

Mentoring Evaluators What's Happening in Canada



Core Mentoring Working Group

Evaluators who **volunteered** their time to develop a National Mentoring Program for Evaluators (NMPE) in Canada.

Based in three cities, we initiated efforts separately and came together as a group in the spring of 2009.

Thank you for interest in our efforts,

*James Coyle
Natalya Kuziak
Judy Lifshitz
Dominique Leonard
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Lisa O'Reilly
Lisa Styles
Jane Whynot*



our Team

Our efforts drew on evidence, best practices, and lessons learnt that included:

- a targeted **literature review**
- a review of **secondary data**
- a national on-line **survey** of Canadian evaluators (n=432)
- **informal consultations** with representatives from Canadian and American evaluation organizations as well as knowledgeable practitioners in designing and implementing professional mentoring programs
- **feedback** and further insights shared with CES national executives and workshop participants at regional and national CES conferences



our Research

The **literature review** asked :

1. What are the **advantages / disadvantages** of mentoring in evaluation for each of mentors, mentees, and the respective organizations involved?
2. What types of mentoring **programs exist**? What advantages / disadvantages are associated with each? Which one(s) work the best for whom, and why?
3. What potential models / **options** / strategies **exist** for establishing a mentoring program? How well are they working?
4. What aspects and / or characteristics of a good

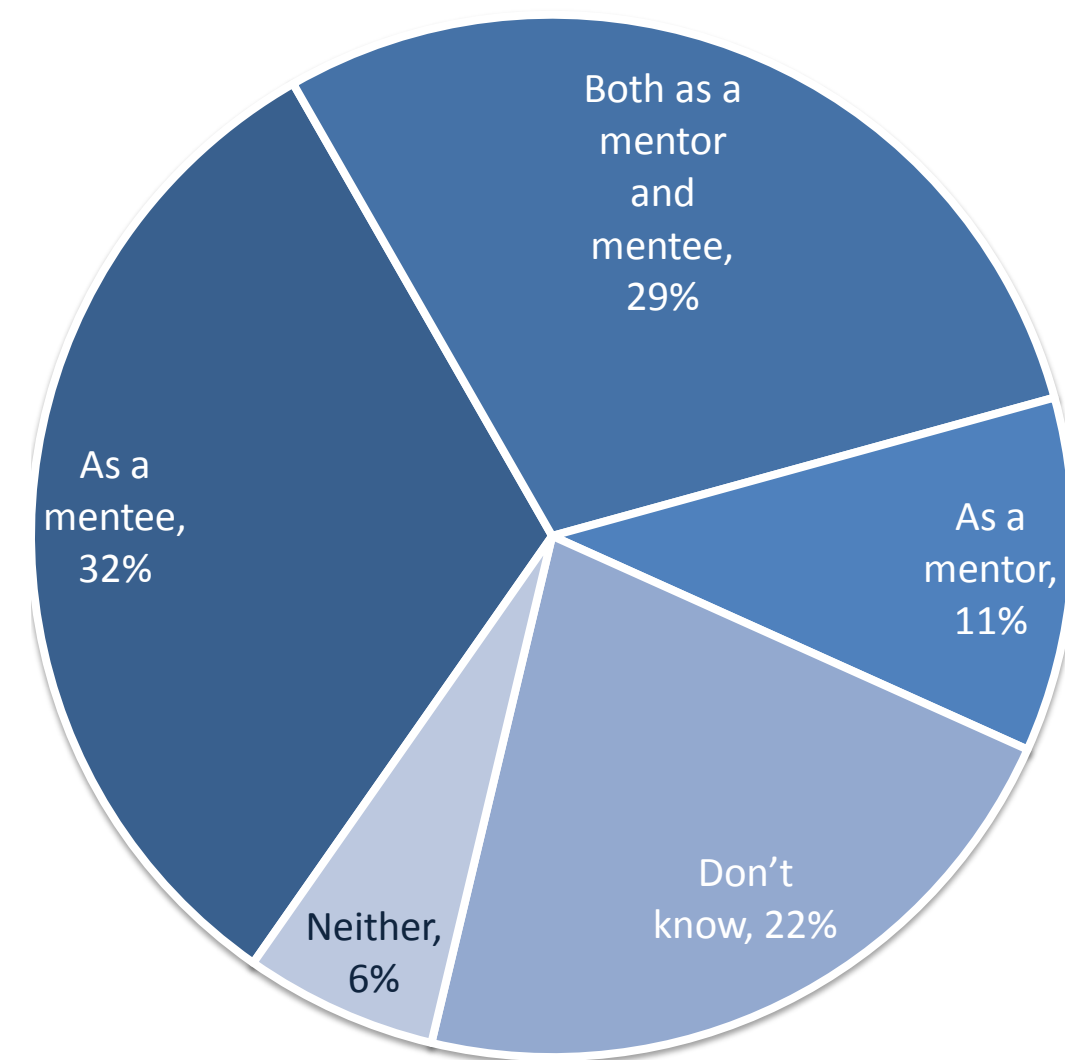
mentoring relationship need to be regarded? Specifically:

