

PROPOSAL TO

CES NATIONAL COUNCIL

FOR A PROFESSIONAL DESIGNATIONS PROGRAM

SUBMITTED BY

THE PROFESSIONAL DESIGNATIONS PROJECT

CORE COMMITTEE

Version 4 - May 31, 2009

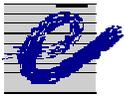


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References:

[CES Professional Designations Chronology](#)

[CES Policy on the Credentialed Evaluator \(CE\) Designation](#)

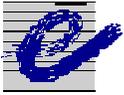
[PDP Implementation Plan](#)

[PDP Monitoring & Evaluation Plan](#)

[Credentialed Evaluator Detailed Costing](#)

[Competencies for Canadian Evaluation Practice](#)

[National Council Briefing Note on Competencies](#)



Acknowledgements

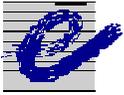
This proposal could not have been done without the significant contributions of many CES volunteers over the last 19 months. The Core Committee leading this project included National Council representation from Ontario – Keiko Kuji-Shikatani and New Brunswick – Brigitte Maicher, as well as CES Vice President – Heather Buchanan.

However this is very much a grassroots proposal, arising from the work of volunteers across Canada. Their collaboration, intellectual energy and rich diverse input was instrumental in the accomplishments reflected in this report and cannot be over stated. In alphabetical order, contributors to this project included:

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Gwen Keith	Khaddouj Souaid
Alison Kerry	Brenda Stead
Edward Lentz	Patricia Streich
Bud Long	Evelyn Valge
Maureen Matthew	Hema Vyas
Martha McGuire	Greg Wright
Carmen McKell	

And, it must be mentioned that this was no small effort on the part of CES National Council. Under the leadership of Past President Frankie Jordan and current CES President, François Dumaine, National Council had the courage to initiate the project and dedicated significant time and energy to guide and influence the work reflected in this report.

The journey begins ...



1. INTRODUCTION

A Professional Designations Project was constituted in October of 2007 by National Council of the Canadian Evaluation Society (CES) to pursue the development of voluntary professional designations for its Members. This report provides the project results in the form of a proposal to establish a CES Professional Designations Program.

The report provides some brief history and context for the initiative and then details core elements of this new CES program – objectives, activities, structure and costs. Implementation and measurement plans have also been developed and costed. Finally, we conclude with motions and recommendations for CES National Council on the provision of this new CES service.

2. BACKGROUND

2.1 Program origins

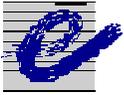
The Canadian Evaluation Society began its exploration of professional designations through commissioned research in 2006, followed by consultations with Members in 2007. National Council took a decision in August of 2007 to pursue the development of member and credentialed level of professional designations, to lay a foundation for *possible* future development of the certification level.

2.2 Program development

In October of 2007, the Professional Designations Core Committee was created to include 3 Council members, with a mandate to explore and develop a model for credentialed evaluators. Principles governing this mandate included *inclusiveness, partnering, utility, feasibility* and *transparency*. The project has been studious in its efforts to include a broad base of opinion from CES members and in transparently reporting to Council and CES at large on the progress and rationale at key milestones in the development of the CE. This proposal will speak to issues of feasibility, sustainability and utility of the proposed designation and program.

There perhaps has been less success at partnering with others, than was initially anticipated. This was primarily due to volunteer fatigue and resource constraints. It is expected more outreach will be undertaken during the implementation and marketing of the program.

The project will end with a decision on this program proposal. It is well worth noting that it has involved roughly 450 days of effort, representing \$360,000 of in-kind contributions from the



PDCC and volunteers over the last 19 months - incredible! Actual costs to CES over the 19 month project period totals roughly \$13,000. [estimated \$7,500 in FY 2008-09 + \$5,582 in FY 2007-08]

And the accomplishments are significant. The project has resulted in re-affirmation of the CES Ethical Guidelines of Conduct, adoption of CES Standards, and development of Competencies for Canadian Evaluation Practice and associated descriptors – all of which are stand alone benefits of the project regardless of the decisions on designation.

The dimensions of a CES credential have been the focus of extensive research, debate and analysis. Steps along this 19 month path are set out in the [CES Professional Designations Chronology](#) on this initiative and culminate in this program proposal.

3. PROGRAM DESIGN

3.1 Goals & Objectives

The Professional Designations Program (PDP) is well linked to the organization's vision and mission statement:

The Canadian Evaluation Society leads the professional community of evaluators, positioning and building evaluation theory and practice.

