

# Internal Evaluation Capacity Building

Unpacking what works in a (very) large  
government department

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# Internal Evaluation Capacity Building

Unpacking what works in a (very) large government department



- About the ECB team

- Effective internal ECB

- Where to next

- Q&A



# About the ECB team

Timeline, behaviour change, our work

# About the ECB team

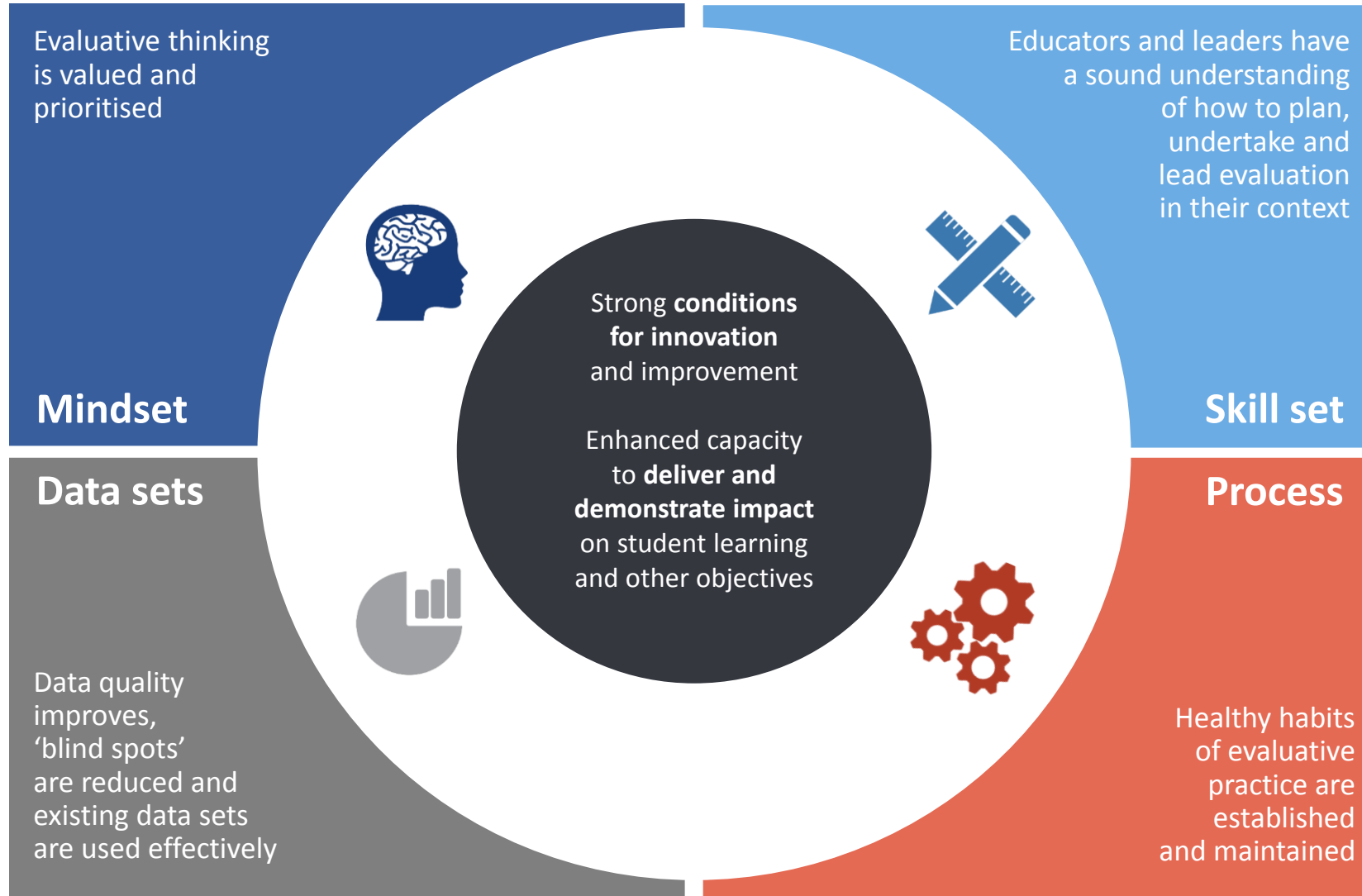
## Timeline

- Centre for Education Statistics and Evaluation (CESE) established in 2012
- ECB team established in 2016
- Has been maintained through significant structural change
- Strong sense of alumni - most of ECB team still within CESE



