Grosvenor™
PUBLIC SECTOR ADVISORY

Driving evaluative culture: Grosvenor's evaluation capability model

DESIGNED TO IMPROVE ORGANISATIONAL EVALUATION CAPABILITY

Grosvenor Public Sector Advisory
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What is evaluative culture?

A strong evaluative culture is needed in our public service in order to deliver value to the Australian public

Aspiring to an 'evaluative culture'

While effective evaluation is a key underpinning of ensuring our public sector's high performance and stewardship of programs and services there is acknowledgement that evaluation capability in the public sector requires improvement. This is reflected in recommendation 26 and 27 of the Independent Review of the APS which calls for embedding:

- "a culture of evaluation and learning from experience to underpin evidence-based policy and delivery" (page 223)
- "high-quality research and analysis and a culture of innovation and experimentation to underpin evidence-based policy and delivery" (page 226).

"There is very little data currently available on APS-wide evaluation capability, but there is little doubt that improvement is required". (APSC, 2019, p. 21)

John Mayne (2008) defined evaluative culture as "an organizational culture that deliberately seeks out information on its performance in order to use that information to learn how to better manage and deliver its programmes and services, and thereby improve its performance."

Grosvenor's evaluation capability model

Grosvenor has developed a capability framework that can be used to review and assess the evaluative culture of any organisation.

This framework has been developed based on a review of evaluation guidelines and capability frameworks used in other areas and over 10 years' experience delivering program evaluation consultancy services.

The framework is structured to enable the key strengths and weaknesses of organisational practice to be surfaced. The output is a point in time assessment of capability which can be used to inform the development of an action plan for capability uplift.

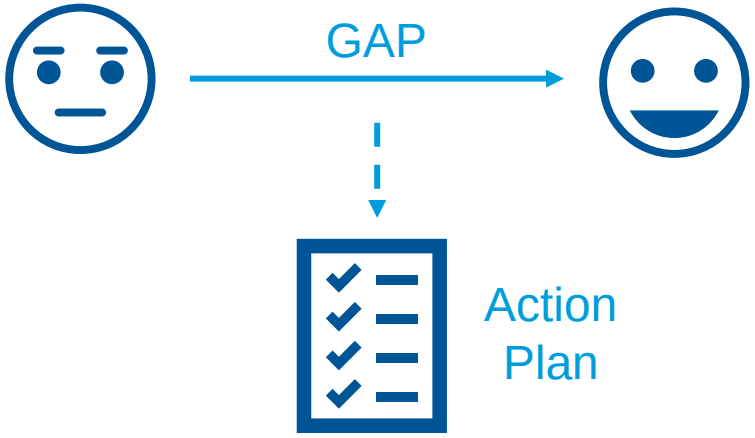
Using our model to improve evaluation capability

Our model is based upon maturity matrix frameworks and draws on existing evaluation frameworks and guidelines

Capability assessments in general

Capability assessments are designed to assess performance, most commonly of an organisation or individual. They may be general and holistic in nature or focus on a specific function or performance area.

The output is a point in time assessment of capability (current state) which can be used to inform the development of an action plan for capability uplift to the desired state.



