



Measuring The Difference: An Outcome Evaluation Resource for the Disability Sector

MODULE 10

Annotated Bibliography

Prepared for
Alberta Council of Disability Services

by
Aiofe Freeman
The Vocational and Rehabilitation Research Institute

The Alberta Council of Disability Services

Bay 19, 3220 – 5 Avenue NE, Calgary, AB T2A 5N1
Phone 403-250-9495 • Fax 403-291-9864 • Email accred@acds.ca
Website: www.acds.ca

Module 10

Annotated Bibliography

Prepared by Aiofe Freeman

Most of these resources are available at The VRRI's Dr. Randy J. Tighe Resource Centre.

Alberta Council of Disability Services (ACDS) (2008). *The Creating Excellence Together (CET) Accreditation Levels 1 and 2 Standards of the Alberta Council of Disability Services (ACDS): Standard 43 and Its Application to Service Providers*. ACDS Standards and Accreditation Department: Calgary, AB.

Standard 43 is a new standard as it appears in the 2008 CET manual. It outlines the logic behind its implementation, its development, what this standard means and what is required of individuals and their organizations.

Alberta Council of Disability Services (ACDS). (n.d.). *Model Internal Audit Charter*. ACDS Standards and Accreditation Department: Calgary, AB.

This resource offers a model to follow when an internal audit is needed for an organization or system. It provides examples and a template of the procedure of an internal audit and offers suggestions to consider when conducting an internal audit. A description of all the components is given together with examples of how those components would be completed. This model could be used as a monitoring tactic to continually improve the program's quality.

Bamberger, M., Rugh, J., & Mabry, L. (2006). *Real World Evaluation: Working Under Budget, Time, and Political Constraints*. Sage Publications, Inc: Thousand Oaks, CA.

Because there are many constraints in the real world that many frameworks and theoretical models do not account for, this book provides information on how nonprofits can adapt their evaluation plans to work with the resources they have rather than being limited because of budget, time, and political constraints. It includes practical examples of these common problems, and how other organizations were able to overcome these issues to be successful in their evaluation.

Behn, R. (2002). The psychological barriers to performance management: Or why isn't everyone jumping on the performance-management bandwagon? *Public Performance & Management Review*, 26(1), 5-25.

This article is a critical discussion about the use of performance management strategies in nonprofit organizations and their success or failure implementing these strategies. The author examines the literature and discusses the many benefits of outcome and performance management, but questions why so many organizations have difficulties implementing it and why many theoretical models are not able to work in practice. The article is intended to help

managers think more critically about why they have chosen specific models and how they can apply them realistically to their organizations.

Birch, L., & Jacob, S. (2005). Program evaluation in Canada seen through the articles published in CJPE. *The Canadian Journal of Program Evaluation*, 20(3), 1-16.

The authors of this article reflect on the changes in program evaluation in Canada as demonstrated in all the academic articles published in *The Canadian Journal of Program Evaluation* over the last 20 years. It compares and contrasts the definition of outcomes and program evaluation throughout the years and examines how the rationale for conducting evaluations has changed. With a change in rationale, the benefits have also changed. This article is helpful in that it helps the reader understand what outcome measurement is today, and to appreciate how it has changed to be what is needed today.

Bishop, J., & Vingilis, E. (2006). Development of a framework for comprehensive evaluation of client outcomes in community mental health services. *The Canadian Journal of Program Evaluation*, 21(2), 133-180.

The authors of this article share the results of a pilot study of an evaluation framework based in theoretical social science evaluation frameworks. This framework is directed towards clients with serious mental illnesses who are using community-based services, and it was designed to evaluate the effectiveness of these programs. It also discusses how they involved stakeholders in the evaluation process and planning. The article essentially serves as an example of how a different evaluation model can be applied and implemented to determine the effectiveness of a community-based program.

Bolman, L., & Deal, T. (2008). *Reframing Organizations: Artistry, Choice and Leadership, 4th Edition*. Jossey-Bass: San Francisco, CA.

This book, offers 4 different perspectives in interpreting organizational function. Using these perspectives, the authors are able to help managers better understand how they can implement changes in the organization and how to efficiently do this without causing several difficulties. Once the manager is able to identify the type of organization, the manager is better able to adapt their leadership style to help the organization improve and change. This book is a helpful resource in that it can help managers understand how their style can help build the capacity for change in an organization.

Bozzo, S. (2002). Evaluation capacity building in the voluntary/nonprofit sector. *The Canadian Journal of Program Evaluation*, 17(3), 75-92.

This article provides an overview of the priorities for evaluation capacity building for nonprofit organizations. Bozzo recognizes that this type of capacity building is not without its challenges and offers suggestions to help managers overcome these challenges in attempting to implement the evaluation strategy while trying to build evaluation capacity amongst staff members. This resource can help evaluators and managers to formulate or reformulate their opinions about evaluation and its uses, however, it focuses primarily on the academic literature and what is common amongst the majority of nonprofit organizations.

Bozzo, S. (2000). Evaluation resources for nonprofit organizations: Usefulness and applicability. *Nonprofit Management and Leadership*, 10(4), 463-472.

This article is a review of other resources for nonprofit organizations about evaluation and outcome measurement. It reviews the usefulness for different types of nonprofit organizations and applicability using several standard criteria. Each resource is categorized into three categories: logic model and outcome manuals; participatory, performance, and collaborative evaluation manuals; and balanced scorecard manuals. Each resource also includes a reference to help the readers find the information reviewed. This is a valuable resource as it helps the reader sift through a large amount of information to help focus on specific topics of training.

Bridges, W. (2003). *Managing Transitions: Making the Most of Change*, 2nd Edition. Da Capo Press: Cambridge, MA.

Bridges examines staff members, managers and others involved in the company and their adjustment to large organizational changes in this book. Bridges states that because organizations are made up of people, it is important to understand employees' needs and how they can contribute to building a capacity for change. This book helps the reader identify how to help the staff through the transition and what should or should not be done in the midst of a transition. As Bridges emphasizes, change is only successful if it has employee support. This book is directed towards managers and offers a step-by-step guide of how to reach the goal of a successful transition, including mergers, layoffs, downsizing and others.

