



WEB-BASED EVALUATION TOOLS

Tracking multiple impacts



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AGENDA

- Public Allies Social Change Model and Program Design
- Program Design and Background
- Why do we evaluate and how do we approach it?
- How We Used to Evaluate
- Logic Model and AmeriCorps Outcomes
- How Members Experience Our Evaluation System
- Our three tools: Continuous Learning Processes, the PISD and Web-based Surveys
- A Sample of Our Results



THE PROBLEM

At a time when demographics are changing, disparities are growing, the roles of government and civil society are shifting, services need reforming, and too many people are alienated or unengaged, we need new leadership working to create a more just and equitable society.

The Limits of Traditional Leadership Models

There is a need to address the limitations of traditional models of leadership in terms of:

Who is in leadership roles especially with regard to diversity and individuals most impacted by issues

How leadership is practiced and the limits of heroic, positional leadership over a values-based, inclusive and collaborative approach

The Limits of Current Change Efforts and Organizations

There is a need to address limitations of how change is approached in terms of:

• **Collaboration:** Work is fragmented by single issues, approaches to change, and organizations that rarely cross various boundaries

• **Mobilizing assets:** There is little community engagement and there are few pipelines for emerging community leadership

• **Leadership:** Organizational management interests are not balanced effectively with advocacy and accountability to the community.

The Limited Engagement and Support of Young People

There is a need to address the limited engagement and support of diverse young people who:

• do not feel **represented** and **lack trust** in current systems

• **desire alternatives** to institutions and systems that do not value or engage their assets

• Are **not aware of how to create viable careers in nonprofit and public service**

• **do not receive the training and support** needed when entering the nonprofit workforce, and are **not developed as leaders**

The convergence of these factors **reinforces privilege** in who attains and maintains leadership, creates **few opportunities** to develop diverse young leaders, and emphasizes leadership practices that result in the **fragmented service of social needs** rather than increased community engagement, leadership development and collaboration to create more systemic solutions



SOCIAL CHANGE MODEL

The social change model shows the cause-effect relationships that lead from our mission to our vision and identifies our five long-term outcomes.

Young adults from diverse and under-represented backgrounds and a lifetime commitment to working for positive community and social change join Public Allies.

Through our program, Allies gain a framework and a network to work for change. Allies:

• build community with a talented and diverse network of peers working on different issues in the community.

• serve in paid apprenticeships with community organizations with responsibility for achieving measurable service results.

• receive training, coaching and support to practice leadership that values collaboration, inclusion, community assets, continuous learning, and integrity.

Communities receive expanded and enhanced services from nonprofits.

Nonprofits have greater capacity through the Allies' service and sharing PA's values and approach.

1. Young people from diverse backgrounds are seen as assets in their communities

2. Ally and Staff alumni join a network of changemakers - social entrepreneurs, servant leaders, reformers and activists - working both in influential positions and on the front lines in communities.

Vision: a more just and equitable society for all

5. Nonprofit, public, and civic organizations are more diverse, collaborative, and asset-based, and effectively develop diverse leadership in their organizations and the community.

4. Ally Alumni engage the assets of their communities so more citizens are engaged in collective change efforts.

3. Ally alumni work together and with others across issue, approach, sectoral, and cultural boundaries resulting in new approaches and solutions.

Mission: advancing diverse young leaders to strengthen communities, nonprofits, and civic participation

Alumni Programs continue connecting and advancing the skills, networks, and leadership of the Ally network

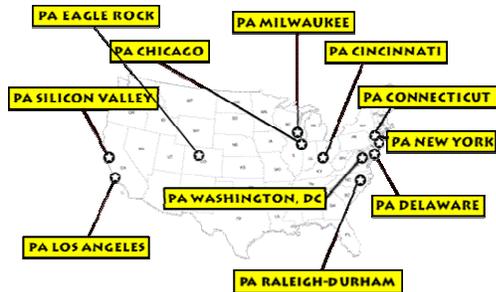
Action Learning Model (10 months)

Systemic Change Model (10-20 years)



AMERICORPS PROGRAM

Public Allies recruits a diverse group of our communities' most promising young leaders, who commit to a rigorous and rewarding ten-month program of full-time community service and leadership development.