The Society will advance evaluation theory, knowledge and practice through leadership, advocacy, and professional development for members and non-members.

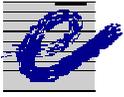
The initiative was pursued as part of CES strategic priorities and key results (noted in strategic planning documents 2006 to 2009). Professional designations are a means of defining and positioning evaluation in the Canadian context, designed to promote quality work and continuous learning in the field.

This proposal specifies the goal for the new PDP as:

To define, recognize and promote the practice of ethical, high quality and competent evaluation in Canada through a program for professional designations in CES.

Objectives include:

1. To create and respond to the demand for professional designations
2. To ensure the CE designation, CES Ethics, Standards and Competencies reflect current and best practice
3. To ensure a sustainable infrastructure for the Professional Designations Program



3.2 Activities

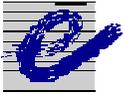
The PDCC and project volunteers have developed a model for a Credentialed Evaluator which includes 3 entrance requirements or qualifications:

1. Graduate level education (demonstrated through a masters degree or graduate certificate)
2. Two years (equivalent) of evaluation related experience in the last 10 years
3. Demonstration of experience and / or education in 70% of the approved CES competencies in each of the five domains.

In addition, the PDP is envisioned to include a renewal process for the CE designation, where CE's will be required to demonstrate continuous learning through 40 hours of professional development over a three year period. These core elements will be covered in [**CES Policy on the Credentialed Evaluator \(CE\) Designation.**](#)

The program, once approved will be required to undertake the following activities to deliver this new service to CES Members:

- **Market the CE to Members & Stakeholders** – proactive outreach will be built into the implementation, to be followed by ongoing communication on this new CES service;
- **Process CE applications, renewals & appeals** – the program will primarily operate on-line, with processing of these will require new technology for on line processing and links with the current CES membership data base;
- **Undertake periodic review, updating & validation of designation qualifications, CES Ethics, Standards & Competencies** – evaluation is not static and the fundamental underpinnings of this program require review and renewal at regular intervals. This activity is undertaken in concert with the Membership & Administrations committees, and utilizing the existing mechanism for representation on the Joint Standards Committee.
- **Set and collect PDP fees** – the program requires an annual budget, forecasting revenue and expenditures. This will be done in conjunction with CES normal budgeting processes, but requires close review to ensure the program continues to be cost neutral, and if warranted fees are adjusted (either up or down);
- **Manage the PDP repository** – CE's will be listed (if they agree) in a publically available CES repository, which will need to be kept up to date as the program evolves. There may also be opportunity here to provide links to CE professional web sites, with associated linkage fees as revenue.



- **Manage the human & technology resources of the PDP** – the program is envisioned to require part time, paid resources in an Application Administrator and roster of Credentialing Board members. Following the implementation period, the Application Administrator will be incorporated into the CES administrative support needs and contracting process. However, ongoing, day-to-day oversight will be provided through the PDP.