Butcher, B., & Marsden, L. (2004). Measuring soft outcomes: A review of the literature. *The Research and Development Bulletin*, 2(3), 31-36.

This article summarizes past outcome measurement models in the United Kingdom and the processes that were undertaken to develop a specific method of measuring soft outcomes and their indicators. The authors reviewed past reports and models that have been developed, all the while exploring the concept of soft outcomes. Although this article is mostly theoretical, it provides information that could be helpful in creating an outline based on the activities of organizations in the United Kingdom who are considered leaders in outcome-based evaluation.

Canada International Development Research Centre. (2008). *Outcome Mapping*.
http://www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html

This website offers a variety of materials to help staff train themselves on what outcome mapping is, how to implement it, and other important concepts of this evaluation method. All of the materials presented on this website are clear to help staff better understand the concepts of outcome-based evaluation.

Centre for Addictions Research of British Columbia. (2009). *Conducting Evaluations*.
<http://carbc.ca/HelpingCommunities/PLANNINGACTION/EVALUATION/ConductingEvaluations/tabid/512/Default.aspx>

Centre for Addictions Research of British Columbia explains the purpose of evaluations and the different types of evaluations available. It gives steps to develop a unique evaluation for a program or organization. This website helps individuals learn how to create their own measurement systems and to develop the necessary components to help an organization develop a methodology for evaluations. However, this resource is not specifically for outcome measurement.

Chaytor, K., MacDonald, G., & Melvin, D. (2002). Preparing nonprofits for new accountability demands. *The Canadian Journal of Program Evaluation*, 17(3), 93-112.

Chaytor et. al. focus on the emphasis for nonprofit accountability and the necessary changes that organizations need to make to secure funding and stakeholders. The authors examine the challenges that nonprofit organizations in the human, social and health service industries must face when trying to implement evaluation tools and plans into their programs. The authors encourage organizations to build a capacity for change by training staff members on evaluation and offer information about change to ensure that staff are also working towards this goal. This article offers practical examples to help solidify the concepts for managers who may be implementing the evaluation.

Compass Partnership (2008). *Knowledgebase: Performance Management/ Outcome Measurement*.
http://www.compasspartnership.co.uk/knowledge/performance_management/outcome_measurement.php

This web-based resource introduces the reader to outcome measurement and performance management. It describes what outcome measurement is and is not, presents the benefits of its use and what and how outcome-based results can be used based on its original purpose. This is a clear and concise introductory resource that explores outcome measurement and evaluation processes.

Cousins, J., Goh, S., Clark, S., & Lee, L. (2004). Integrating evaluative inquiry into the organizational culture: A review and synthesis of the knowledge base. *The Canadian Journal of Program Evaluation*, 19(2), 99-141.

This article reviews the literature to explore what outcome-based evaluation consists of currently. By comparing and contrasting the different methods and frameworks, the authors discover that very little research has been conducted solely on preparing organizations for these changes and as a result, many organizations find that they are not able to maintain an evaluation plan. The authors offer suggestions for establishing a capacity for change and outcome-based evaluation.

Crutchfield, L., & McLeod Grant, H. (2008). *Forces for Good: The Six Practices of High-Impact Nonprofits*. Jossey-Bass: San Francisco, CA.

This book specifically for nonprofit organizations introspectively examines why an organization may or may not be "great" based on six principles the authors found that are common amongst "Great" nonprofit organizations. The authors provide real world examples of these practices and explain why these companies are likely to succeed. This book overall could help managers improve the quality of services and the stakeholder's perception of powerful outcomes to better the overall organization.

Davidson, E. (2005). *Evaluation Methodology Basics: The Nuts and Bolts of Sound Evaluation*. Sage Publications, Inc.: Thousand Oaks, CA.

This book contains all the essential information needed for the design and methodology of outcome-based evaluation. It examines what evaluation methodology is, the benefits and how it can be developed through determining the need of an evaluation. The topics included in this

book are needs assessments, determining importance, planning and an overview of the methods for evaluation. It provides several examples to help solidify the information and concepts. This book is fairly advanced; however, it could be helpful for nonprofit organizations in designing their evaluation methodology.

Duignan, P. (2008). *Easy Outcomes Workbook: A complete guide to the Easy Outcomes approach for strategy, monitoring, evaluation, and contracting*.
http://www.easyoutcomes.org/files/easyoutcomesworkbookv1-12sv_2008-5-14.pdf

Easy Outcomes is a workbook designed to help organizations plan and implement an outcome measurement plan following a strategy called Easy Outcomes. This resource explains in more detail than its website about the necessary 10 steps to planning and implementing an outcome-based evaluation. The workbook is suggested to be used with a specific program to ensure that as the individuals learn, they also create an evaluation plan for their program. Although this is a clear workbook, the author suggests that there will be areas that managers will need a consultant to help. The workbook is directed towards management and employees involved in the program, but can be used as a learning tool to help employees learn the strategy.

Duignan, P. (2007). *Systematic Outcome Analysis: A complete solution to outcomes, strategy, monitoring, evaluation, and contracting*.
<http://www.parkerduignan.com/oiiwa/>

This model is based on the Easy Outcomes model described in the Duigan (2008) resource listed above. This model, however, is considerably more complicated to account for funders, stakeholders, partners and community involvement. This model offers a comprehensive examination of all the factors and collaborating organizations that are typically included in nonprofit agencies. Although this model is well suited for nonprofit, it is also available for for-profit organizations. The author suggests starting with the Easy Outcomes model to become comfortable with outcome-based evaluation, and then continue to the Systematic Outcome Analysis model for more comprehensive planning. This resource is primarily for management.