Over 1,500 Allies have completed the program to date in twelve communities. 259 are serving this year – our biggest class ever.



THE ALLIES

Public Allies recruits young leaders from diverse and under-represented backgrounds in our communities who are committed to careers working for positive community and social change.

- Public Allies is committed to developing indigenous leadership – we recruit in the communities and neighborhoods we serve.
- Allies come from many backgrounds – on average about 67% are people of color, 60% are women, 50% are college graduates, and 15% are LGBT.

Allies are paid an average of about \$1,500 per month and receive health insurance, child care, and a \$4,725 education award.





THE PROGRAM

Nonprofit Apprenticeship: Allies serve four days a week at community-based organizations where they create, improve, and expand services to meet local educational, health, economic and community needs with measurable results.

Team Projects: Allies work as a team to develop and implement a project that achieves a measurable community impact one-half day a week and overtime.

Leadership Development: Allies participate in weekly training and receive individual coaching to gain the skills, abilities, and values to be effective leaders.

Alumni: PA continues to develop the leadership of our alumni through formal educational, career development, networking, and other activities.



WHAT DO WE EVALUATE FOR?

- What are some of the main drivers for evaluating your program?
- What is the most important data for your program to collect?
- Are the data your stakeholders want you to collect and the data you want to collect congruent?
- What information would you like to collect that you aren't able to collect right now?



WHAT DO WE EVALUATE FOR?

- Program and Organizational Learning and Improvement
- Member and Partner Learning
- Grant Reporting Requirements
- Communicating the Impact of our Mission
- *Are we making a long-term difference?*

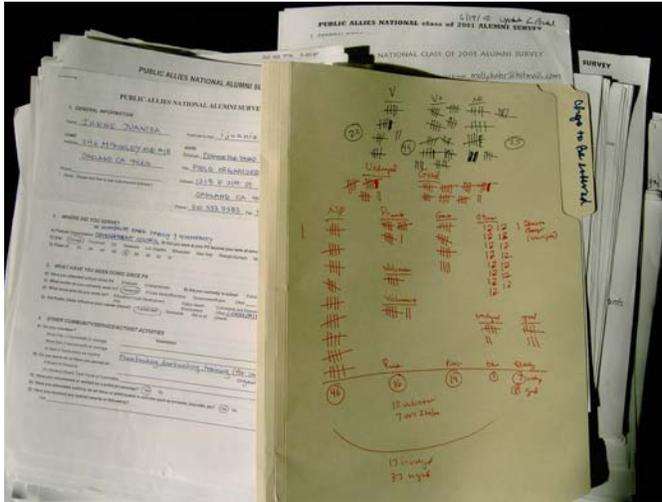


HOW WE APPROACH EVALUATION

- Evaluation is not an external process, but an internal practice that is integrated and woven into the daily work of Allies and staff.
- **Emerging leaders should develop a habit of mind that is inquisitive about impact and change, and they should hold themselves accountable for results. Allies should know how to set and measure outcomes, track outputs, and report on their results.**
- **Public Allies internal staff management system models the Ally evaluation tools to track goal progress, support continuous learning, and promote leadership development for staff.**
- **We measure program results based on our program standards and program outcomes. We use the results to capture lessons learned, identify emerging innovation, and provide sound technical support.**



How we used to evaluate...



- Not compiled until at least 1-2 months after program.
- Prone to errors from manual counting.
- Time intensive for staff to compile and tabulate.
- Lack of detail, quality, cross-referencing, and analysis.



...How we evaluate now

Home	Directory	Resources	Discussions	News	Events	PISD
Opportunities (Alumni)	Action	Program (Ally, Staff & Patients)	HR/Admin (Staff)	Dev/Com (Staff)	Natl Service (Staff)	Timesheet (Staff)

PISD

Ally Year-to-Date Reports

Objectives

- Objective 1: Ally will educate youth and community members on DC Habitat for Humanity, affordable housing issues, and environmental responsibility.
- Objective 2: Ally will develop and implement new volunteer opportunities or service-learning projects that allow youth to constructively contribute to DC Habitat's mission.
- Objective 3: Ally will assist with daily volunteer management by registering, orienting and recruiting volunteers at volunteer fairs, meetings and other DC HFH programs.

