	673	228	98
Number approved	586	150	42
Number declined	87	78	56
Number of appeals	10	3	0
Total Credentialed Evaluators (CE) – at end of period	586	736	778

It should be noted that the number of applicants during the first year was expected to be substantially higher than during the following years. As well, it is not expected that all CES members will be interested in obtaining the CE designation since many members engage evaluators rather than identifying themselves as evaluators.

Table 2 provides an indication of the reasons that applications were declined.

Table 2: Reasons for CE Application Being Declined*

Reason Application Declined	2010	2011	2012
Did not meet education requirement	16	13	10
Less than 2 years experience within past 10 years	32	26	21
Alignment to competencies was below 70%	55	44	35

Note: In some cases, an application was declined for more than one reason.

7. Purpose of the Evaluation

The objectives of the evaluation are to determine whether the PDP has been implemented as planned and is having the desired impacts. The results of this evaluation will be used by CES National Council to improve the PDP.

8. Background Documents Provided

This RFP includes the following documents for reference in preparing your proposal:

- The PDP Implementation Plan
- The CE Monitoring and Evaluation Plan (This was developed as an initial plan prior to the PDP being implemented)

Additional background documents on the process leading to the development of the PDP and the competencies for Canadian evaluation practice may be found on the CES website at <http://www.evaluationcanada.ca/site.cgi?s=5&ss=6&lang=EN>

9. Proposal Requirements

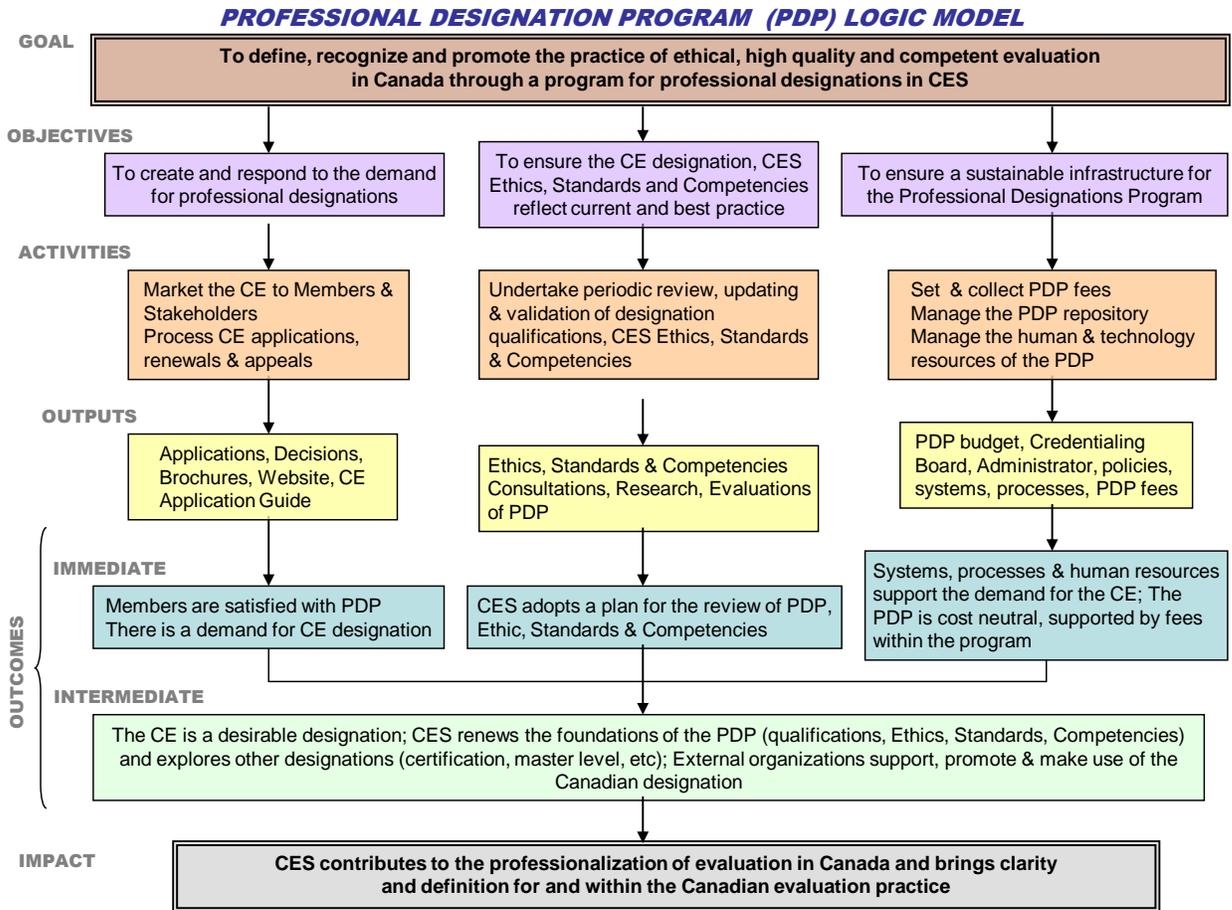
Proposals must provide the following:

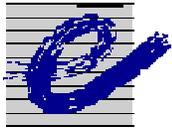
1. A concise overview of the PDP that demonstrates an understanding of the purpose of the program.
2. An indication of the scope and type of evaluation this should be and why this is the appropriate approach.
3. An evaluation matrix that is appropriate for a program in its third year, setting out the evaluation questions to be addressed, the indicators, sources and data collection methods for each question.
4. A brief description of each of the data collection methods you propose and your rationale for each method. In addition, for one of these methods, provide a detailed description of how you would implement the method and your plan for analysis of the data collected.
5. An assessment of the potential challenges in conducting this evaluation and your proposed solutions.

Proposals **must**:

- be no longer than ten (10) pages, excluding the cover letter, cover page and table of contents. **Text over 10 pages, including any appendices, will not be read.**
- use a font size of at least 12 pt. Times New Roman or equivalent
- 1 inch margins (top, bottom, left and right sides)
- use 8 ½” x 11” paper.

Appendix





Professional Designations Program Implementation Plan

Heather Buchanan, Keiko Kuji-Shikatani & Brigitte Maicher

Professional Designations Core Committee

May 2009



IMPLEMENTATION PLAN

1. Approach

With review and decision on this proposal, the initiative moves from a project to a full CES service, requiring an appropriate CES infrastructure. It is suggested that the CES President and National Council endorse the appointment of a two year interim Vice President to oversee the implementation of the PDP, until CES by-laws can be changed and allow for an election for this post.

There is also a need for some paid, dedicated leadership to drive the implementation process. It is suggested a project manager be hired (through an RFP process) and report to the new, interim VP. This will alleviate some of the volunteer effort needed and allow the program to be up and running soon – keeping the momentum going.

PDP implementation will require action on:

- A. **Governance** – with the establishment of a VP for this new program on an interim basis, there is a need to modify CES by-laws and undertake an election for this new executive position. The VP may also wish to convene a small advisory group – key players from the project volunteers or Council who can act as a sounding board for the VP and Project Manager.
- B. **Staffing** – includes the need to engage a Project Manager, an Application Administrator and Credentialing Board members, each with different strategies for hiring. Details for these can be found broken down in the work plan which follows.
- C. **Process development** – has commenced during the project in drafting an Applicants Guide, Credentialing Board Guidelines and an Application Form (with an Applicant worksheet/tool). These vehicles need to be completed, validated and finalized. Depending on demand, there may need for a phased in approach on the intake process to manage work volumes. For example, the VP, PDP may decide to invite applications from CES members with initials A to K, or work from CES membership list and invite those with the longest tenure to apply first. In either case, the grand parenting provision needs to well communicated, especially the selected, time sensitive window for these applications.
- D. **Technology development** – is needed to create a ‘section’ within the CES website for the application process and CE registry. There is also a need to develop a new tier of membership within the CES membership data base and ensure renewals of CE members are channelled to the Application Administrator and not handled as are other CES membership renewals..
- E. **Communication and Marketing** – should be undertaken at the outset to clearly describe this new program to CES members and encourage applications. Modifications are needed to the current (an outdated CES brochure) and it is suggested a new



brochure on the CE be developed and issued to all members, as well as to key stakeholders. A communication/marketing plan to reach out to stakeholders in provinces should include/involve Chapters. During implementation, communication with Council and Executive is critical, and is suggested on a monthly basis, electronically and quarterly in writing.

There is a need to closely monitor and test the assumptions used to assign levels of effort for processing applications and renewals. The following table provides initial projections and these can be used in recruiting these positions. For example, if roughly 97 days are needed from the CB and applications are received in the last six months of 2009-10 (January to June of 2010), then recruiting 5 Credentialing Board members to start would mean they each commit to 3 days a month over that 6 month period. The Application Administrator and Credentialing Board members will need to maintain time logs initially to see how much time is invested in each application.

Level of Effort¹	Start up (Year One)
Administrator - 60 minutes p/application in start up year	1 hour x 316 = 316 hours or 42.1 days
Administrator – 15 minutes p/renewal	0
Inquiries, Registry and Website maintenance	4 hours p/week = 208 hours or 27.7 days
Total Administrator	524 hours or 69.8 days
Credentialing Board – one hour per application reviewed by 2 Members	2 x 316 = 632 hours or 84.3 days
Credentialing Board – 30% of applications require a third reviewer	316 x 30% x 1 hour = 94.8 hours or 12.6 days
Credentialing Board renewals	0
Total Credentialing Board	726.8 hours or 96.9 days

2. Costs

An implementation budget has been developed in the table below.