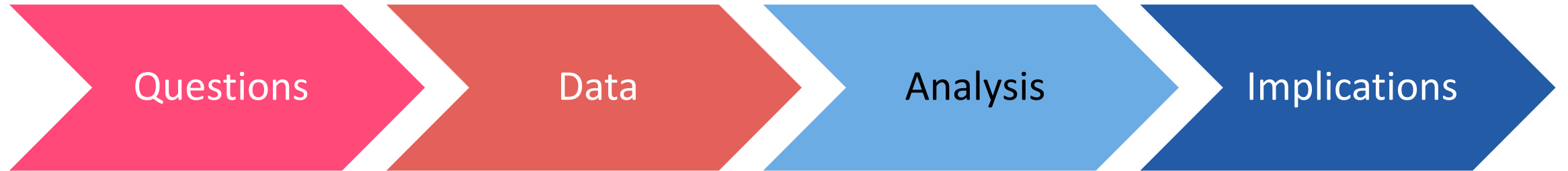
# About the ECB team

## Our work



# About the ECB team

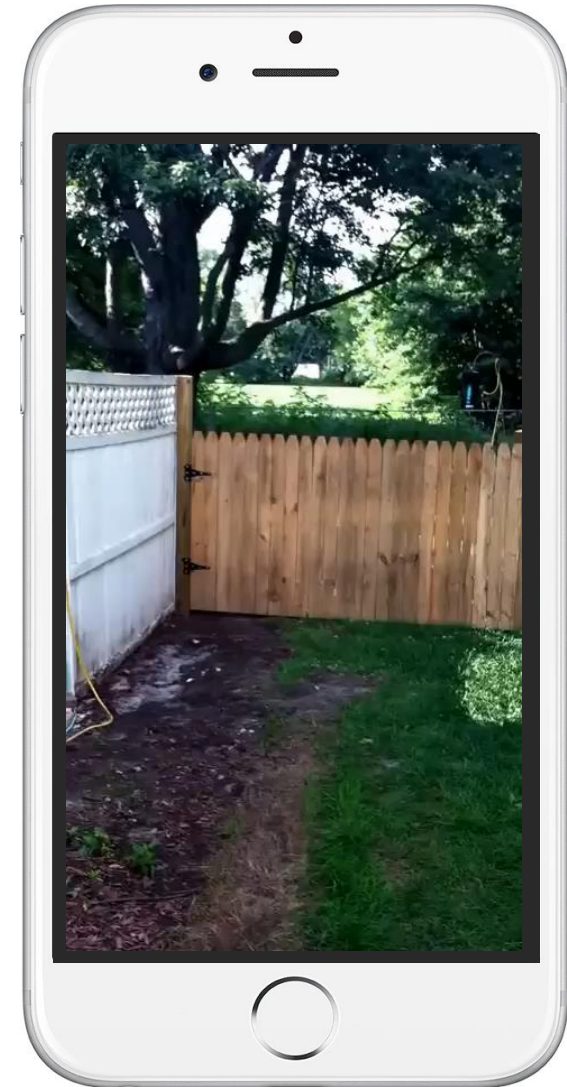
## Our work



# About the ECB team

## Our work

The journey so far		Progress towards goals
<i>planned vs. actual</i>		<i>expected + unexpected</i>
What have we been doing?	How well have we been doing it?	What difference did it make?
<b>Evidence of activity</b>	<b>Evidence of process quality</b>	<b>Evidence of impact</b>
<ul style="list-style-type: none"><li>• often from admin records</li><li>• describes reach and scale</li><li>• demonstrates adherence to a policy</li></ul>	<ul style="list-style-type: none"><li>• participant feedback about their experience</li><li>• comparing actual practice with 'good' practice</li><li>• complaints</li></ul>	<p>Short, medium and long term consequences, e.g. changes in</p> <ul style="list-style-type: none"><li>• Teaching</li><li>• wellbeing</li><li>• engagement</li><li>• learning</li></ul>