Outcome #1

Target Group: volunteers

Outcome (Results): Volunteers will develop & implement Aluminum Cans Build Habitat Homes (ACBH) programs.

Indicator (Measure) & Standards: Ten volunteers (groups or individuals) will implement ACBH programs in the DC area.

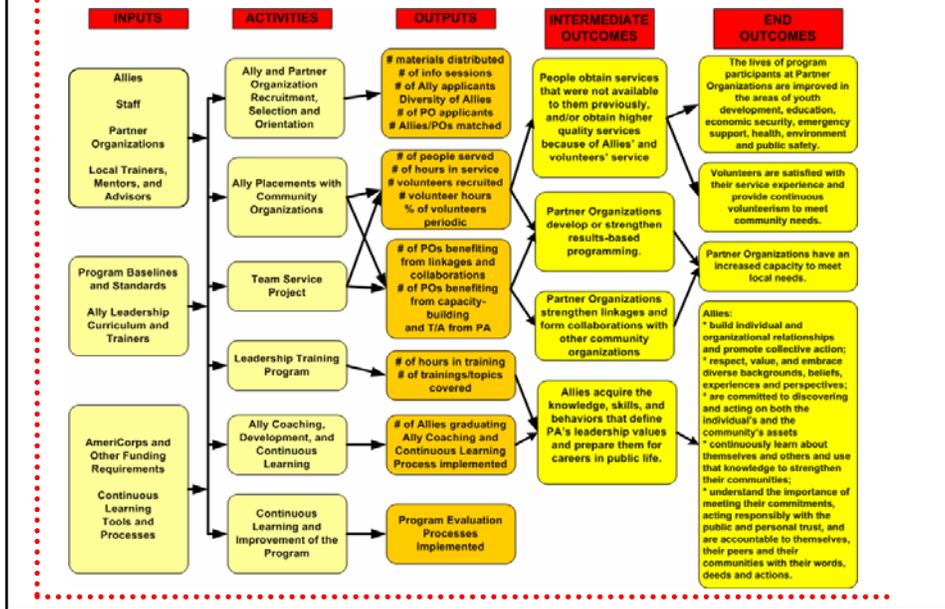
Number people served by this outcome	450
Number of people achieving outcome	420
Percentage of people achieving outcome	93.33

Outcome #2

- Information collected in real time
- Automatically tabulated, aggregated
- Information is more detailed, higher quality
- Easier to search, compare, and analyze
- Woven into training and weekly activities of staff and participants



PROGRAM LOGIC MODEL



AMERICORPS OUTCOMES

OUTCOMES	PERFORMANCE MEASURES	TOOLS
<ul style="list-style-type: none"> The lives of community residents will be improved because of Member and volunteer service in the areas of youth development, education, emergency support services, health, environment and public safety. Members will demonstrate an increase in attitudes and behaviors associated with effective citizenship. Members acquire and apply the knowledge, skills and behaviors that define Public Allies' five leadership values. 	<ul style="list-style-type: none"> 100% of graduating members will meet at least one service performance measure for improving the lives of community residents, and 80% of all service performance measures will be met or exceeded. 100% of graduating Members will demonstrate an average increase in the attitudes and behaviors that contribute toward being an effective citizen between the pre- and post-surveys. 70% of the members will show improvement in at least one skill cluster aligned with each of the five core values. 100% of graduating members will achieve a minimum competence in each skill cluster. 	<ul style="list-style-type: none"> PISD Baseline and follow up surveys (incl. alumni surveys) 360-degree assessments & Ally Surveys