Variable Costs	Year 1
Administrator – per diem of \$412.50 (drawn from Willow costs for a Senior Client Manager)	\$17,380
Credentialing Board – per diem of \$500 - honorarium based compensation	\$48,696
<i>Variable Costs Sub Total</i>	<i>\$66,076</i>
Fixed costs	
Admin inquiries, registry set up	\$11,440
National Council member (new) – travel for 2 in-person Council meetings	\$3,000
Project Manager - implementation	\$30,000
IT – web site development, links to CES data base, forms and	\$20,000

¹ Calculations used 7.5 hours = 1 day.



Variable Costs	Year 1
communications	
Translation – web updates and communications	\$15,000
Supplies	\$5,000
Marketing	\$5,000
Evaluation – in year 3 @ \$25,000	\$5,000
<i>Fixed Costs Sub Total</i>	<i>\$94,440</i>
TOTAL COSTS	\$160,516

Based on the proposed cost for an application (\$385) and a projected demand of 20% of existing CES members (1580), revenue from the estimated 316 CE applicants would total \$121,660. This is a **shortfall of \$38,856.00** - which is the proposed level of *one time investment* by CES in PDP. From a budget standpoint for fiscal year 2009-2010, it is proposed the PDP reflect revenues of \$121,660 in fiscal year 2009-2010, operating expenditures \$121,660 and a one time expenditure/investment of \$38,856.

3. Timing

Implementation is planned over the upcoming fiscal year, from July 2009 to June 2010. Activities and tasks are planned in the following, tentative work plan. If the schedule is met – there would be a call for initial applications in December 2009, with the awarding of first CE's in January 2010.



WORKPLAN - PDP IMPLEMENTATION

Activities / Tasks	2009							2010						2010 - 2011	2011 - 2012
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Governance															
Approve PDP proposal															
Adjust CES by-laws															
Approve CES by-law changes															
Invite key players as advisors															
Call for VP, PDP nominations															
Conduct VP, PDP election															
Staffing															
Develop a Tor for the PM															
Solicit interest in the PM role															
Interview candidates															
Contract a PM															
Manage the PM															
Develop the Application Administrator job description															
Solicit interest in the AA role															
Interview candidates															
Select AA															
Manage the AA															
Invite Fellow & award winners to apply for CE															
Invitation for CB member															
Select CB members															
Orient/train CB members															
Process development															
Finalize application															
Finalize applicant guide															
Finalize CB Guidelines															
Develop application approach															
Invite / open to applications															
Make CE decisions															
Technology development															
Develop Tor for IT development															
Solicity interest															
Engage IT support															
Develop CE system															
Link to CES member data base															
Test system															
Communication & Marketing															
Letter to all CES on PDP															
Develop brochure															
Develop comm plan															
Obtain Chapter assistance															
Implement comm plan															



Professional Designations Program

Monitoring & Evaluation Plan

Heather Buchanan, Keiko Kuji-Shikatani & Brigitte Maicher

Professional Designations Core Committee

May 2009



MONITORING AND EVALUATION PLAN

The following table presents a tentative plan for measuring the results of the PDP. It is the responsibility of the VP, PDP to provide ongoing reporting (as specified here) to National Council and initiate an evaluation in year three of the program.

Results	Performance Indicator	Data Source/ Collection Method	Timing/Frequency of Measurement & Reporting
Applications	<ul style="list-style-type: none"> • # of application • # & % of current & new members applying 	PDP system	<p>Target: Quarterly reporting to National Council by the VP, PDP</p> <p>Target: Historical data to be captured in the evaluation in year 3</p>
Decisions	<ul style="list-style-type: none"> • # & % of approvals • # & % of denials • # of days for decision 	PDP system	
Brochure(s) - Revised CES brochure and a PDP brochure	<ul style="list-style-type: none"> • Distribution volumes and reach 	Application Administrator log	
Website	<ul style="list-style-type: none"> • # of hits • # of reported problems 	CES web administrator Application Administrator log	
Budget	<ul style="list-style-type: none"> • % variance between plan and actual expenditures • % variance between plan and actual revenue 	CES treasurer & accountant records	
Credentialing Board	<ul style="list-style-type: none"> • Ease of recruiting • Turnover 	VP records Application Administrator log	
Application Administrator	<ul style="list-style-type: none"> • Ease of recruiting • Turnover 	VP records	
IT system	<ul style="list-style-type: none"> • # of reported problems • # and nature of changes made 	Application Administrator log	



Results	Performance Indicator	Data Source/ Collection Method	Timing/Frequency of Measurement & Reporting
PDP fees	<ul style="list-style-type: none">• Level of demand & price provide cost neutrality	PDP system CES Treasurer & accountant records	Target: year 2 review of fee structure