3.3 Governance & Structure

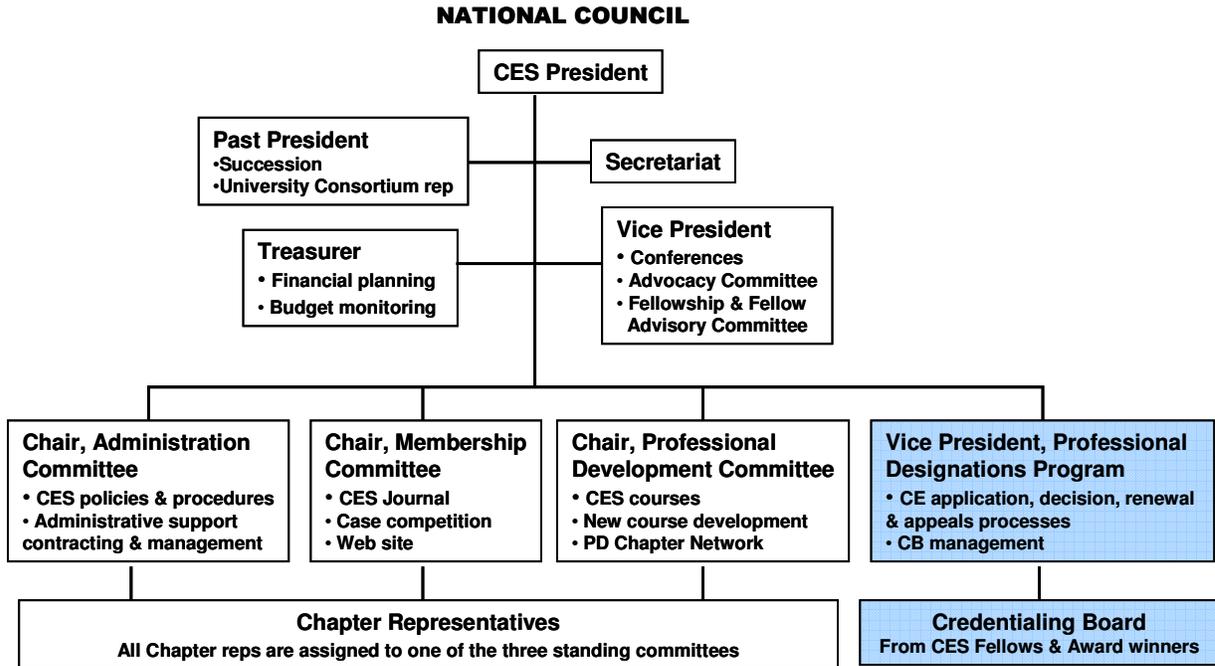
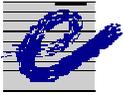
PDP will be managed through a new CES Executive position, Vice President, PDP reporting to the President of CES. As with the current VP position, it is envisioned the VP of the PDP will be an elected post. An implementation plan (following later in this proposal) identifies the need for by-law changes to accomplish this governance structure. Therefore, to facilitate the development and implementation of the PDP in the short term, it is suggested the CES President appoint an interim Vice President, PDP.

The VP of PDP will be responsible for managing a Credentialing Board (CB), seen as a delivery mechanism of National Council. Specific guidelines and procedures for the CB are in development as part of implementation. However, this body is envisioned to be populated through invited expressions of interest from the CES Fellows and Award winners – as expert evaluators from our community.

In addition the PDP structure includes an Application Administrator position, to facilitate and guide the delivery of the program. This is a support position which in steady state is envisioned to become a part of the overall CES administrative support needs and associated contracted services. In the implementation phase the Application Administrator will report on day to day business to an implementation Project Manager, and be ultimately accountable to the VP, PDP.

The structural impacts of the proposed new program on National Council and its Executive are depicted here.





3.4 Results

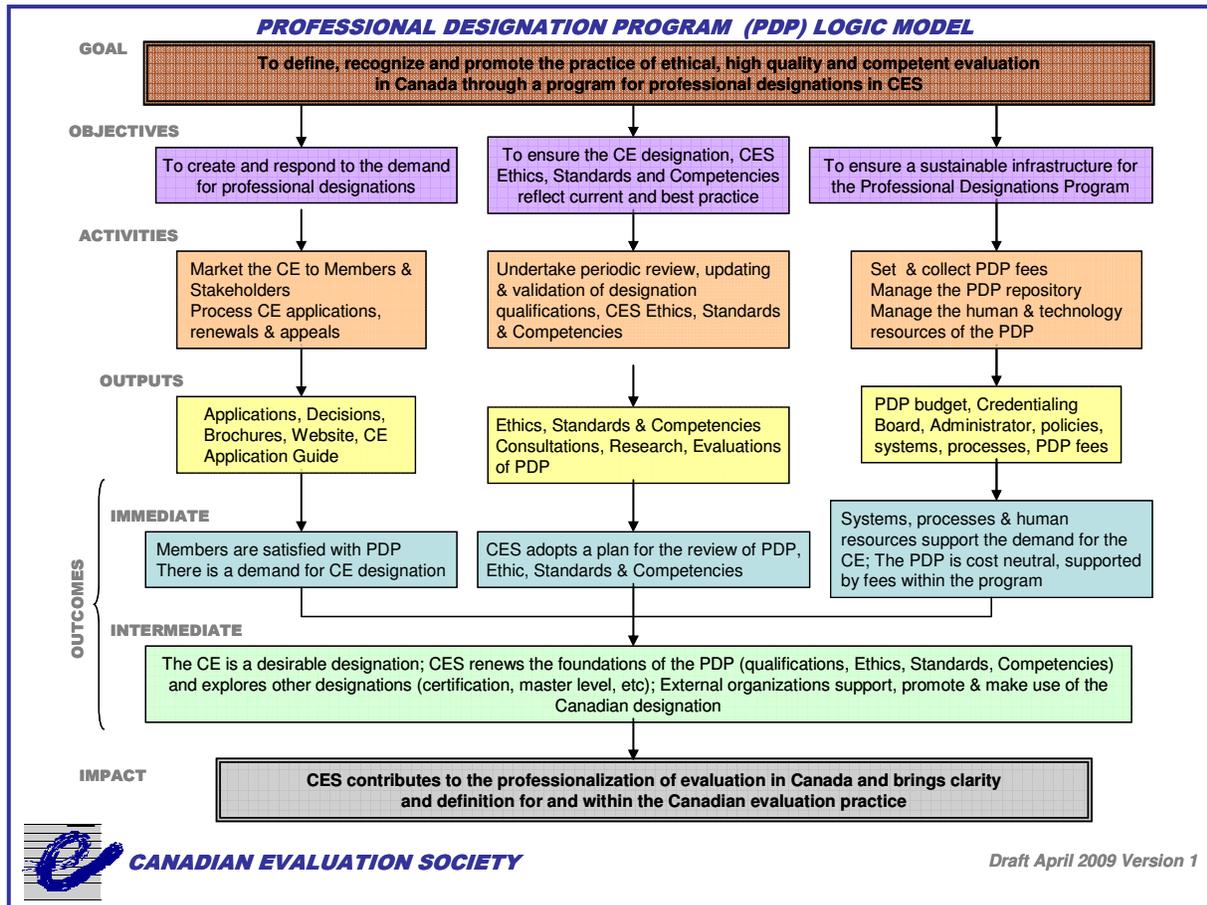
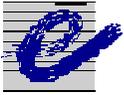
A logic model for the program, as depicted on the following page, articulates the desired results from this program – on an immediate, intermediate and long term basis.