- a) How are mentoring initiatives (programs and networks) **supported**?
 - b) What are the **necessary relationships** / collaborations / partnerships?
 - c) How are mentees / mentors **best engaged** in the process?
5. What issues and or **risks** are important to be aware of when developing, delivering, and monitoring a mentoring program?
 6. What theories / conceptual models support mentoring as a career development tool or strategy?

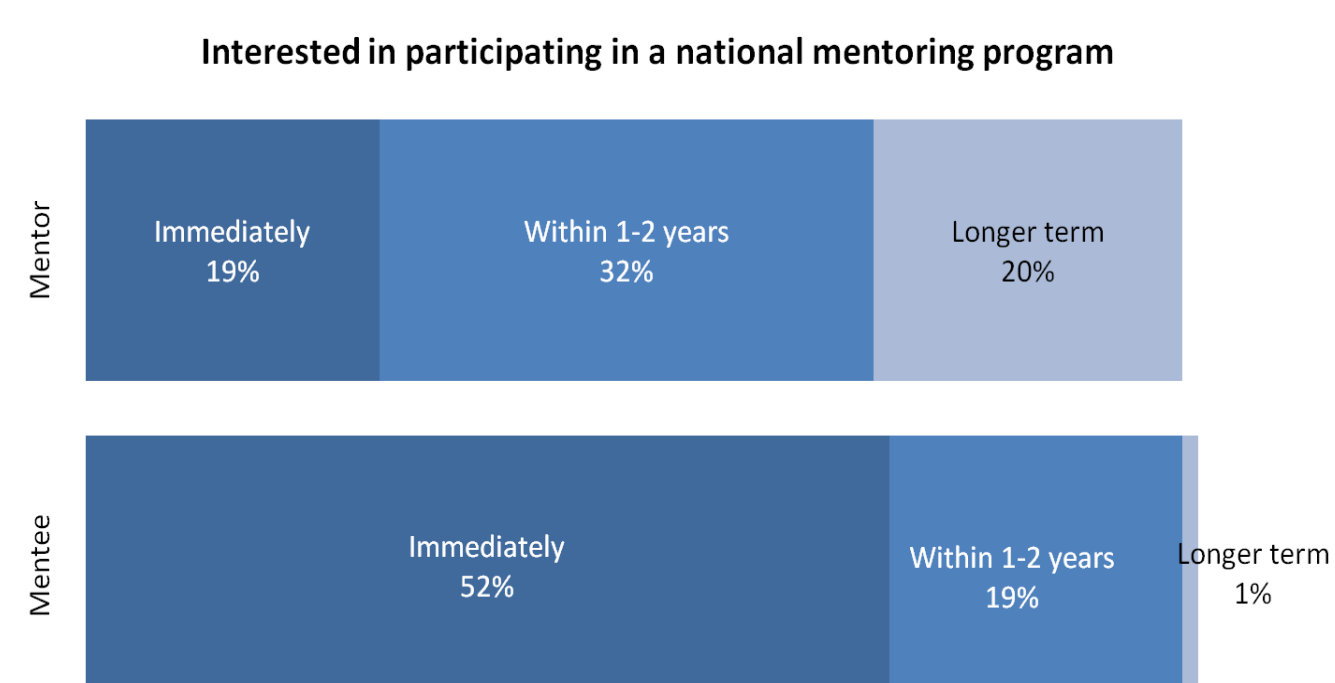


our Questions

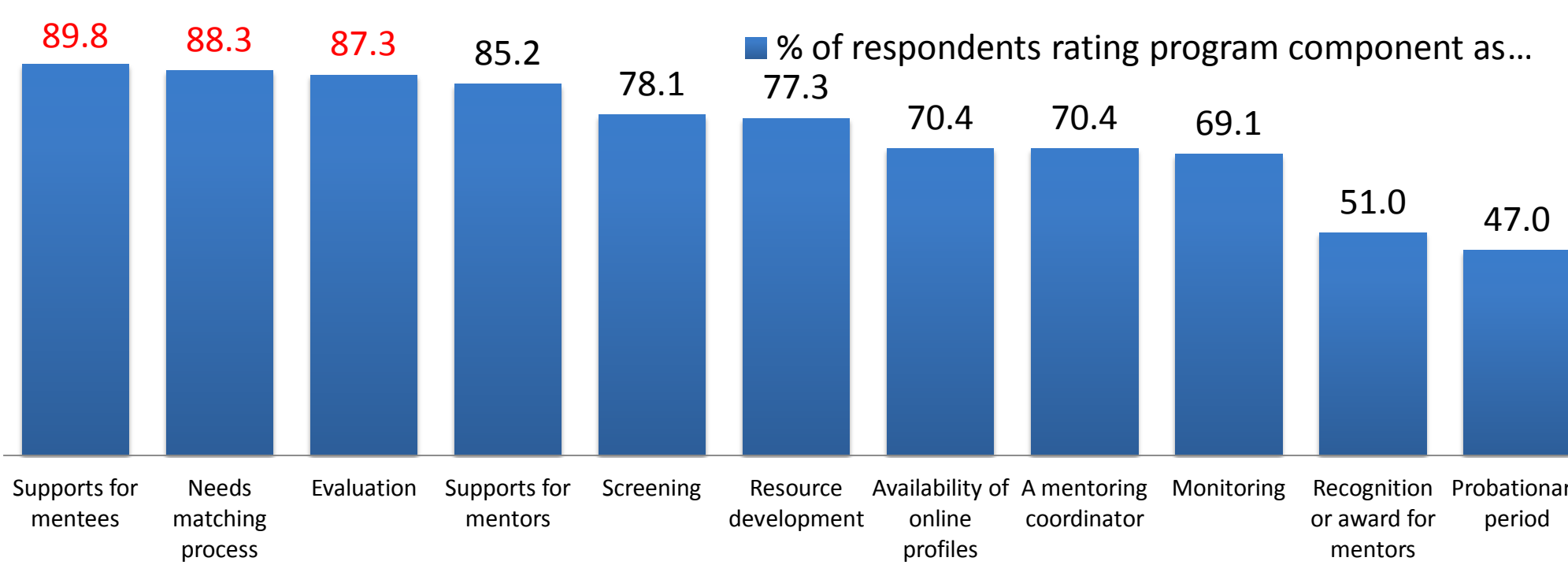
Survey asked, "Would you be interested in participating in a national mentoring program as..."



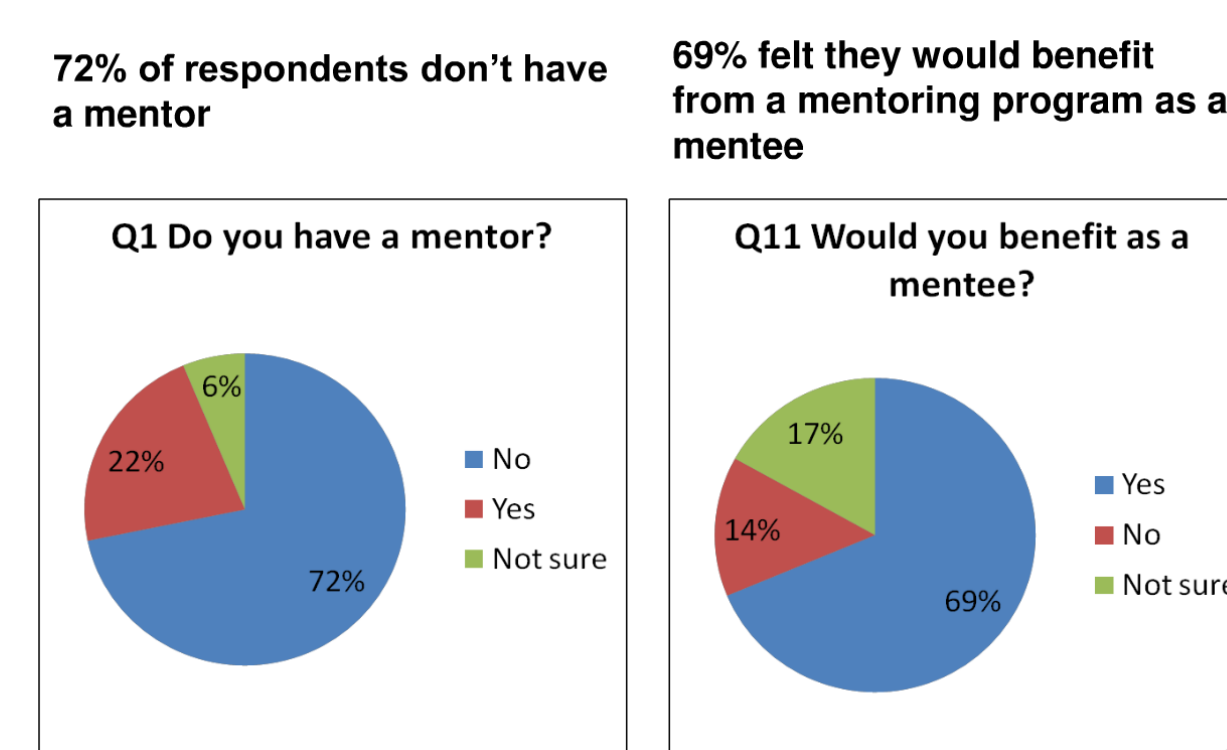
... and then asked how soon?