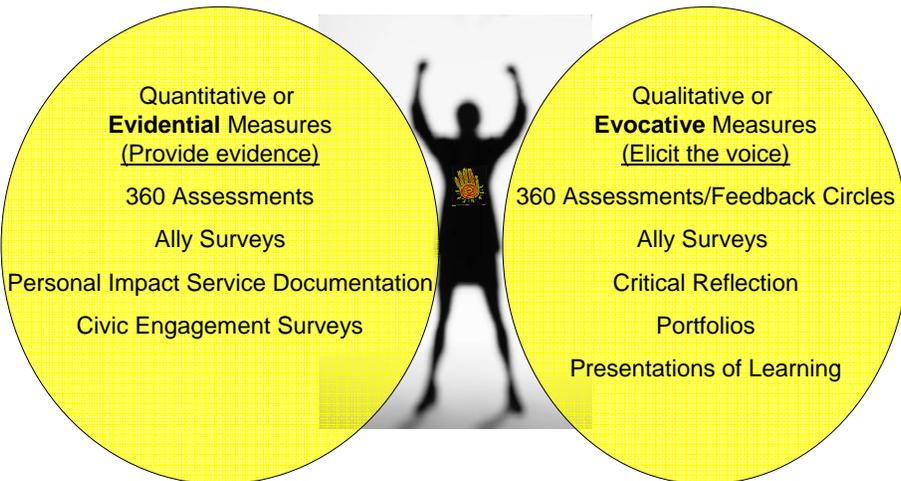
AMERICORPS OUTCOMES

<u>OUTCOMES</u>	<u>PERFORMANCE MEASURES</u>	<u>TOOLS</u>
<p>4. Volunteers are satisfied with their service experience and provide continuous volunteerism to meet community needs.</p>	<p>AmeriCorps members will match 15% of their service hours with volunteer service. 50% of their volunteer hours will come from periodic volunteers (those who serve more than four times).</p>	<p>PISD</p>
<p>5. Partnering community-based organizations will have an increased capacity to meet community needs and that capacity is sustained beyond the Members' term of service.</p>	<p>90% of Partner Organization supervisors will report that their organization benefited from capacity-building measures provided by Public Allies, and that the newly developed capacity will be sustained beyond the Members' term of service.</p>	<p>Partner Organization Surveys</p>
<p>6. Partnering community-based organizations will benefit from new or strengthened community collaborations which will enable them to provide more efficient or effective services.</p>	<p>90% of Partner Organizations will benefit from new or strengthened collaborations which will enable them to provide more efficient or effective services</p>	<p>PISD, Partner Organization Surveys</p>



ALLIES ROLE IN EVALUATION

The Allies play a central role in evaluation – actively documenting and sharing their learning and results.





CONTINUOUS LEARNING PROCESS

- **Individual Development Plans and Coaching-** each month to help them set and achieve personal and professional goals. (*“How can I push myself towards greater performance? How do I wish to be supported?”*)
- **360-degree Evaluations-** by fellow Allies, Partner Organization supervisors, and Public Allies Program Managers followed by an interactive group feedback circle. (*“How do others view my performance and leadership? In what areas do others see me needing to focus?”*)
- **Critical Reflection Exercises-** when Allies reflect and share their experiences, lessons and connections to larger social issues. (*“Why am I called to serve anyway? How does my service connect with my belief in change?”*)
- **Presentations of Learning-** at the end of the year demonstrating their service and leadership outcomes to peers, supervisors, and supporters. (*“What did my service experience teach me? Where did I make the most strides?”*)



PERSONAL IMPACT AND SERVICE DOCUMENTATION (PISD)

The PISD is a personalized tool that prompts members to track the impact they are having on a bi-weekly basis. The PISD is approved by both the Partner Organization Supervisor and PA Program Manager. It tracks:

- **Profiles and Retention:** Ally demographics, Partner Organization demographics, and Ally retention information
- **Outcomes and Objectives:** Tracking progress and achievement of up to two measurable service outcomes and three service objectives for each Ally
- **Measuring outputs:** Numbers of people served, volunteers engaged, target populations served, linkages and collaborations among organizations, etc.
- **360 Tool:** Compiles self, peer and supervisor reviews on Allies' practice of our leadership values
- **Stories:** Capturing stories of success and learning from Allies