Outputs include: applications, decisions, brochures, website, CE Application Guide, CES Ethics, Standards & Competencies consultations, research, evaluations of PDP, PDP budget, Credentialing Board, Administrator, policies, IT systems, guidelines and revenue from PDP fees.

In the short term, we are looking for: Members to be satisfied with PDP; there is demand for the CE designation; CES to adopt a plan for the review of PDP, Ethic, Standards & Competencies; infrastructure (systems, processes & human resources) support the demand for the CE; and the PDP be cost neutral and supported by fees within the program.

Over a longer horizon, it is envisioned: the CE will be a desirable designation; CES renews the foundations of the PDP (qualifications, Ethics, Standards, Competencies); CES explores other designations (certification, master level, etc); and external organizations support, promote & make use of the Canadian designation.

The PDP represents a new, *voluntary* service for CES members and an investment in the future of the organization. It is new to the evaluation community (both domestically and internationally) and not without debate. It is critically important to ensure its ongoing credibility, desirability and the achievement of desired results through strong monitoring and evaluation processes. To that end, a measurement plan is provided in section 5 of this proposal.

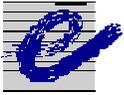


3.5 Resources

Human resources are specified above in the Structure section. They include a volunteer position as Vice President of the PDP – elected from the CES Membership at large. There are paid positions - an Application Administrator and a minimum of three Credentialing Board Members. All paid positions are part time, with specific levels of effort estimated on a per/application and per/renewal basis. Costs for these positions will be variable, based on the demand for a CE.

New **technological resources** will be required to deliver this program. There will be a need to create new areas within the CES web site to house the information on the program and to facilitate on-line application, decision and renewal processes. There is also a need to modify the existing CES membership data base to capture the proposed new 'type' of membership. All of these technology requirements are augmented with a need for close monitoring of this new program during implementation, as is defined in the section 5 on program measurement.

On a **financial** basis, the program has been designed to be cost neutral to CES, *in steady state*. It will be funded by special fees associated with the Credential – an application fee and an additional cost for CE annual membership – representing a new 'type' of ongoing membership.



We have had to speculate on the level of demand for the CE and attempted to obtain feedback on this issue during the recent consultations with Members. To give National Council the full picture and aid in decisions on the CE, detailed calculations on costing or pricing the credential are provided [Credentialed Evaluator Detailed Costing](#).

It is complex as the level of demand in the first year, from current CES members has a significant impact on ongoing revenues (from the added membership/renewal fee) and on variable expenditures (to process renewals every three years) going forward. Therefore, each of the levels of demand has been forecasted over years 1 through 10.

However, based on this analysis, it is proposed the **application fee be set at \$385** and the **CE membership fee at an additional \$35 per year**. This assumes 20% of current CES Members – 316 applications in year one and an ongoing 20% level of interest in subsequent years – 82 applications per year. We believe this to be a conservative, yet realistic projection.