Earl, S., Carden, F., & Smutylo, T. (2001). *Outcome mapping: Building learning and reflection into development programs*.
http://www.idrc.ca/en/ev-9330-201-1-DO_TOPIC.html#begining

This online book is a helpful resource for those who would prefer to use a different model for their evaluation. The outcome mapping strategy is said to determine the inter-relatedness between all the factors and influences of the outcome. This book takes each individual through the steps necessary to create their unique outcome map, to be able to adapt their current plan and to monitor the evaluation to ensure it is accurate.

Emison, G. (2006). *Practical Program Evaluations: Getting from Ideas to Outcomes*. CQ Press: Washington, DC.

This book is written specifically for the evaluator which offers a different perspective for those who are familiar with evaluation. This book helps the evaluator understand why theory does not always translate to practice, and emphasizes the fact that the majority of an evaluator's knowledge comes from the experience with clients. Although not specifically for the nonprofit industry, the book addresses issues that are common in any organization during their evaluation.

Ernst, K. (2004). *The Canadian Outcomes Research Institute's Program Logic Model*. The Canadian Outcomes Research Institute: Calgary, AB.

A manual developed by the Canadian Outcomes Research Institute (CORI) about an electronic logic model planning tool to help evaluators in organizations. This model is slightly more complicated than the typical logic model and is designed to function on developing hypotheses. The manual helps the reader to know how the data collected can relate to improvements within the program and is an in-depth planning resource that is offered in clear and uncomplicated language, but is limited to program evaluation specifically.

Fetterman, D. (2001). *Foundations of Empowerment Evaluation*. Sage Publications, Inc.: Thousand Oaks, CA.

Fetterman introduces the essential elements of empowerment evaluation which is designed for nonprofits who want to involve their stakeholders. Empowerment evaluation focuses on promoting the mission of the organization. This book explains the theoretical background to explain the rationale of this evaluation method, and explores the three primary steps to empowerment evaluation. Using 4 case examples within each of these three steps, the author explains why each step is important.

Fetterman, D., & Wandersman, A. (Eds) (2005). *Empowerment Evaluation Principles in Practice*. Guilford Press: New York, NY.

In this book, the authors present the current theory about the 10 principles of empowerment evaluation using real world examples. Establishing how these principles work in the real world, the authors create a practical way to learn theoretical concepts. This is a helpful resource for those who are familiar with empowerment evaluation but would like to learn more about how it can be applied.

Fogel, P. (2004). *Superior Productivity in Health Care Organizations: How to Get it, How to Keep it*. Health Professions Press, Inc.: Baltimore, MD.

This book explores various reasons for low productivity levels and why attempts to increase productivity levels have failed in the past. It focuses on the manager's ability to encourage their employees to boost morale and productivity by developing and implementing realistic standards for productivity in the organization. In addition, it also encourages organizations to stay within financial balance by balancing revenue and expenses. This can prevent a variety of problems related to sudden changes, which also result in lower productivity levels. This resource is essential in understanding the financial component of organizations and how that relates to the individual employee.

Free Management Library. (n.d.). *Organizational Assessments for Nonprofits*.
http://www.managementhelp.org/org_eval/org_eval.htm

This website offers a variety of data collection tools and resources to help management develop indicators for measurement or to be able to develop their own measurement tools. Although this site may need an expert in evaluation to help determine the quality and relevance of the tool and adapt it, it is still a helpful resource that provides a starting point for tool development.

Government of Alaska. Alaska Health Education Library Project. (n.d.). *Resources list*.
<http://www.ahelp.org/Evaluation/Links.aspx>

The purpose of this website is to have a collection of resources that are focused on helping others create an evaluation plan and share their results with stakeholders and the public. It includes a variety of worksheets to help individuals develop their plan, and sample reports and templates to help individuals learn how to organize their information and the results from the evaluation. Many of the resources provided serve only as examples rather than learning tools.

Government of Australia. Department of Health and Families, Northern Territory (2007). *The Northern Territory Public Health Bush Book Volume 1 (3rd Ed)*. Chapter 3: Strategies for Health Promotion.
http://www.nt.gov.au/health/healthdev/health_promotion/bushbook/volume1/evaluating.html

This Australian-based resource examines the planning and implementation process of an evaluation program and includes the different states based on a model developed for this purpose during the planning process. It incorporates the evaluation into various stages of the program including a baseline evaluation at the start, process evaluation during the program, impact evaluation immediately after the program is complete and outcome-based evaluation to determine the long-term impact of the program. This resource offers examples after each concept to help solidify the information.

Government of California. Department of Health Services. (2005). *Disability data: An inventory of data collection systems*. Office of Disability and Health: Sacramento, CA.

This report compares and contrasts the different data collection systems for outcome measurement in the disability service sector in California and the United States. For each tool, it describes how it determines the data related to the disabilities and the type of information related to disabilities that it collects. In addition, each tool reviewed includes an acronym, the primary contact to access the tool, the purpose of the tool, a description of the tool, the data collection procedure, the data years available, proper data analysis techniques for the tool, data accessibility, strengths, limitations and disability related features. It also includes a comparison chart for easy access to this information and to easily compare all the tools described in the report. Although this resource is helpful to determine what tools are available, it does not mention outcome measures specifically.

Government of Canada. Treasury Board. (2007). *Outcome Management Guide and Tools*.
<http://www.tbs-sct.gc.ca/emf-caq/outcome-resultat/guide-guide/guide-guide02-eng.asp>

This resource from the Government of Canada helps clarify outcome management and evaluation by differentiating the types of outcomes available (i.e., intermediate, end, financial, quantitative, qualitative, etc.). It also clarifies the difference between outcome management and outcome measurement in addition to helping the reader better understand the basic principles of outcome-based evaluation. It may be helpful for managers and evaluators of nonprofit organizations who are required to present outcome-based results to funders, stakeholders and the public to support their accountability.

