



Strategies for Measuring Organization Change

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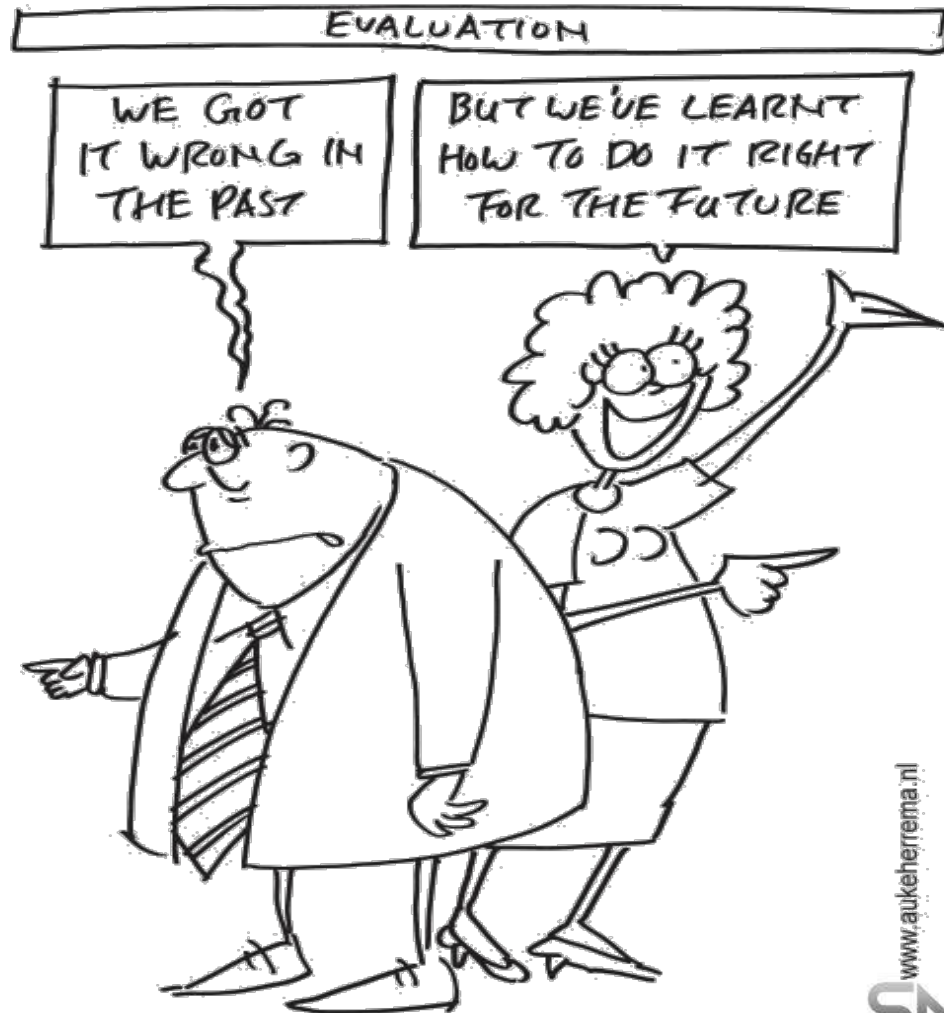
Webinar objectives

- Explore the benefits of measuring organizational change
- Introduce measurement stages and tools/instruments
- Recognize challenges and identify solutions to change measurement difficulties
- Examples from the field
- Q & A

What do we mean by organizational change?

- A broad impact on what and how agency delivers
- Examples of organizational change in the Smart Policing Initiative (SPI) include:
 - Expanding agency focus - offender reentry
 - Providing a completely new service – citizen's police academy
 - Altering the way training is delivered – online courses
 - Introducing a new performance management tool – Compstat
 - Systematically using data to inform resource allocation and strategy – hot spots or targeted offender strategies

What is the benefit of measuring change?



www.aukeherrema.nl



The fundamentals of measuring change



1. What is your purpose for measuring change?
 - Monitor implementation for some documentation purpose?
 - Measure change for improvement?
 - Measure your change process and/or change outcomes?

2. Given Question 1, what is the most appropriate way to measure change? What data will you need and what is the best approach to collecting and analyzing this data?

- Process and/or outcomes?