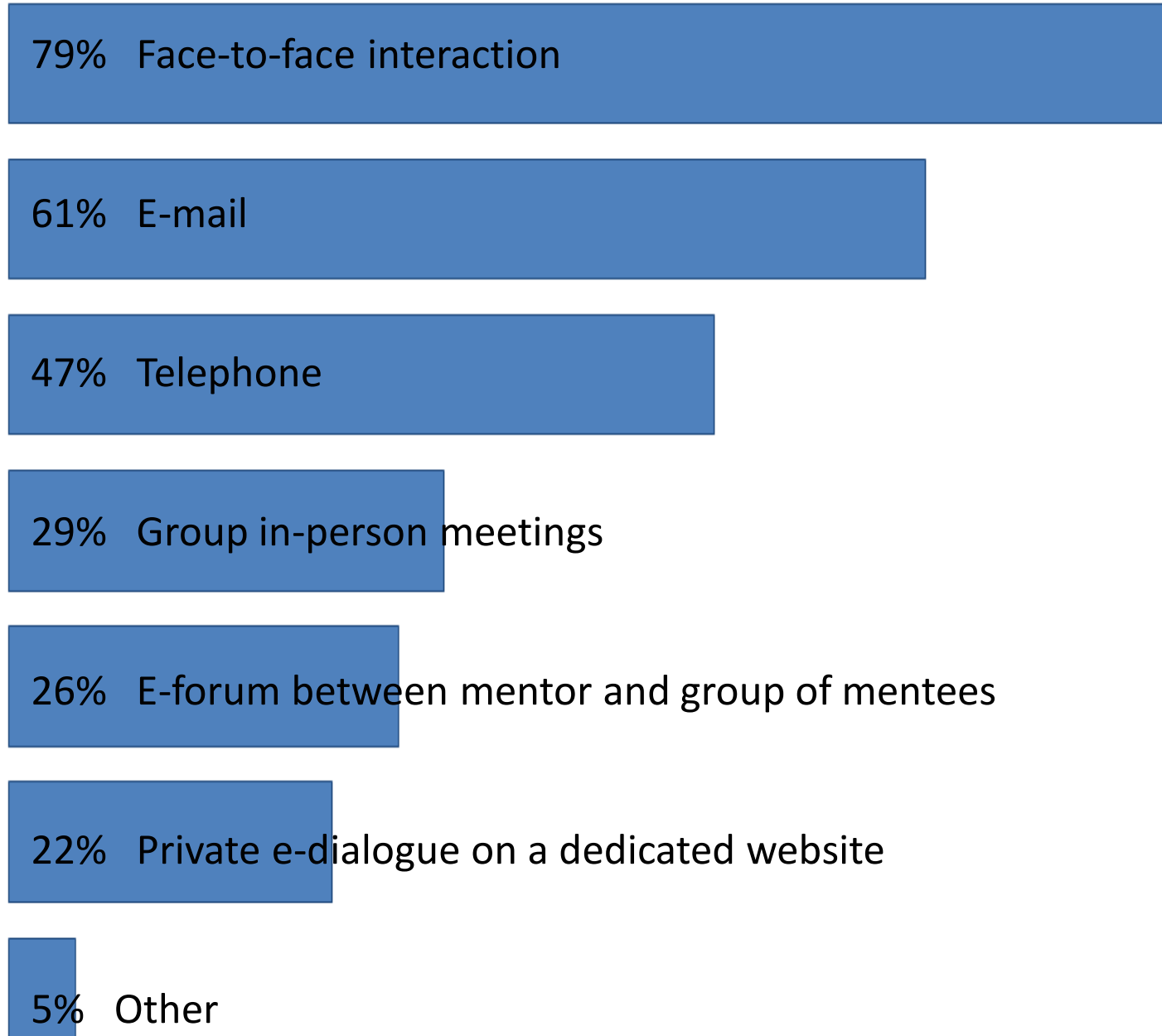
Characteristics of mentorship program, as described by survey respondents.



