Evaluating R&R Implementation:

A Stepwise Approach

Who can primarily benefit from this tool?

Recognition & Rewards is geared towards the betterment of the academic community; hence this evaluation aims to find out how successful the implementation of R&R has been at a School. Therefore, the whole academic community of a School can benefit from it. Evaluation is initiated by the management/leadership of a School but the takeaways and the policy revisions will benefit everyone.

In which context is this tool useful?

This tool is used when R&R or certain aspects of R&R need to be evaluated after some time, usually 2-3 years, passed after their introduction. The evaluation looks into the reception and (perceived) success of these policies and will provide recommendations on what needs to change and how based on what was collected by the different methods.

Tip: This is an interactive document. Open it in Adobe Acrobat.

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Making Minds Matter

Evaluation overview

On this page, the overview of preparing the evaluation is shared. In this step-by-step overview, the phases and methods of a successful evaluation are presented. The evaluation R&R tool is for Schools (or potentially departments) to evaluate their overall R&R policies and the success/extent of the implementation of such policies. As R&R is aimed at academic personnel, it is important to involve them in the evaluation by using different methods such as surveys and interviews to gain insight on their perspective. The scope of the evaluation may be smaller, it does not need to extend to all R&R policies.

Several R&R aspects can be evaluated separately or together such as **narratives, focus profiles, teamwork or open science**. The outcomes of the evaluation are analyzed and then translated into policy recommendations on what needs to be changed and/or adjusted. In this document, four methods are suggested to conduct an evaluation, desk research, survey, focus groups and interviews, followed by a report. This tool is an interactive document, click on the timeline to navigate to certain steps for doing your evaluation!

The steps for preparing your evaluation:

1. Plan and prepare

Aim and Scope
Timeline and Methods
Roles and Responsibilities

2. Evaluation strategies

Desk research
Collect data from the academics
Surveys focus groups, interviews

3. Delivering the results

Report
Share findings
Embed

1. Plan and prepare

During this phase, **the aim but also the breadth and depth of the evaluation are defined** and agreed upon by the involved parties. They develop an evaluation plan including the methods that will be used and agree on the distribution of tasks and responsibilities. The product owner is usually the Dean's Office and they provide the mandate for the evaluation. If the scope of the evaluation is narrower, the product owner can be a department head, a project lead or a policy advisor. The evaluation plan agreed by all involved parties pertains to all factors described below and hence should be written and agreed upon at the early stage of this process.

Aim and Scope

Define the aim and the scope of the evaluation: ask the question **"What does this evaluation want to achieve?"** Is it for policy design and development? Is it more of a satisfaction survey? This helps define the course the evaluation will take, what the scope will be and what methods will be used. **Define the scope of the evaluation:** Does **the evaluation concern the whole of R&R** at your School or only **some of the processes** like the focus profiles? These needs to be clear when drafting the evaluation plan and influence the ownership, responsibilities and methods.

Timeline and Methods

Develop materials and a timeline: As part of the evaluation plan, agree on a timeline and what methods will be utilized. Depending on the scope of the evaluation, the **following methods** may be used: **desk research, survey, interviews and focus groups**. A mixed-method approach tends to yield the most accurate results. Prepare the materials needed and a timeline before the evaluation begins. You will **need a repository** to collect the desk research, a survey questionnaire, interview and focus groups guides, and consent forms.

Roles and Responsibilities

Agree on roles and responsibilities: for larger evaluations, the product owner is the Dean('s office) and they provide the mandate for the evaluation. For smaller-scale evaluations, the product owner can be a department head or the policy advisor. The **tasks and the responsibilities are divided between the product owner and the project team** as outlined in the plan. Product owner is responsible for granting the mandate, providing all needed support for the project team and overseeing the implementation of the outcomes based on the report. The project team, which consists of the central R&R team and the contact person from the School, prepares the materials, carries out desk research, conducts the survey, the interview and the focus groups, analyzes the data and writes the report.

2. Evaluation strategies

When it comes to "doing" the evaluation, there are multiple steps to be done along the timeline. **The scope of the evaluation defines what methods will be utilized and the duration of the evaluation**. The evaluation is likely to run for 4-6 months, although preparations such as developing the plans and materials (survey, interview and focus group guides) may extend this. It is advised that all materials are ready before the evaluation kicks off. If the evaluation involves interviews and focus groups, then it is advised that it does not take place during the summer as people's availability is limited. As mentioned above, it is advised to use a mixed-method approach, including both quantitative and qualitative methods to gain the deepest and broadest insight.

Desk research

It involves **reviewing the internal policies** and practices, a **gap analysis** if necessary, and looking into a wider context (other **national or international practices**). The desk research precedes the other methods as findings of the desk research can be integrated into the survey and in the interview/focus group guides. The desk research is collected in a repository, which is often a shared file or an excel sheet. It takes around **1 month**.

Collect data from the academics

Survey
A survey is a good start of the evaluation as it can **reach up to 50% of all faculty** members and provides quantitative data for analysis. **2 months**, begins after the desk research.

Focus groups
Focus groups are essential to **gain the insights and perspectives of a smaller group** that is closely involved with R&R practices. Examples include the promotion committee (VCL), team leads, MT, or a selected group of faculty members or support staff that have something in common that is relevant to the evaluation (e.g.; people in focus profiles at a School). **~ 1-2 months**, begins after the conclusion of the survey.

Interviews
Interviewees can be randomly selected but here should be an **even distribution among gender, seniority and field of research**/departmental affiliation. The number of interviewees from the support staff can be between 5 and 10, whereas for academic staff it can be between 15-25*. Having the interviews, transcribing and processing them also takes time and effort therefore it is advised to **not go beyond 30 interviews** (academic and support staff combined). **~ 2-3 months**, can run concurrently with the focus groups.

* Data saturation may occur around 25 interviews regardless of the size of the school.

3. Delivering the results

Finishing the evaluation has three steps. Writing up the **report with the key findings and recommendations**, in other words, deliver the results. This is done by the project team. The **report then is shared with the product owner**, which is then responsible for sharing it with the community. Finally, the product owner is responsible **to act based on the findings and recommendations**, for example revising existing policies or developing new ones.

Report

At the end of the evaluation, **a report is written up with the findings (the analyzed data)**, which can then be used to translate the findings into concrete steps. The data analysis can employ statistical tools (SPSS) and interview coding.
~ 2 months, begins after all data was collected.

Share findings

The **report is shared with the product owner** who then moves onto **disseminating the findings and report within the School (or department)**. The evaluation may be used as basis for a future evaluation and can be used as reference.

Embed

Based on the findings and recommendations, (some of) **the School's policies are revisited and adjusted**. Make sure that there is transparent communication about the changes brought about by the evaluation.