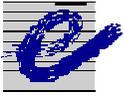
The table below provides an *illustrative annual budget for PDP in steady state*.

Variable Costs	Annual –Year 2
Administrator – per diem of \$412.50 (drawn from Willow costs for a Senior Client Manager)	\$2,255
Credentialing Board – per diem of \$500 - honorarium based compensation	\$12,636
<i>Variable Costs Sub Total</i>	<i>\$14,891</i>
Fixed costs	
National Council member (new) – travel for 2 in-person Council meetings	\$3,000
IT – web site development, links to CES data base, forms and communications	\$5,000
Translation – web updates and communications	\$2,000
Supplies	\$1,500
Marketing	\$1,500
Evaluation – in year 3 @ \$25,000	\$8,350
<i>Fixed Costs Sub Total</i>	<i>\$27,070</i>
TOTAL COSTS	\$41,961

Of course real demand is hard to project and one always wants to address a worse case scenario. From the projections in the [Credentialed Evaluator Detailed Costing](#) – if the demand for the CE is at 10% or less, the proposed PDP is not viable and CES should consider discontinuing the CE service or more aggressively marketing to increase interest.

If, on the other hand the initial or ongoing interest is higher than projected, CES should consider reducing the application fee. It is suggested this action not take place until the proposed evaluation is conducted, late in year 3. Excess revenues that may accumulate in the interim should be dedicated to the need for CES to augment access to professional development.

Year one will be an implementation year and will importantly inform the future of the PDP going forward.



4. PROGRAM IMPLEMENTATION

4.1 Approach

With review and decision on this proposal, the initiative is seen to move from a project to a full CES service, requiring CES infrastructure described above. It is suggested that the CES President and National Council endorse the appointment of a two year interim Vice President to oversee the implementation of the PDP, until CES by-laws can be changed and allow for an election for this post.

There is also a need for paid, dedicated leadership to drive the implementation process. It is suggested a project manager be hired (through an RFP process) and report to the new, interim VP. This will alleviate some of the volunteer effort needed and allow the program to be up and running soon – keeping the momentum going.

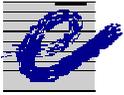
PDP implementation, at a high level will require action on governance, staffing, process development, technology development, communication and marketing. A more detailed breakdown of these activities, at the task level, is found in the [PDP Implementation Plan](#).

Once infrastructure activities have been completed, and depending on demand, there may need for a phased in approach on the intake process to manage work volumes. For example, the VP, PDP may decide to invite applications from CES members with initials A to K, or work from membership lists and invite those with the longest CES tenure to apply first.

One final implementation feature is a *grand parenting provision* for current CES members. It is suggested that current CES Members (using the membership list of June 1, 2009) be eligible without graduate level education, if they have an undergraduate degree with 5 years work experience in evaluation and not be required to undertake the PLAR assessment. The applicant could count their years of experience for both the education and the work experience requirement (allowing 'double' counting, so to speak).

They will be required to meet the other two CE requirements related to experience (2 years within the last 10 years) and competency alignment (70% of competencies in each domain). This provision would have a specified window, such as a period of six months following the date when applications are first accepted. Details on how to implement such a provision is also part of the implementation process

PDP would also approach CES Fellows and Award winners to invite them to apply for the CE. Here we may devise a more streamlined process of application.



4.2 Costs

An implementation budget has been developed in the table below.

Variable Costs	Year 1
Administrator – per diem of \$412.50 (drawn from Willow costs for a Senior Client Manager)	\$17,380
Credentialing Board – per diem of \$500 - honorarium based compensation	\$48,696
<i>Variable Costs Sub Total</i>	<i>\$66,076</i>
Fixed costs	
Admin inquiries, registry set up	\$11,440
National Council member (new) – travel for 2 in-person Council meetings	\$3,000
Project Manager - implementation	\$30,000
IT – web site development, links to CES data base, forms and communications	\$20,000
Translation – web updates and communications	\$15,000
Supplies	\$5,000
Marketing	\$5,000
Evaluation – in year 3 @ \$25,000	\$5,000
<i>Fixed Costs Sub Total</i>	<i>\$94,440</i>
TOTAL COSTS	\$160,516

Based on the proposed cost for an application (\$385) and a projected demand of 20% of existing CES members (1580), revenue from the estimated 316 CE applicants would total \$121,660. This is a **shortfall of \$38,856.00** - which is the proposed level of *one time investment* by CES in PDP.