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<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>PISD</p> <ul style="list-style-type: none"> My Profile Report Generation My Hours My PISD My Status Objectives and Outcomes People Served Volunteers Success Stories Training and Learning Communities Linkages Search Service Project # of Organizations Lead Schools Offered Partners Organizations My PISD Profile PA Supervisor PISD Profile Program Manager Management 360 Feedback FAQ PISD - 2018 </div> <div style="width: 80%;"> <h3 style="text-align: center;">Ally Demographics All Sites</h3> <table border="1"> <thead> <tr> <th>Gender</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>115</td> <td>66.53</td> </tr> <tr> <td>Male</td> <td>74</td> <td>38.95</td> </tr> <tr> <td>Transgender</td> <td>1</td> <td>0.53</td> </tr> <tr> <td>Total</td> <td>190</td> <td>100</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Age Upon Entering Program</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>18-20</td> <td>25</td> <td>13.37</td> </tr> <tr> <td>21-23</td> <td>94</td> <td>50.27</td> </tr> <tr> <td>24-26</td> <td>51</td> <td>27.22</td> </tr> <tr> <td>27-30</td> <td>17</td> <td>9.00</td> </tr> <tr> <td>31+</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>187</td> <td>100</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Race</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>American Indian or Alaska Native</td> <td>2</td> <td>1.05</td> </tr> <tr> <td>Asian</td> <td>21</td> <td>11.05</td> </tr> <tr> <td>Black or African American</td> <td>50</td> <td>26.32</td> </tr> <tr> <td>Hispanic</td> <td>37</td> <td>19.47</td> </tr> <tr> <td>Native Hawaiian or Other Pacific Islander</td> <td>1</td> <td>0.53</td> </tr> <tr> <td>White</td> <td>68</td> <td>34.31</td> </tr> <tr> <td>Some Other Race</td> <td>0</td> <td>0</td> </tr> </tbody> </table> </div> </div>							Gender	Number	Percentage	Female	115	66.53	Male	74	38.95	Transgender	1	0.53	Total	190	100	Age Upon Entering Program	Number	Percentage	18-20	25	13.37	21-23	94	50.27	24-26	51	27.22	27-30	17	9.00	31+	0	0	Total	187	100	Race	Number	Percentage	American Indian or Alaska Native	2	1.05	Asian	21	11.05	Black or African American	50	26.32	Hispanic	37	19.47	Native Hawaiian or Other Pacific Islander	1	0.53	White	68	34.31	Some Other Race	0	0
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WEB-BASED SURVEY TOOLS

There are many web-based survey tools on the market that can be used to easily gather data and information for your program. We use these tools for:

- **Allies:** satisfaction with program, learning and development, civic engagement and social capital, and lessons for improving our program.
- **Partner Organizations:** satisfaction with service, capacity building gains, sustainability of service, and lessons for PA.
- **Alumni:** satisfaction with experience, current education and employment status, civic engagement and social capital, and lessons for PA.



RESULTS: MEMBERS

- **Allies Graduate:** 85% to 90% of Allies graduate each year.
- **Allies Gain Important Skills:** The skills Allies report gaining the most are Interpersonal Communication, Team-work, Practicing Inclusion and Diversity, Project Planning and Evaluation. 84% of alumni report that we adequately prepared them for future educational and career goals.
- **Allies Remain in Public Life:** Over 80% continue careers in the nonprofit and public sectors.
- **Allies are Active Citizens:** They are more than twice as likely as peers to volunteer (78%), mentor a young person (64%), serve on a board (36%), attend political meetings (68%), protest (56%), and engage in other civic activities.





RESULTS: SERVICE

Allies Achieve Outcomes: Allies achieved 92% of measurable outcomes. 96% of Partner Organizations reported that Allies met or exceeded expectations.

Allies Serve Thousands: 202 Allies served the educational, economic security, health and other needs of 166,893 people, about two-thirds children and youth.

Allies Generate Sustainable Volunteers: 202 Allies recruited 8,505 volunteers who recruited 70,255 hours of volunteer time (41 FTEs) benefiting 59,437 people. 61% of volunteers came back four or more times to serve.

Allies Service Is Sustained: 87% of Partner Organizations reported that they will sustain the services enhanced and expanded by our Allies.



RESULTS: PARTNERS

Partner Organizations Benefit in Many Ways:

- 74% measurably increased their overall service capacity
- 73% benefited from collaborations
- 67% from increased volunteerism
- 61% from more diverse perspectives
- 58% improved supervisory skills
- 34% improved evaluation tools and processes
- 79% reported that these capacity benefits will be sustained

Return on Investment: For each \$1 invested By Partner Organizations (they contribute two-thirds of each Ally's stipend), they received \$3.41 in service value.

Organizations save \$27,000 each, on average, from the cost of recruiting, hiring, and training staff – totaling over \$5.4 million a year!