Capability assessments for evaluation, monitoring and reporting

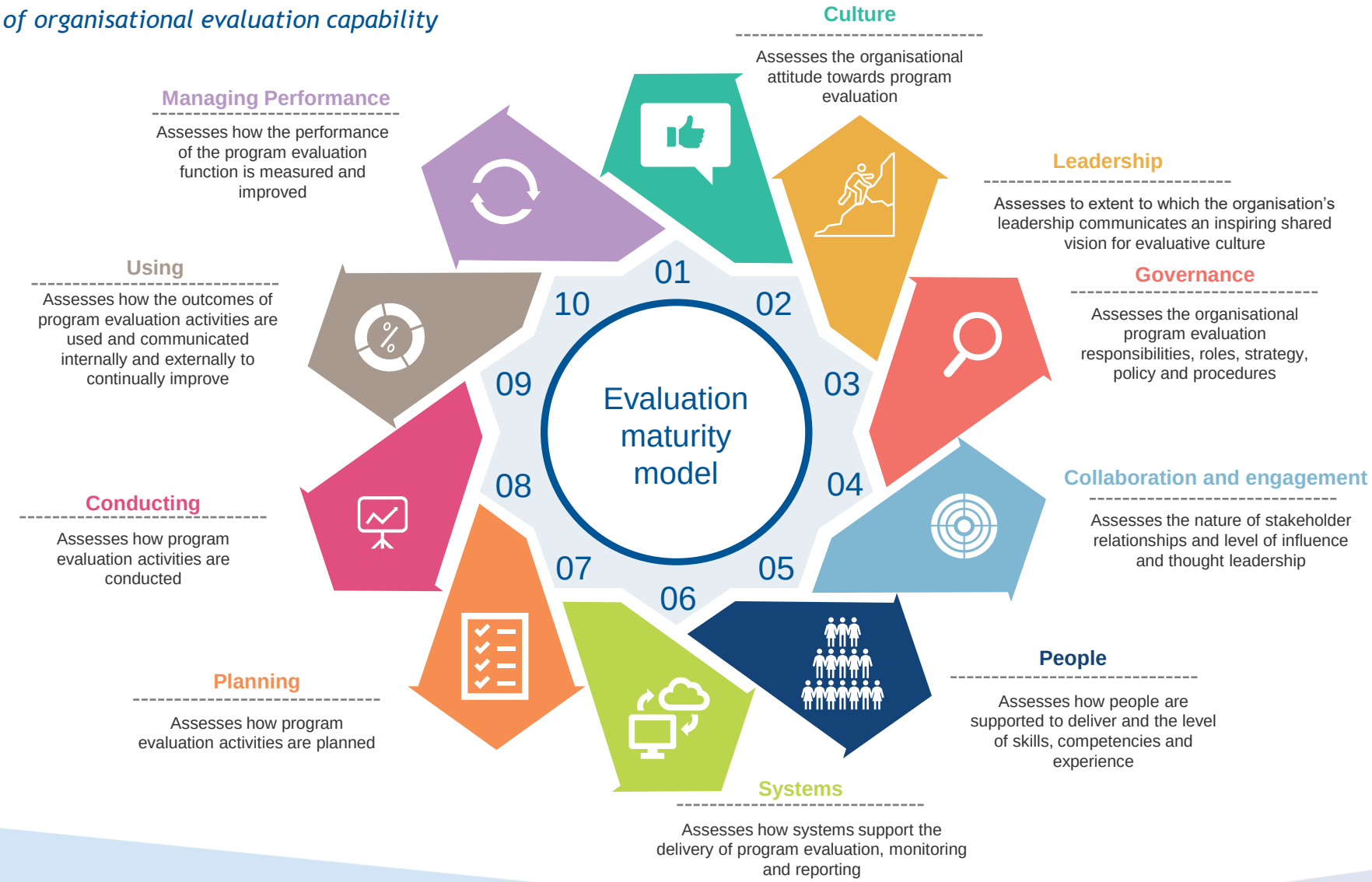
There are a number of capability assessment frameworks that exist relevant to evaluation, monitoring and reporting*.

Evaluation capability at an organisational level in not just about the skills of individuals to do evaluation, it includes this, as well as the skills to manage, plan and use evaluations. It also includes the enabling and supporting structures of the organisation such as technical infrastructure, policy and process and the supportive environments that allow and encourage a good evaluation function and culture to flourish. To assess organisational evaluation capability at the organisational level all of these various domains need to be addressed.