Government of Canada. Treasury Board Secretariat. (2005). *Preparing and using results-based management and accountability frameworks*.

http://www.tbs-sct.gc.ca/eval/pubs/RMAF-CGRR/guide/guide_e.asp

This Canadian-based guide designed for program managers and evaluation teams is based on a guide developed in 2001. In a clear and concise manner, it examines the processes for planning, implementing and reporting the results with an emphasis of continuously adjusting the plan to match the adjustments made to the program. It examines both the advantages and disadvantages of the model proposed and acts as a tool and process guide for tool development, monitoring, evaluating, and improving the quality of the outcome-based evaluation.

Government of Canada. Treasury Board. (n.d.). *Program evaluation methods: Measurement and attribution of program results (3rd Ed)*.

http://www.tbs-sct.gc.ca/eval/pubs/meth/pem-mep_e.pdf

This Government of Canada website provides a detailed guide of how to develop an outcome-based evaluation strategy for programs. The purpose of this resource is to help organizations independently develop a full outcome-based evaluation without the help of external consultants. It provides a variety of examples, evaluation strategies, evaluation design, data collection methods and analytical methods. While some of the explanations may not be entirely clear, they are adequate to help an individual who does not have special training.

Hatton, M., & Schroeder, K. (2007). Results-based management: Friend or foe? *Development in Practice*, 17(3), 426 - 432.

This article offers a different perspective of program evaluation in comparison to other articles: the evaluator's perspective. This article reflects on the challenges and benefits of using results-based management strategies. Based on this information, the authors developed some strategies of how to adapt its use to prevent these challenges from becoming an impassable barrier. The authors also emphasize that managers and evaluators need to be aggressive in implementing results-based management to ensure that it is successful and to not give up on its progress. Although this article is directed towards those working in international development, the advice is applicable to those in human services.

Hunt, T. (2006). The role of culture and the future evaluation functions: considerations and key questions. *The Canadian Journal of Program Evaluation*, 21(3), 121 - 131.

This article is unique in that it focuses on Canadian organizations and how their organizational culture can affect the success of an evaluation. By comparing and contrasting 3 different articles, the author quickly concludes that there is a need for Canadian organizations to adopt a culture of change to help them adapt to evaluations and other industry changes that affect them. Hunt found several common difficulties in implementing evaluations, and therefore, proposes that this be considered before implementing a program or organizational evaluation process. This article is directed towards program evaluators, managers and planners.

Innovation Centre for Community-Development. (2005). *Reflect and improve: A tool kit for engaging youth and adults as partners in program evaluation*.

http://www.theinnovationcenter.org/files/Reflect-and-Improve_Toolkit.pdf

This resource was developed specifically for training community members involved in the evaluation development process. Although this resource was developed specifically for this

program, it can be used as a model for future training resources for community members who will be actively involved in the planning and implementation of an evaluation. It shares the basic information related to outcome-based evaluation and is a complete training kit for a specific program that can be used as an example to develop other training kits.

Innovation Network. (2009). *Point K: Tell me more!*.

http://www.innonet.org/index.php?section_id=64&content_id=185

This website requires an individual to register the company at no cost to be able to access these resources. However, once registered, they will be able to utilize step-by-step guides to develop tools once they have established their indicators for each outcome. In return, the registered organization will be part of a subscription list for additional and relevant resources. It also offers several resources to help learn how to develop outcomes, their measures, and to analyze the results and data. This website is particularly helpful to a variety of individuals who are interested in learning and becoming involved in outcome measurement processes.

Kotter, J. (1996). *Leading Change*. Harvard Business School Press: Boston, MA.

This resource offers plenty of insight into organizational change and how managers are able to implement changes successfully. Kotter has attempted to explain why some organizations have been successful in their changes and others have not. In addition, 8 steps that range from working with the individual to changes in policies and procedures were developed to help managers implement successful organizational changes.

LaVigna, G., Willis, T., Shaull, J., Abedi, M., & Sweitzer, M. (1994). *The periodic service review: A total quality assurance system for human services and education*. Paul H. Brookes Publishing Co.: Baltimore, MD.

LaVigna et. al. provide advice about developing management skills to improve the potential of an agency to provide quality services despite the scarcity of resources. This book offers guidance for how to apply a model called the Periodic Service Review for quality assurance of service delivery and emphasizes the importance of this activity. The tool is to help managers better understand the staff's contribution and performance and how it is connected to the overall quality of service delivery. It also serves as a tool to monitor the progress of service delivery throughout the duration of the program. This is a helpful resource that promotes the implementation of evaluation throughout a program to encourage quality service delivery.

Levin, H., & MacEwan, P. (2001). *Cost-Effectiveness Analysis, 2nd Edition*. Sage Publications, Inc.: Thousand Oaks, CA.

This book can act as supplementary material for a course or training because of its focus on methodology and cost-effectiveness. It includes the main principles of cost-effectiveness analysis as a method for determining the results of organizational spending. Using examples, case studies and reports, this resource is helpful in explaining this different type of methodology and different way of conceptualizing outcomes. It also helps solidify the information using exercises and activities.

Lewis, A., Armstrong, A., Taylor, A., & Spain, S. (2005). Determining a vocational rehabilitation program's readiness for outcome-focused program evaluation. *Journal of Rehabilitation Administration*, 29(3), 245 - 257.

Lewis et. al. provide an overview of the theoretical basis and rationale for outcome-based program evaluation while examining the historical relevance of this practice. Because the literature consistently demonstrates organizations applying theoretical frameworks for evaluation practices and being unsuccessful in maintaining them, the authors discussed the issue of organizational preparedness. As a result, they developed a framework to assess an organization's preparedness for outcome-based evaluation. Using this method, an organization can prepare for the evaluation to the best of their ability to increase the likelihood of a successful evaluation.

MacLellan-Wright, M., Patten, S., dela Cruz, A., & Flaherty, A. (2007). A participatory approach to the development of an evaluation framework: Process, pitfalls, and payoffs. *The Canadian Journal of Program Evaluation*, 22(1), 99-124.