From a budget standpoint for fiscal year 2009-2010, it is proposed the PDP reflect revenues of \$121,660 in fiscal year 2009-2010, operating expenditures \$121,660 and a one time expenditure/investment of \$38,856.

4.3 Timing

Implementation is planned over the upcoming fiscal year, from July 2009 to June 2010. The [PDP Implementation Plan](#) provides details and timelines for the implementation process and if the schedule is met – there would be a call for initial applications in December 2009, with the awarding of first CE's in January 2010.



5. PROGRAM MEASUREMENT

5.1 Monitoring and Reporting

This new service to CES members is also quite new to the field of evaluation. It will be important to monitor and evaluate the program to inform CES Executive, National Council and the membership at large how the CE designation is working. The [PDP Monitoring & Evaluation Plan](#) provides a plan for this program measurement work. It highlights the critical elements which need to be considered when developing the CE technology so that data and information is accurate and easily accessed. The plan further provides some suggested timelines and the elements which the VP may report on, on an ongoing basis.

There is also a need to step back now and examine the membership and profile of CES, so that we may know how this is impacted by the CE, if at all. Some nominal monies are proposed during implementation to develop a baseline story for the organization. This would entail looking into the membership data and potentially working to fill data gaps on our current members.

5.2 Evaluation

The [PDP Monitoring & Evaluation Plan](#) suggests an evaluation be undertaken late in year three of the PDP. Funds have also been included in the steady state budget for this effort. Baseline information, PDP experience over the first two years and the desired results specified in the logic model will inform the issues and methods for this evaluation.

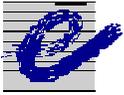
6. RECOMMENDATIONS & MOTIONS

This section sets out formal motions for National Council, as well as some related recommendations from the PDCC. As a first and standalone step – the PDCC proposes National Council review and approve [the Competencies for Canadian Evaluation Practice](#), as provided in the accompanying [Briefing Note](#). These are foundational to the PDP, but are an important accomplishment of this project, regardless of decisions on credentialing. A Competencies Companion Document has also been prepared to supplement this competencies and for the purposes of applying them within the PDP.

6.1 Motions

The Professional Designations Project **moves** that CES National Council:

A – Approve the establishment of a Vice President, Professional Designations Program as the lead for implementing the PDP



B – Approve the [CES Policy on the Credentialed Evaluator \(CE\) designation](#), amended to remove references to the Treasurer in the Accountabilities section.

C – Approve a planned expenditure of \$160,516 and planned revenue of \$121,660, resulting in a net investment of \$38,865 in fiscal year 2009-2010.

D – Approve a grand parenting provision: Current CES Members (membership list as of June 1, 2009) will meet educational requirements with an undergraduate degree and five years of experience and will not be required to undertake a PLAR assessment. Applications from these Members will be required to meet the other two CE requirements related to experience and competency alignment. This provision will be available for a specific period of time to be determined by the VP and Executive during implementation.

6.2 Recommendations

It is further recommended that:

The Treasurer:

- Include planned revenue of \$121,660 and operating expenditures of \$160,516 in the 2009-2010 budget, under account codes/descriptions provided in section 4 of this report
- Provide the VP, PDP with reports during implementation on both revenues and expenditures received
- Work with the VP, PDP during implementation to assist in the development of a budget for year 2, based on first year experience.

The Professional Development Committee:

- Augment the availability of professional development opportunities through providing CES sanctioned course (ESS, Logic Models and Survey Research) on-line for distance learning.
- Develop mechanism to work with private providers of professional development to increase availability, accessibility and augment quality assurance.

The Past President:

- Liaise with the University Consortium on the need for additional evaluation education and the critical importance of its accessibility through distance learning approaches

The Administration Committee:

- Revise the CES by-laws as required to incorporate the PDP and its governance structure
- Participate with the VP, PDP in identifying ongoing impacts of the PDP on the administrative support services and contract already in place



Proposal - Professional Designations Program

- Advise the VP, PDP on issues related to the integration of PDP technological requirements with existing CES web site
- Update the CES Brochure to incorporate this new CES service

The Membership Committee:

- Incorporate a declaration of adherence to CES Ethics and Standards in the 'regular' membership application process
- Participate with the VP, PDP in the smooth transition of the CES Membership data base to support the new CE designation
- Develop, with input from the VP, PDP a current profile of CES membership that informs the baseline story to be used in the evaluation of PDP in 3 years.

The CES President promotes the PDP in the course on ongoing communication and advocacy work.

Submitted by:

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