Key steps in measuring change

1. Planning

- a) Identify change goals
- b) Make sure goals are realistic and measurable
- c) Identify what data are needed to measure change
- d) Identify source of data
- e) Identify timeline for collecting data

2. Identifying methods for measuring change

- a) Using organizational records and documents
- b) Using questionnaires and interviews
- c) Using observational techniques

3. Analyzing results and dissemination of lessons

- a) Identify audience of interest for lessons
- b) Identify effective dissemination tools
- c) Integrating lessons into future decisions

What to measure



Context

- Setting
- Social/Cultural
- Political
- Economic
- Technology



Activities

- Program
- Practice
- Procedures



Underlying Theory

- Variables of interest
- Connection between variables of interest

Stop & Think



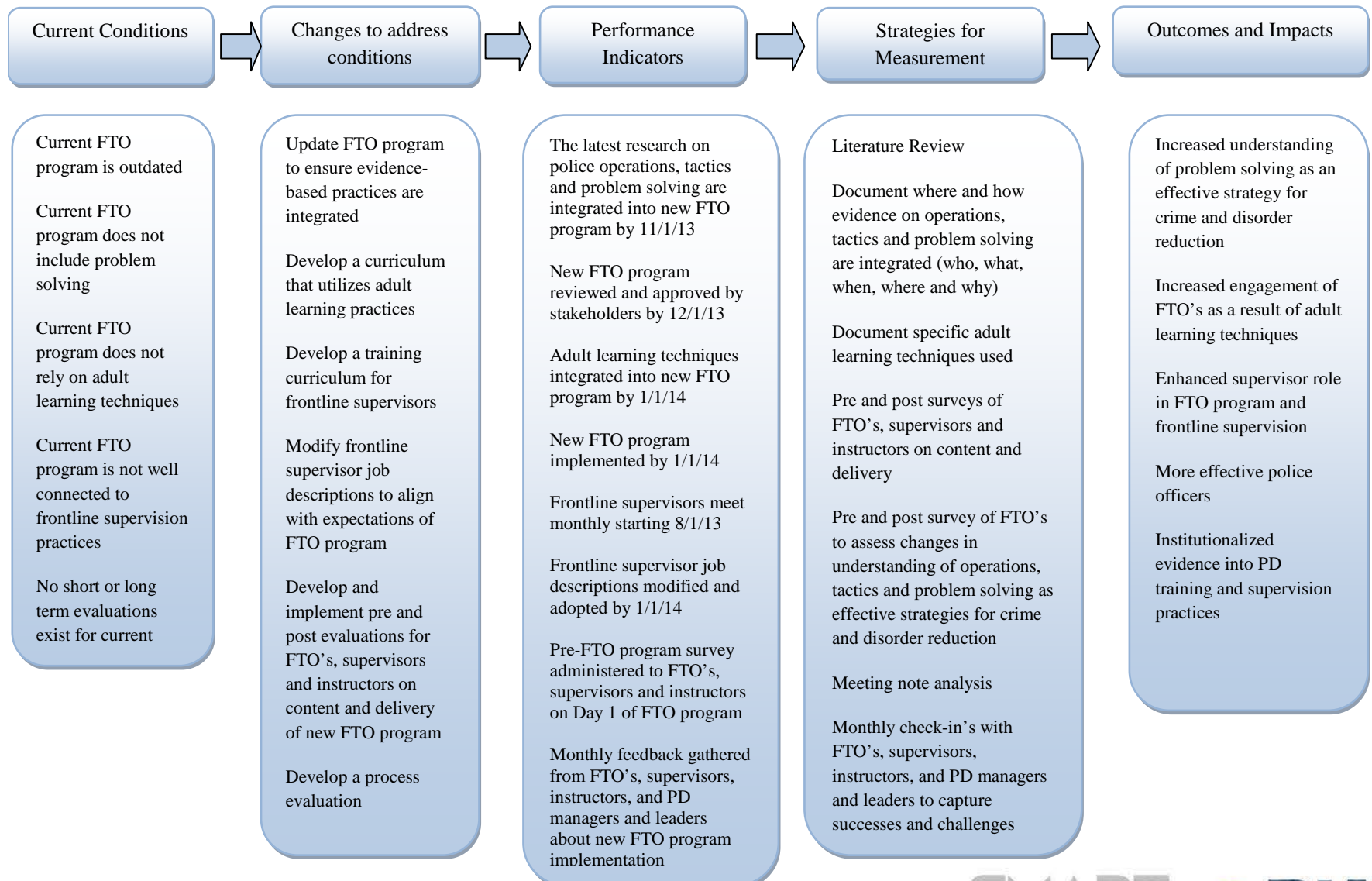
- What types of change are you engaging in?
- What specific goals are you hoping to achieve through change?
- Are you or is a research partner documenting what is happening as you work towards those goals?
- Have you identified specific milestones that you expect along the way?