This article discusses how participants were included in the process of planning and implementing an outcome-based evaluation for a provincially-funded health program in Alberta. MacLellan-Wright et. al. share their experience using this approach including the pitfalls, challenges and benefits of including the community receiving the services. The article is based on theoretical work and offers a practical perspective to help guide other organizations and programs should they choose to implement outcome-based evaluations with community members.

Matthews, K., & Janmohamed, N. (2007). *Beyond outcomes: Toward outcome auditing and organizational capacity building*. Canadian Outcomes Research Institute Workshop.: Calgary, AB

This workshop trains individuals on doing outcome auditing and evaluation based on Canadian Outcomes Research Institute (CORI) research and experience. CORI has developed 54 standards in 6 areas to help guide the audit for outcomes. This includes examining the effectiveness of the outcome measurement and process for the program. This would be a beneficial workshop for individuals who wish to learn more about what they need to be aware of for outcome measurement for a specific program.

Mayne, J. (2007). Challenges and lessons in implementing results-based management. *Evaluation*, 13(1), 87-109.

This article focuses on the challenges that nonprofit organizations face when attempting to implement a results-based management system, which includes difficulties with employees. Mayne explores organizations that have had success implementing results-based management and why they have been successful. Mayne urges organizations and managers to recognize that results-based management affects the entire organization and all its staff members, and it needs to be considered in implementing evaluations. This is a helpful resource for managers and those involved in the organizational planning.

Mayne, J. (2004). Reporting on outcomes: Setting performance expectations and telling performance stories. *The Canadian Journal of Program Evaluation*, 19(1), 31-60.

The author discusses a different procedure for monitoring and reporting outcomes based on the immediate results from previous evaluations. The author suggests that this strategy can be used in the early planning stages to ensure that monitoring and reporting outcomes is included in the original outcome-based evaluation plan. Although it is an academic article, the language is clear and engaging to best reach the intended audience: program and organization managers.

McDavid, J., & Hawthorn, L.. (2006). *Program Evaluation and Performance Measurement*. Sage Publications, Inc.: Thousand Oaks, CA.

These authors outline the key concepts of program evaluation and performance measurement. In their book they explain the process of planning, implementing, data collection methods and implementing changes based on results. It is helpful for those just starting out or who would like to know what the general process is for evaluation. Using case study examples, each concept is clearly explained and thoroughly examined to help the reader fully understand.

McNamara, C. (1997). Basic Guide To Outcomes-Based Evaluation For Nonprofit Organizations With Very Limited Resources.
<http://managementhelp.org/evaluatn/outcomes.htm#anchor153409>

This free on-line resource provides guidance for basic planning and implementation of an outcomes-based evaluation process in nonprofit organizations with very limited resources.

McNamara, C. (1997). Basic Guide To Program Evaluation.
http://managementhelp.org/evaluatn/fnl_eval.htm

This document provides guidance toward planning and implementing an evaluation process for for-profit or nonprofit programs.

Micheli, P., & Kennerley, M. (2005). Performance measurement frameworks in public and non-profit sectors. *Production Planning and Control*, 16(2), 125-134.

The authors of this article reviewed and evaluated the frameworks available for performance evaluation to determine their suitability for public and non-profit organizations. The authors acknowledge that there are few frameworks that adequately address the needs of these unique organizations, and therefore, by comparing them, they hope to determine what is needed in a framework for these organizations. Although it is fairly theoretical, the article is essential to better understand what needs to be considered in an evaluation plan for nonprofit organizations.

Morley, E., Vinson, E., & Hatry, H. (2001). *Outcome measurement in non-profit organizations: Current practices and recommendations* (Summary only).
<http://www.independentsector.org/programs/research/outcomes.pdf>

This is a summary of a report on the United States' nonprofit industry and its use of outcome measurement and evaluation strategies. This summary examines 4 questions: (i) The type of outcome information collected; (ii) data collection procedures; (iii) analysis of outcome information; and (iv) reporting and use of results. Each question is systematically applied to all the private nonprofit organization in the United States to determine the common practices of

outcome-based evaluation, and how each organization interprets what an outcome is and how it can benefit them. It is necessary to be a member of the Independent Sector website to access the full report. This summary is useful for a basic overview of current practices in the United States; however, if more detail is needed about the specific questions, then it would be necessary to read the full report.

**National Association of State Directors of Developmental Disability Services & Human Services Research Institute. (2008). *National Core Indicators: Reports*.
<http://www.hsri.org/nci/index.asp?id=reports>**

This is a report documenting an initiative in the United States to determine the outcomes and their indicators of 30 states in the effort to create a tool for outcome measurement. The Human Services Research Institute presents a variety of past and present reports that are related to their initiative and research towards creating this large tool. This tool is used within the human services industry and is constantly being improved based on the results it gives. Because this tool is not readily available, it can be used as an example of how to create a measurement tool that is suitable to the organization being examined.

Niven, P. (2008) *Balanced Scorecard: Step-by-Step for Government and Nonprofit Agencies*, 2nd Edition. John Wiley & Sons, Inc.: Hoboken, NJ.

Niven explores the use of the Balanced Scorecard - a method of outcome-based evaluation and performance management. This book can be used as a guide for developing the necessary components of the balanced-scorecard to fit the organization and explores various methods of implementation to ensure that an organization is prepared for this evaluation method.

**North Belfast Partnership. (n.d.). *Soft Outcomes and European-funded Projects*.
www.nthbp.org/uploads/files/Soft%20Outcomes%20and%20European.doc**

North Belfast Partnership created this resource to define and explore the concepts behind soft outcomes. Soft outcomes were defined as outcomes that are not easily measured. They are typically measured indirectly using indicators and they are typically used in social and human services. This resource explains the necessity of soft outcome measurement and reporting the results. It examines the benefits of measuring soft outcomes and offers specific steps to follow to develop a system to measure soft outcomes as well as the indicators. This resource is helpful in that it offers a different perspective for outcome measurement and to see how many in the United Kingdom may address their accountability challenges. Organizations can base their strategies on those used in the United Kingdom.