Demand for a mentoring program for evaluators



Survey asked, "How would you prefer to communicate with your mentor(s) or mentee(s)?" (n=398)



Implications

These are success factors to monitor and evaluate

Messages in recruitment strategy

Messages in marketing the mentoring program

Advantages

Mentees

- Source of feedback and strategies
- Personal development
- New or more challenging work projects

Mentors

- Development of discipline/next generation of evaluators
- Obtain fresh perspectives, knowledge and skills
- Opportunity to demonstrate and enhance leadership skills

Organizations

- Lower turn-over, employee retention
- Organizational cohesiveness
- Succession planning and organizational growth



Disadvantages

Mentees

- Mismatch within the dyad
- Inappropriate behaviour by mentor
- Distancing or neglect by mentor

Mentors

- Legal complications (grievance, nepotism)
- Negative reflection on mentor (low-performing mentee)
- Dysfunctional relationships

Organizations

- Lowered morale or grievances
- Perpetuation of inequalities (uncontrolled informal mentoring)
- Poaching of employees

Implications

Screening and matching is important

Legal risks need to be examined

Continuous monitoring

Develop clear guidelines for participants

our Findings

What's next?

Program components & considerations

Pilot

On research results, program development and upcoming needs

- Canadian Evaluation Society Council
- CES Membership
- AEA Board
- CESEF (Education Fund)
- Interested stakeholders

Ongoing Communication

- 2009 CES-NCC Annual Learning Event (Ottawa)
- 2010 CES National Conference (Victoria)
- 2011 CES National Conference (Edmonton)
- Canadian Journal of Program Evaluation
- CES weekly digest
- CES BCY website

Dissemination

Training for both mentors / mentees, including support materials:

- Suggested guidelines
- Competency self assessments*
- Code of ethics*

*Using CES materials as a starting point

Orientation

In the pilot phase:

- voluntary (regional) leads with support from members of the CMWG

Subsequent program phases

- Transition to a Mentorship Coordinator

Coordination

Options:

- Online or in-person in the early phases of the program.
- Self-matched, or through a coordinator
- Mixers (informal in-person events)

Matching processes

Participants may be :

- in remote areas
- in the same or different geographic locations
- interested in the same or different interests

Location and distance

Determined by context and participants' preferences

- Face-to-face, in-person
- Voice only (Phone /VoIP)
- Private voice & video Skype, Google Voice, etc.
- Public or private webinars

Meeting options

Dyads

- One-on-one
- Relationship focused

Network of evaluators

Group relationships

- Web of mentors and mentees
- Focused on specific capacities

The relationship

We have estimated that the pilot will require up to \$10,000.

Estimates of ongoing costs vary from \$10,000 - \$80,000 per year depending on the components included following the pilot.

Budgeting

The working group has three governance options :

- continue as an ad hoc group,
- register as a not-profit
- partner with a like-minded organization

Governance options

We have solicited support from the CES and its regional chapters.

We have had discussions with the CESEF – a charitable education fund – on potential fund raising support.

We have received commitments for funds and in-kind support.

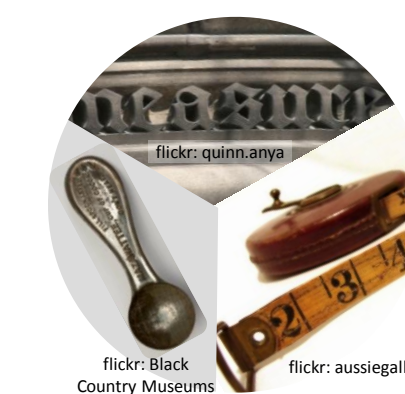
Funding

Managing expectations and liabilities

Accountability to participants, volunteers and supporters

Other considerations

We have formed a partnership with Carleton University, Graduate Diploma in Public Policy and Program Evaluation (DPE).



Two students within the Program's Capstone course will develop an evaluation framework for the pilot project.

Our thanks to their instructor: Steve Montague, and of course, to the two 'student' evaluators, Peter Stanton and Greg Kaminsky.

Measuring

Monitor & Evaluate Adjust Expand