*Refer to references on page 8

Grosvenor's evaluation maturity model domains

The 10 domains of organisational evaluation capability



Assessment process

Our five step process to undertake a evaluation capability assessment

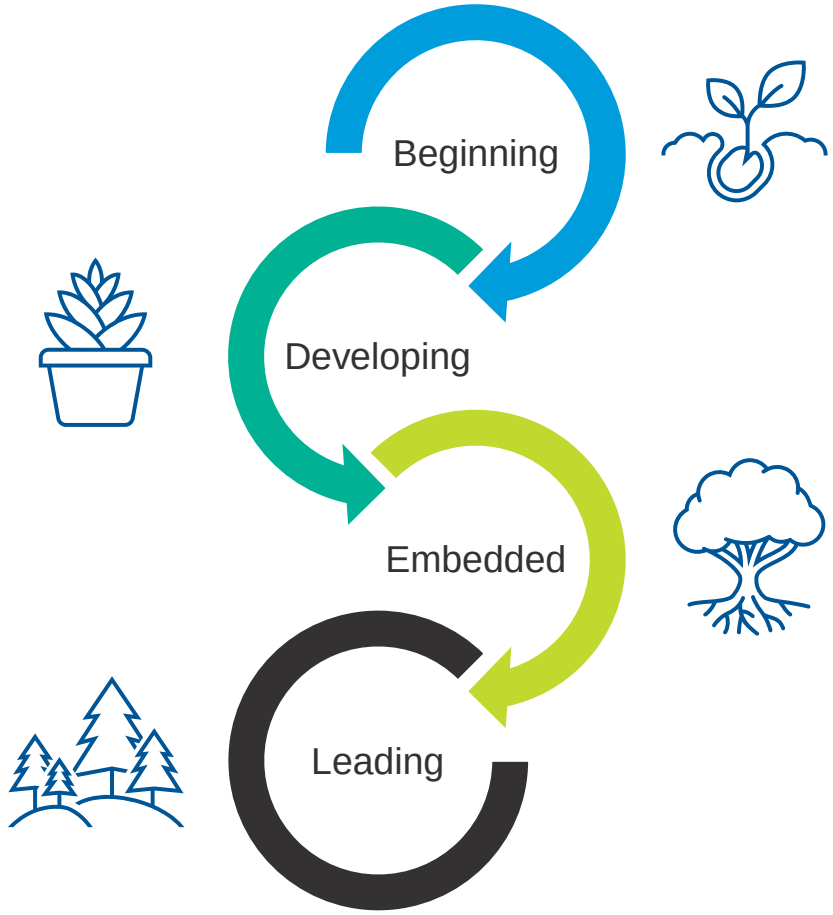
Maturity levels

There are four maturity levels

Determining current and desired state

Assessment is undertaken against four maturity levels (opposite). Prior to undertaking an assessment we will work with you to determine the desired maturity level.

The desired maturity level should reflect what is required to achieve organisational goals and be reflective of actual/available investment.



Value and benefits

Reaching higher maturity levels is associated with these benefits

Continuous learning and improvement is normal practice

Agency's vision and strategic goals are known

Strategic agency level evaluation planning aligned with needs

ICT systems support integrated data collection, analysis, insights and reporting

Collaboration and engagement is routine and highly effective

Parties take action individually and collectively to proactively achieve shared goals to the benefit of all

Knowledge sharing and individual empowerment.

Monitoring, evaluation, reporting and project management skills are widespread and integrated into BAU delivery

Relevant staff have higher order skills, capability and experience, which is effectively leveraged by the agency

Accountability and transparency

Evaluation planning is an integral component of policy/program development and delivery

Evaluation planning systematically leverages past and current evidence, data and activities and avoid duplication internally and externally

Management activity is proactive

Evaluation findings routinely inform decision making and drive continuous improvement cycles

Findings are routinely disseminated outside the agency

Evaluation activities and coordination is seamlessly integrated as part of BAU core business delivery

Clear strategic understanding of the skills, competencies and experience requirements for the agency's evaluation capability

References

We drew on the following frameworks and guidelines when developing our capability model

Framework name	Year of development	Description
Australasian Evaluation Society's Evaluator's Professional Learning Competency Framework	2013	> Supports individuals to develop their evaluation knowledge and expertise. > Some elements are relevant to an organisational capability assessment.
Institute of Public Administration Australia's professional capability standards for policy and regulatory professionals	Policy - 2014 Regulation - 2015	> Outcomes based standards which reflect performance expectations of a skilled individual at Australian Qualification Framework level 9. > Of particular relevance is Part 4.4 Maintain ongoing policy accountability and re-evaluate and adapt policy in response to delivery performance and changing circumstances (see ATTACHMENT A).
Australian Public Service Commission's model of capability	Commenced 2011	> The model of capability was developed by the Australian Public Service Commission as part of their strategic capability review program. > It is designed to assess holistic organisational capability. It is not specific to evaluation.
ACT Government Evaluation Policy and Guidelines	2010	> Supports improved performance and accountability through a commitment to planning for and delivering evaluations. The policy and guidelines include details of organisational evaluation maturity rated across four levels and recognises that developing and maintain evaluation maturity is an ongoing process.
Department of Infrastructure and Regional Development's Monitoring and Evaluation (M & E) Capability Strategy	2017	> Sets out the department's strategy to build M&E capability including a monitoring and evaluation maturity table to be used for assessment of the department's maturity.

Additional guidelines:

> Queensland Government (2014), Evaluation Program Guidelines, Brisbane

> NSW Government (2016), Program Evaluation Guidelines

> Australian and New Zealand School of Government (ANZSoG, 2012), Better Evaluation, Melbourne

> United Nations Development Programme (UNDP, 2008) Handbook on Planning, Monitoring and Evaluating For Development Results

> United Nations Environmental Program (UNEP, 2008) Evaluation Manual

> HM Treasury (2011), Guidance for Evaluation, UK.

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