**Organizational Research Services. (2006). *Publications and Resources*.
http://www.organizationalresearch.com/publications_and_resources.htm#tocm**

This website has two primary handbooks focusing on outcome measurement, planning, and dissemination of the results. Both of these handbooks can be found on at this site. The first handbook focuses on managing and analyzing the data from outcome-based evaluation. It helps individuals analyze their results using common Microsoft programs. The second handbook focuses on monitoring the outcome-based evaluation and how to ensure it is continued successfully. Together, these handbooks can create a complete guide to implement an outcome-based evaluation.

Organizational Research Services. (2004). *Theory of change: A practical tool for action, results, and learning*.
http://www.organizationalresearch.com/publications/aecf_theory_of_change_manual.pdf

This publication takes the reader through a series of steps to design their unique theory of change model for outcome planning and evaluation. This model involves taking a different approach to outcome planning that incorporates partners and funders. As a more complicated model, it includes more options than a logic model which is more simplistic. This model is also directed to management and those involved in the program or component of the organization being evaluated.

Parmenter, D. (2007). *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs*. John Wiley & Sons, Inc.: Hoboken, NJ.

This book helps to clarify the use and identification of performance measures and indicators. It focuses mainly on the use of the Balance Scorecard model and includes Key Performance Indicators (KPIs) to help organizations and managers to understand the measurement component of outcome-based evaluations. It also includes several implementation tools to help organizations determine their KPIs and make progress as they read. It includes worksheets, activities, guides, workshop programs and questionnaires and offers a full template for reporting performance measures and their results.

Patton, M. (2008). *Utilization-Focused Evaluation, 4th Edition*. Sage Publications, Inc.: Thousand Oaks, CA.

This extensive book demonstrates how to conduct program evaluations successfully, starting from the planning process through to sharing the results and making changes based on those results. In clear and engaging language, Patton takes his thorough understanding of evaluation and helps readers understand the purpose, process, and results of an evaluation method. This book is designed to help individuals learn the process and better understand how to implement the plan to have a successful evaluation.

Plan:Net Limited. (2005). *Managing for change: Introducing the art of results-based management*.
<http://www.plannet.ca/pdf/srprimer.pdf>

This resource uses a *splash and ripple* metaphor to help introduce individuals to the language and concepts of results-based planning and management. It serves as a way to prepare and educate those who are contemplating results-based management and would like more information about what it is, rather than how to plan, implement and monitor the outcome-based evaluation. It is a clear resource that offers helpful advice, but is only an introduction to outcome-based evaluation.

Plan:Net Limited. (2002). *Splash and Ripple: Using outcomes to design & guide community work*.
http://www.hc-sc.gc.ca/ahc-asc/pubs/_contribution/ripple-ricochet/index-eng.php

The handbook has become a popular tool for outcome planning in Alberta as it is clear and engaging, making it easy to read for anyone who is interested in outcome planning. *Splash and Ripple* is a model for outcome planning and evaluation directed towards the health and

nonprofit sectors. It outlines the essential components while defining how each component contributes to the planning and implementation of the evaluation. It uses a splash and ripple metaphor and includes examples to help readers better understand key concepts.

Plantz, M., Greenway, M., & Hendricks, M. (n.d.). *Outcome measurement: Showing results in the non-profit sector.*

<http://www.liveunited.org/outcomes/resources/what/ndpaper.cfm>

The authors summarize the history of performance measurement and outcome-based evaluation of nonprofits in the health and human services industries. A comparison between how it was in the past to how it is today helps them define outcome-based evaluation and management. The authors examine the benefits of outcome-based evaluation and how it can be used. In addition, they explore 30 lessons that have been learned over the years about the value of outcome measurement, effective implementation, useful roles for funders, using outcome findings to allocate resources, and limitations of outcome-based evaluation. This resource is helpful for basic introductory information, but its academic writing style may not be easily accessible for everyone.

Poole, D., Davis, J., Reisman, J., & Nelson, J.. (2001). Improving outcome evaluation plans. *Nonprofit Management and Leadership*, 11(4), 405 - 421.

Poole et. al. discuss the factors that need to be considered to improve the chances of a successful implementation of an outcome-based evaluation plan, including the need to constantly re-adjust the evaluation to better fit the program being evaluated. The authors prepare and educate their readers about successful evaluations, and ensuring that organizations have the five predictors of quality in their outcome-based evaluation planning. If one of these predictors is missing, the authors suggest focusing their energy on addressing that predictor to maximize the likelihood of a successful outcome-based evaluation. It is believed that this will improve the evaluation in turn.

Public Legal Education Network of Alberta. (n.d.). *Outcome-based program planning model.*

http://www.plena.org/pdf/Program_Planning_Wrksheet.pdf

This resource can be used as a template or an example of a logic model to plan an outcome-based evaluation. It is broken down into each component to help the individual fill out each section of the worksheet. However, no other guidance is offered to help individuals use this worksheet. It could be helpful for those designing program evaluations, but is not specifically a tool for learning about outcome-based evaluations.

Rehabilitation Services Plan Implementation. (1996). *Outcome Measurement for Rehabilitation Services.*

http://www.gnb.ca/0383/pdf/library-e/Outcome_E.pdf

This resource takes a different approach to outcome measurement as it uses the term outcomes to mean outputs. However, this resource provides a variety of measurement tools that focus mainly on client specific outputs and outcomes such as level of cognitive functioning or social functioning. These tools would be more appropriate for staff working directly with their clients to be able to adjust individual programs and training. This resource is helpful in that it thoroughly describes the tool, however, it is not empowering as all of these tools focus on the level of impairment rather than improvement.

Rossi, P., Lipsey, M., & Freeman, H. (2004). *Evaluation: A Systematic Approach, 7th Edition*. Sage Publications, Inc.: Thousand Oaks, CA.