# Effective internal ECB

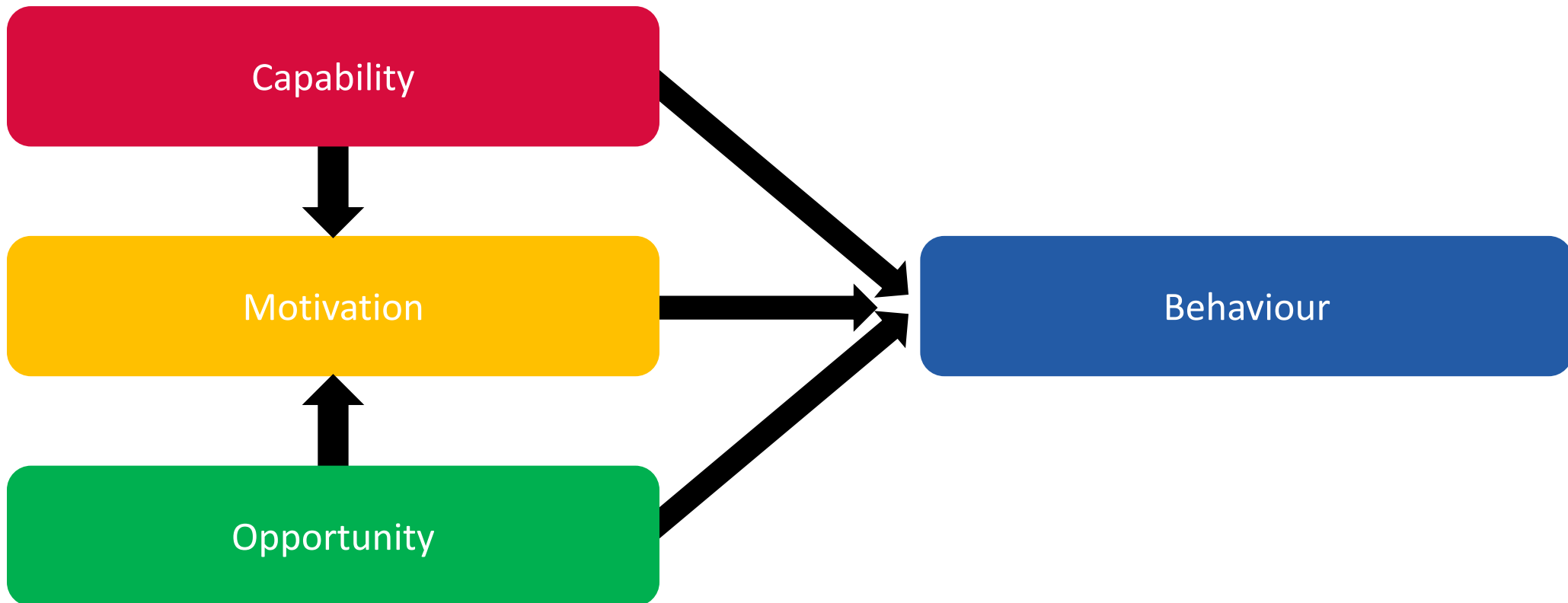
Unpacking what works