Methodologies for Measuring Change

(source: www.managementhelp.org)

Method	Purpose	Advantages	Challenges
Impact data	To assess change in a specific variable	-can measure change in outcome -can help assess effectiveness of change	-data are not always accessible or easily attainable
Questionnaire, surveys, checklists	To quickly and/or easily gather data from a group of people in a non-threatening way	-anonymous -can be inexpensive -easy to analyze and compare -samples are often readily available	-wording can bias responses -surveys are impersonal -may need a sample expert -do not capture full story
Interviews	To fully understand someone's impressions or experiences To delve into survey answers	-depth of information -develop relationship with respondent -offers flexibility	-takes time & money -hard to analyze and compare -interviewer can bias responses
Documentation review	To understand how a program operates without observation To review applications, memo's, minutes etc to track implementation and progress	-comprehensive and historical account -does not interrupt change or program in action -information already exists -few biases in information	-takes time -information may be incomplete -need clarity in search -data restricted to what is in documents
Observations	To gather accurate information about how something actually occurs, especially process	-view change or program in action -can adapt to events as they occur	-a challenge to interpret behaviors -can be complex to categorize observations -may influence change or program -expensive
Focus groups	To explore topic in depth through discussion	-quickly and reliably gather impressions -efficiency in terms of range and depth of information in a short time -can convey info about change	-hard to analyze and compare responses -facilitation is critical for trust and safety -challenge to schedule
Case studies	To conduct a comprehensive review of change implementation, experiences, impressions	-fully captures input, process, outputs, outcomes of process and change -powerful way to portray change	-time consuming -depth rather than breadth

Field Training Officer Program Logic Model



Process			Outcome		
Evaluation Question	Data Source	Data Collection Methods	Evaluation Question	Data Source	Data Collection Methods
Who participated in FTO program redesign?	Redesign meeting agenda and minutes	Document Reviews; Interview Redesign meeting participants	Did the redesign of the FTO program reach its goal of integrating evidence-based practices?	FTO program curriculum; Meeting notes	Review new curriculum; compare to research evidence; review meeting notes
What challenges are frontline supervisors experiencing in coaching FTO's?	Frontline Supervisors FTO's	Surveys Interviews Focus Groups Observations Supervisor Reports Incident Reports	Are new officers aware of and using problem solving in crime reduction?	New Officers	Surveys Interviews Focus Groups Observations Supervisor Reports Incident Reports

Expect challenges, but don't be defeated!

- Change takes time
- Identifying WHAT to measure can be an arduous experience
- How to measure changes at different levels (e.g. macro level vs. micro level)
- Time and capacity to measure
- Shifting priorities
- What if no one cares?
- Unpacking the link between change variables (often multiple) and outcomes

“That which we persist in doing becomes easier, not that the task itself has become easier, but that our ability to perform it has improved”

Ralph Waldo Emerson

Stop & Think



- How can you systematically collect data and information to measure the change process and outcomes?
- What will you use that information for?
- What real challenges do you see in measuring change in your agency?
- What can we do to help you tackle those challenges?

Overcoming Measurement Challenges

- Use internal resources (committees, interns, motivated staff)
- Seek out individuals who have the knowledge, skills and abilities (KSA) to plan and implement change measurement
- Establish formal partnerships with academic organizations (including disciplines beyond criminal justice)
- Identify whether measurement tools already exist
- Experiment (with measurement) and learn

Wrapping up

- Measurement will help us understand change and will inform future decisions
- The quality of your design (i.e. systematic process) improves the insights gained
- Measuring change should start early and be done often
- You do not have to go it alone
- Engage, communicate and reflect to ensure change process legitimacy and sustainability

Organizational Change Case Studies

- The Urban Institute conducted a national study of the COPS Program(2000).
- National COPS Evaluation Organizational change Case Study: Savannah, Georgia
 - Crime rates as an outcome measure
 - Documentation of structural changes to support goals
 - Existing case studies, reports, organizational documents such as budgets, annual reports, etc.
- National COPS Evaluation Organizational change Case Study: Portland, Oregon
- National COPS Evaluation Organizational change Case Study: St. Paul, Minnesota
- National COPS Evaluation Organizational change Case Study: Lowell, Massachusetts

Additional ideas & resources

- Partner with local Universities and Colleges
- Build internal capacity
- Network with larger organizations such as IALEP, LEOPRD, National Evaluation groups
- Change Leader's Network
<http://changeleadersnetwork.com/free-resources>
- Free Management Library
<http://managementhelp.org/organizationalchange/index.htm>



Comments? Ideas?
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