This book offers a thorough guide to evaluation and outcome measurement. It examines a variety of methodologies, implementations and politics that are often involved in outcome-based evaluation. This introductory text could be helpful for individuals who wish to learn more about evaluations, their processes and implementation strategies. It offers several examples to help outline the concepts and to help those working in social and human service industries to understand their role in the implementation process.

Sawhill, J., & Williamson, D. (2001) Measuring what matters in nonprofits. *The McKinsey Quarterly*, 2, 98-107.

Using a case study of the Nature Conservancy in the United States, the authors demonstrate the importance of using outcome-based evaluation and measures to show a program's significance, progress, and success within the community. The authors discuss The Family of Measures model and how it was adapted to fit with their organization. They also emphasize that a nonprofit's mission should be considered in the planning and measurement process.

Schallock, R. (2002). *Outcome-Based Evaluation*. Kluwer Academic/ Plenum Publishers: New York, NY.

Schallock shares his ideas about outcome-based evaluation in this book which helps the reader create their own plan based on this model. It explores planning and describes a methodology to establish a strong foundation of evaluation for an organization. It applies to human services organizations and addresses the needs and interests of employees, administrators, policy makers, students, funders, consumers and educators. It is a thorough resource that includes study questions to help solidify the information, but is slightly rigid in how it can be used and its adaptability.

Scharmer, C. (2009). *Theory U: Learning from the Future as It Emerges*. Berrett-Koehler Publishers, Inc.: San Francisco, CA

Scharmer emphasizes the need for all employees to commit to a culture of organizational change for any change to be successful. This book helps the individual understand how and why organizations change in addition to how the individual can adapt to change in the organization. The author encourages the individual to adapt to change and help other employees accept the change using suggested strategies. This, in turn, will help improve the organization as more individuals are able to accept and adapt to organizational changes and therefore improve the likelihood of a successful transition. As a self-improvement book, it also helps individuals reach their full potential in an organization.

Serrat, O. (2008). Outcome mapping. *Knowledge Solutions*, 17, 1-6.

<http://www.adb.org/Documents/Information/Knowledge-Solutions/Outcome-Mapping.pdf>

This summary provides information about a new method and model of outcome-based evaluation. This summary is based on a book by Earl, Carden, and Smutylo (2001) discussing the planning, use and implementation processes of outcome mapping. The author of this article defines outcome mapping and includes the necessary language and jargon to help individuals learn about this process. The author also includes a brief overview of the benefits and

importance of outcome mapping. This resource is designed for any reader, especially for those who may be interested in this topic but do not want to read the book which explores outcome mapping in more detail.

Sieppert, J. (2005). *Evaluation in Canada's social services: Progress, rifts, and challenges. The Canadian Journal of Program Evaluation, 20(3), 101-121.*

Sieppert examines three aspects of evaluation and outcome measurement over the past decade to explain what is necessary for social service organizations to include in evaluation. Sieppert recognizes that social service organizations have been successful in the past, however, urges organizations to develop a new level of outcomes and indicators to accurately indicate the success of their programs and the organization as a whole. Although this resource is slightly theoretical, it incorporates strong practical elements in understanding the strategies necessary to incorporate evaluation in an organization.

Sisodia, R., Wolfe, D., & Sheth, J. (2007). *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose.* Wharton School Publishing: Upper Saddle River, NJ.

This book helps businesses and organizations incorporate emotion into their service delivery and give stakeholders the experiential stories that intrigue them into maintaining the partnership. It explores how other businesses incorporate four main principles into their services: emotional, experiential, social and financial values. The authors promise to show managers how to become the company people love to work with, to partner with and to be part of.

Snibbe, A. (2006). *Drowning in Data. Stanford Social Innovation Review, Fall, 40-45.*

This resource covers a variety of topics, but its main purpose is to share the benefits and rationale of using outcome-based evaluation. Snibbe explains that because of the past history of nonprofit organizations (i.e. poor financial accountability, lack of transparency and unclear impact on the community/population), it has become important to consider outcome-based evaluation. Therefore, this article explores these topics in addition to recognizing the challenges managers and organizations face when implementing an outcome-based evaluation. This article is helpful because it can help managers understand the importance and the benefits of an outcome-based evaluation. It also includes a "lingo-to-go" section that explains the language of outcome-based evaluation and measurement.

Social Ventures Partners San Diego. (n.d.). *A guide to outcome planning: Based on the work of Robert Penna, PhD.*

<http://www.sdsvp.org/pp/userimages/documents17.pdf>

A basic guide composed of important principles to help organizations plan for outcomes as they apply for funding. It emphasizes the importance of the mission statement in planning outcomes and examines topics such as development of outcomes, a "good outcome," measurement using milestones and indicators, and deadlines for measurement to occur. This guide is directed towards management.

Sowa, J., Seldon, S., & Sandford, J. (2004). No longer unmeasurable? A multidimensional integrated model of nonprofit organizational effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 13(4), 711-728.

The authors share the development of a new model created in response to a need identified in the literature for a model to help organizations determine their value and effectiveness in the business world. The article discusses each component of the model in addition to including an empirical measure to help organizations determine their effectiveness as a whole. Although this article is slightly more theoretical, it offers plenty of information to help managers and evaluators incorporate this model for their evaluation.

Sproull, B. (2009). *The Ultimate Improvement Cycle: Maximizing Profits through the Integration of Lean, Six Sigma, and the Theory of Constraints*. CRC Press: Boca Raton, FL.

A recent publication, this book focuses on 3 main approaches to improve organizational processes and systems. Each of these approaches addresses the direct influences to the organization's "bottom line" (i.e. mission). This book is for evaluating entire organization rather than individual programs, but it also helps managers and evaluators to determine specific areas that may need to be improved.

United Nations. (n.d.). *Programme performance assessment in results-based management*. http://www.un.org/Depts/oios/mecd/un_pparbm/index.htm

The United Nations recognized the need for organizations around the world to incorporate performance measures and assessments. Therefore, they created a free online training resource. This resource takes an individual through four interactive modules to help them develop their evaluation plan and measures while at the same time, learning about the process. Once this online course is completed, the individual has the option of becoming certified. Because of the nature of this resource, it also allows them to spend more time on certain concepts and skip other concepts that they are clear on.