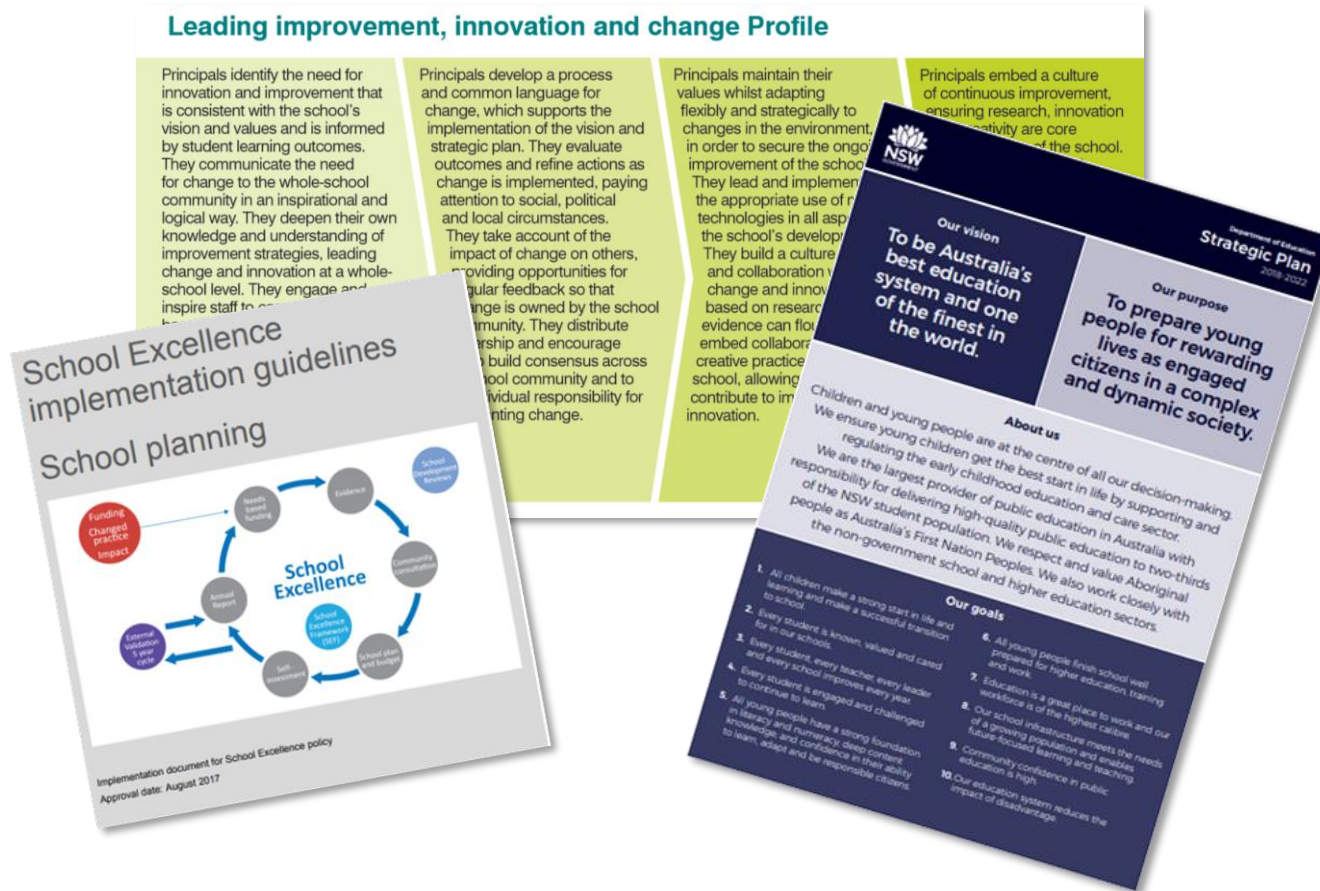
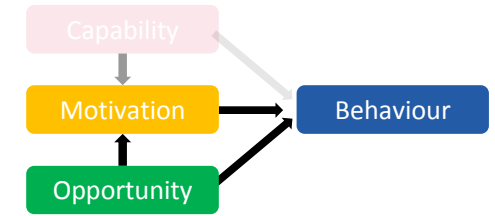
## Effective internal ECB