United Way of America. (2009). *Outcome Measurement Resource Network*. <http://www.liveunited.org/outcomes/>

This is a large resource website for any nonprofit organization to visit and gather information about outcome measurement. The majority of the information presented on this website is focused on planning and preparing for outcome measurement, but the website also provides a variety of resources that describe, and defend the use of outcome-based evaluations using the benefits and rationale behind outcome-based evaluation. This website provides a large amount of information regarding the models, planning and implementing of outcome-based measurement strategies

United Way of America. (2007). *Program outcomes and community outcomes: What are the differences?* <http://www.liveunited.org/Outcomes/Resources/differences.cfm>

United Way of America identifies the main differences between program outcomes and community outcomes by comparing and contrasting their features. Using this method, United Way of America defines each type of outcome and helps define outcome measurement. This

resource also includes examples to help clarify both types of outcomes in addition to other resources related to the topic.

United Way of America. (1996). *Measuring program outcomes: A practical approach*, 13th Edition. United Way of America: USA.

This resource offers a step-by-step guide of how to develop an outcome-based evaluation for a specific program. It defines what an outcome is, explores the benefits and rationale, and helps the reader create a plan unique to their program based on the logic model. It also explains the necessary steps to implement the plan such as collecting data, analyzing the results and monitoring the program evaluation. The guide could be helpful to a variety of audiences.

**University of Wisconsin-Extension. (2008). *Planning a program evaluation: Worksheet*.
<http://learningstore.uwex.edu/pdf/G3658-1W.PDF>**

This worksheet was developed to help individuals plan a program evaluation. It includes information on what specific components should be included and considered in a plan. It follows a basic logic model, but also includes several other components to help the individual understand the interconnectedness of all the influences that can affect a program. It could also be used in a group setting to help encourage discussion during the planning process.

**Urban Institute and The Centre for What Works. (2006). *Building a common outcome framework to measure non-profit performance*.
http://www.urban.org/UploadedPDF/411404_Nonprofit_Performance.pdf**

This website contains a series of resources to help organizations understand what is necessary for program evaluation and is based on a model developed by Duignan called *Easy Outcomes* - a simple model to help organizations consider all the components for their evaluation. The website contains resources to help individuals learn more about outcomes, program evaluation and results-based management. It also includes steps towards understanding outcomes, the benefits of outcome measurement, planning, implementation and monitoring. It is an introductory website to help for-profit and nonprofit organizations to understand outcome-based evaluation.

**W.K. Kellogg Foundation. (n.d.). *Evaluation Toolkit*.
<http://www.wkcf.org/default.aspx?tabid=75&CID=281&NID=61&LanguageID=0>**

This resource was developed for organizations who had received funding from the W.K. Kellogg Foundation to assist them and their managers to plan and implement their program evaluation. It examines topics such as where to start, evaluation approaches, evaluation questions, evaluation planning, budgeting, hiring and managing evaluators and additional resources. This resource is exceptionally helpful and useful in that it is available in full on the website and it is free. However, it is specific to what the W.K. Kellogg Foundation looks for in the projects and programs that they fund.

W. K. Kellogg Foundation. (n.d.). *Guiding program direction with logic models*. W. K. Kellogg Foundation: Battle Creek, MI, USA.

This short pamphlet helps define a logic model and takes the reader through the steps of developing a logic model for a program. It outlines the essential components of a logic model and refers to a diagram to help the reader visualize how a logic model typically looks. The pamphlet is a brief resource and could be used for a quick reference.

Westley, F., Zimmerman, B., & Patton, M. (2007) *Getting to Maybe: How the World is Changed*. Vintage Canada: Toronto, ON.

This book explores how the individual can better him or herself to improve how they work. By taking an individual approach to organizational outcomes and performance, the authors emphasize how a single person can help the company change. There is also an emphasis on social innovation as the key to making large changes, and encourages individuals to think outside the box. This resource is not entirely related to organization or program evaluation; however, it is essential to help the individual recognize their involvement and impact on the organization. This book is recommended to those who are in an organization in the midst of a large change.

Wholey, J., Hatry, H., & Newcomer, K. (Eds) (2004). *Handbook of Practical Program Evaluation, 2nd Edition*. Jossey-Bass: San Francisco, CA.

This book is mainly for managers, analysts, consultants and educators in government, nonprofit and private institutions. It offers a variety of methods for program evaluation and improving the implementation process. It also examines the evaluation designs, methods of analyzing data, data collection procedures and guidelines for improving quality of the services. This resource is a well-rounded book to help individuals learn how to implement program evaluations.

Zarinpoush, F. (2006). *Project evaluation guide for nonprofit organizations: Fundamental methods and steps for conducting project evaluation*. Toronto, ON: Imagine Canada. http://nonprofitscan.imaginecanada.ca/files/en/csc/projectguide_final.pdf

Zarinpoush created a manual that helps individuals plan and implement an evaluation, and analyze and disseminate the results about their programs. This resource is specifically for nonprofit organizations who work with people. It is outlined in clear steps, and it helps individuals to create their own tools and methods of evaluation. It is a thorough resource that can be used by any individual who is involved in the program or the evaluation of that program.

Zeitlow, J., Hankin, J., & Seidner, A. (2007). *Financial Management for Nonprofit Organizations: Policies and Practices*. John Wiley & Sons, Inc.: Hoboken, NJ.

This book examines the necessity of financial accountability and the benefits of outcome-based evaluation for establishing accountability. It focuses on helping managers of nonprofit organizations increase the financial accountability of the organization and includes real world examples that help clarify the principles that the authors share with their reader and provides examples of how managers can identify an appropriate financial officer who would be in charge of the organizations finances and ensure that full transparency of their finances can be accessed when necessary.