Professional learning



# 5 key enablers to effective internal ECB

## 1. Leveraging existing structures and reforms



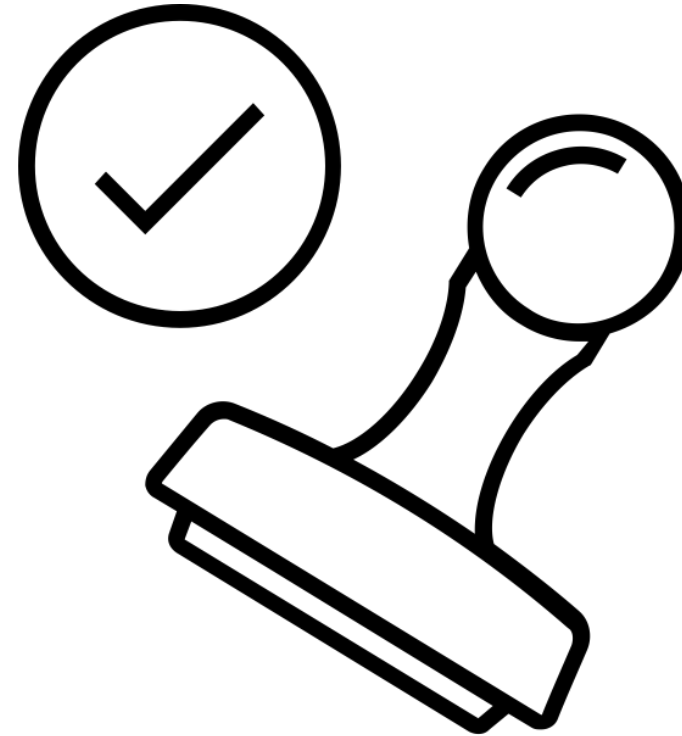
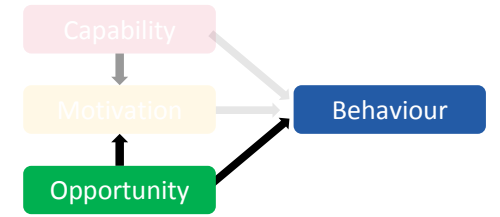
### Use frameworks which reference:

- embracing an analytical approach
- evidence-based decision-making
- being specific and clear about areas of impact and how key issues are interdependent, so that appropriate strategies can be implemented
- planning for continuous improvement

# 5 key enablers to effective internal ECB

## 2. Establishing and maintaining a strong authorising environment

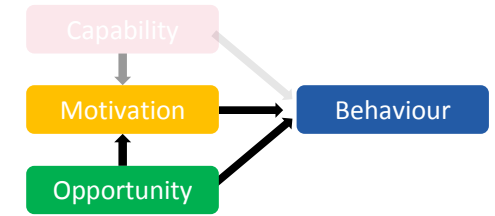
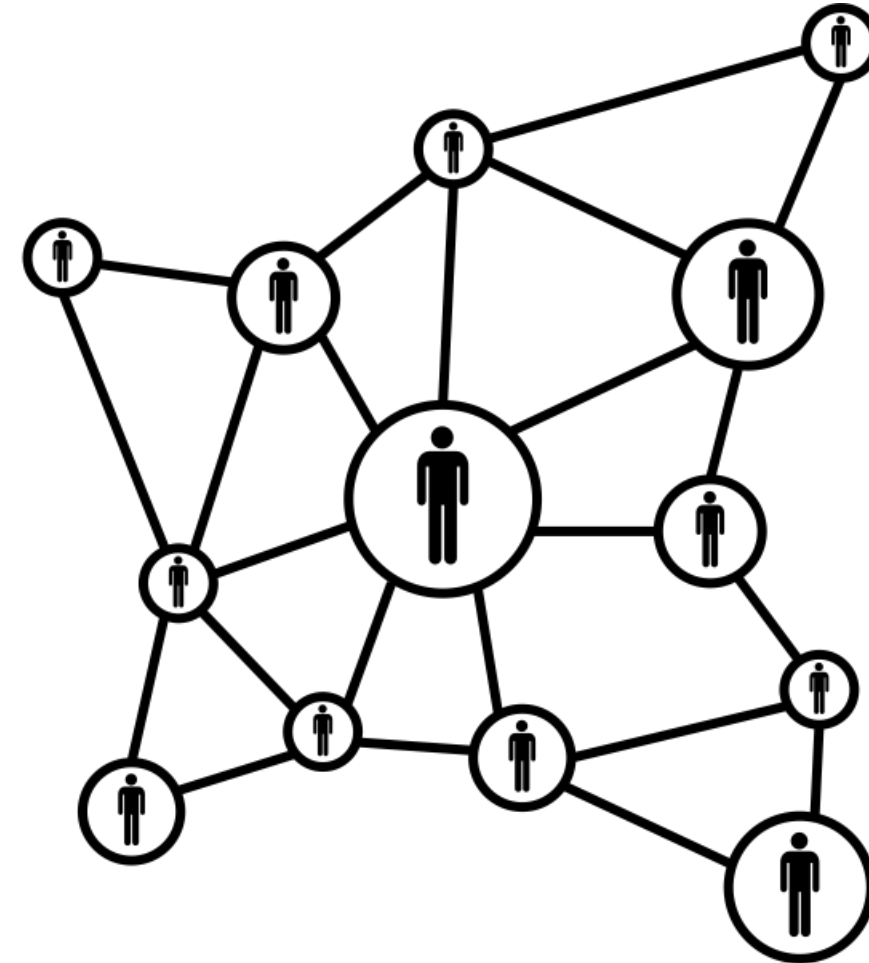
- Legitimacy, permission and resources
- Governance



## 5 key enablers to effective internal ECB

### 3. Effective collaboration at multiple levels

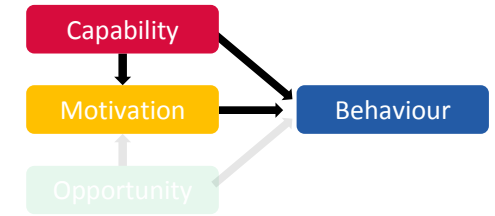
- Building meaningful internal networks through structure and connection
- Includes work at the system-wide level, and on the ground (in networks)



## 5 key enablers to effective internal ECB

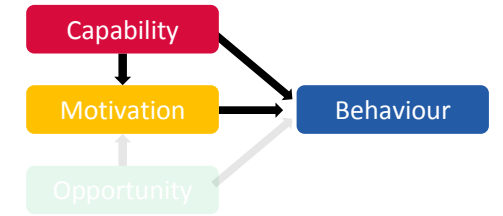
### 4. Operating with the right mix of skills and support

- There's a mix of skills
  - Not just evaluators
  - Not just teachers
- But everyone is Tony Robbins





# 5 key enablers to effective internal ECB



## 5. Engaging in a disciplined design process

- Using constraints to guide innovation
  - Disciplined innovation
  - Pilot, assess and grow
- Start-up culture
  - QVs
  - Don't try to do everything at once





# Where to next?

Quo vadis?



## Where to next

### Trust, expansion and collaboration

- Trust in team is strong
- Expansion: evaluation, data and evidence teams
- Key challenge is managing demand and growth



# Q&A

Comments/your experiences welcome



## Want more?



Check out the school planning guidelines: [education.nsw.gov.au/teaching-and-learning/school-excellence-and-accountability/school-planning](https://education.nsw.gov.au/teaching-and-learning/school-excellence-and-accountability/school-planning)



Go to the Evaluation resource hub:  
[www.cese.nsw.gov.au](https://www.cese.nsw.gov.au) and look for the paper plane



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