

# Performance Evaluation Measuring at New Sector

New Sector Alliance has a rigorous approach to monitoring and evaluating the performance of our program and our Fellow's impact both during and after the Fellowship experience at three integrated levels: 1) monitoring, 2) formative evaluation, 3) outcome and impact evaluation.

Monitoring combines three sets of surveys completed every two weeks on New Sector's key programmatic elements. Both Fellows and host site partners are asked to provide feedback on Fellow progress toward deliverables and responsibility fulfillment. Time committed to New Sector program support via training, learning teams, and mentorship is also reported. Training feedback is collected after each bi-weekly workshop. Survey data is collated in a monitoring dashboard accessible to New Sector staff to facilitate immediate response and adaption to changing conditions and satisfaction levels.

Formative evaluation includes both Fellow performance measurement and anonymous mid-term program evaluations. Performance measurement includes Fellow and host site supervisor comparative rankings on eight professional competencies including connectedness, orientation to opportunity, interpersonal effectiveness, engaging stakeholders, problem solving, ethics, adaptability, and project management. Fellow's competencies are tracked to gauge growth over time at start-of-year, mid-year, and end-of-year performance measurement intervals. New Sector Program Managers in each city complete site visits at mid-year and end-of-year intervals to check on Fellow progress and provide coaching intervention as needed. Anonymous mid-term program evaluations are distributed to host sites, fellows, mentors, and trainers. Program evaluations aim to gather quantitative information about our stakeholders as well as feedback on New Sector's key programmatic elements and Fellow support structures.

Outcome and impact evaluation takes place at the end of the Fellowship and in an annual alumni survey. An end-of-year anonymous program evaluation is distributed to host sites, fellows, mentors, and trainers upon completion of our program. The primary aim of this survey is gauge immediate impacts of our key programmatic elements and to collect feedback for future cycle improvements. The annual alumni survey is designed to track long-term and systematic impacts of New Sector's Fellowship program. Respondents are asked about their engagement in the social sector after completing their Fellowship experience and core competencies are again revisited to track Fellow growth and achievement long after graduating from our program.

In combination, these data sources and evaluation measures provide New Sector staff with real-time feedback on our program model and key interventions as well as the long-term systemic impacts of our model on building talent for the social sector.

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In addition, the final evaluation of the New Sector Alliance RISE program, supported by Americorp, ending in July 2016, showed a significantly high level of satisfaction and improvement in comprehension of nonprofit careers among Fellows and a corresponding high level of satisfaction among nonprofit host sites participating in the program. The independent evaluators, Navin Associates, reported the following conclusions on Nov. 30, 2016:

## **CONCLUSIONS**

The objectives of this outcome evaluation were to determine whether the 2015-2016 New Sector RISE Program achieved its measurable outcomes, which were that a) the services provided to the Host Sites by the New Sector RISE Fellows will increase the organizational capacity of the Host Sites in the short-term and the long-term, and b) the member development services provided to the Fellows by New Sector will increase the Fellows' social sector-related knowledge and skills to aid them in building organizational capacity of the Host Sites. These objectives were treated as the primary and secondary research question and are answered in this section. The following and final section of the evaluation will consider suggestions for program improvement.

### **Primary Research Question: "Do the services provided to Host Sites by New Sector RISE Fellows increase the organizational capacity of the Host Sites in the short-term and the long-term?"**

Increased organizational capacity was defined as six possible outcomes: Creation of new services; Improved outcomes of current services; Increased awareness of services; Increased number of potential beneficiaries reached; Increased number of beneficiaries served; and Cost savings per beneficiary served. Host Site Supervisors and Fellows were asked about their expectations for outcomes at Start-of-Term (T-1) and about actual outcomes at End-of-Term. Supervisors also were asked about the value of the Fellow's service and about any unintended effects of the Fellow's services.

Host Site Supervisors were nearly unanimous (97%) in their belief that, with respect to one or more outcomes, the services provided by New Sector RISE Fellows increased the organizational capacity of the Host Sites in the short-term **and** in the long-term. Twelve Supervisors commented on positive and/or negative unintended effects of the capacity-building services provided by the Fellow. Every comment was positive and included a wide range of effects such as the following.

"Deeper consideration of our theory of change."

"Molly was able to make connections in the community that we had been unable to do in the past due to capacity."

"Kayla's work will have a lasting impact on our talent development and recruitment processes."

"Dan taught a lot of staff improved strategies for using MTS and for data collection and analysis."

The New Sector RISE Fellows expressed less certainty and unanimity than the Host Site Supervisors but still agreed overwhelmingly (88%) that the services they provided increased the organizational capacity of the Host Sites<sup>1</sup> with respect to one or more outcomes.

Consequently, based upon 1) the opinions of the Host Site Supervisors and the New Sector Fellows about direct impacts on organizational capacity *during the Fellows' term*, and 2) the opinions of the Supervisors that the Fellows' services would have "*lasting positive impact ... beyond the end of the Fellow's term*", Primary Research Question #1 can be answered in the affirmative. ***New Sector services provided to Host Sites by New Sector RISE Fellows do increase the organizational capacity of the Host Sites in the short-term and the long-term.***

**Secondary Research Question "Do the member development services provided to the Fellows by New Sector increase the Fellows' social sector-related knowledge and skills to effectively build organizational capacity of the Host Sites?"**

New Sector identified seven knowledge and skills areas that it considered to be foundations of social sector leadership, namely, Interpersonal Effectiveness, Engaging Stakeholders, Problem Solving, Cultural Competence, Ethical mission-driven work, Adaptability, and Project Management. Five program elements were employed as member development services to increase these knowledge and skill areas in Fellows before and during placement at the Host Site. The program elements were Training, Mentoring, Learning Teams, Coaching, and Host Site Supervisor.

*Importance and Utilization of the Seven Knowledge and Skills Areas*

More than nine in ten Host Site Supervisors confirmed that all seven, social sector-related, knowledge and skills areas were important to Fellows' ability to build organizational capacity at Host Sites. Four of five Fellows at T-2 reported that they "Always" or "Almost Always" utilized six of the seven knowledge and skill areas.

*Increases in Knowledge and Skills Areas*

The overwhelming majority (93.5%) of Supervisors reported that the knowledge and skills of Fellows at their sites had increased in four or more areas. Nine of every ten of Fellows rated themselves more highly at T-2 than at T-1 in at least one area of skill and knowledge, and nearly two-thirds did so in three or more areas.

*Top Knowledge and Skills Areas*

According to Supervisors, the four most important knowledge and skill areas (Adaptability, Problem Solving, Project Management, and Interpersonal Effectiveness) were also the top four areas in which Fellows showed increased knowledge and skills. Fellows agreed with Supervisors on three of the four top increases, but named Engaging Stakeholders instead of Problem Solving.

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<sup>1</sup> Data were available from Fellows about short-term impacts only

### *Effectiveness in Helping to Build Organizational Capacity<sup>2</sup>*

How well did the program elements help Fellows *build organizational capacity* of Host Sites? Fellows' average scores of the five program elements ranged between "Somewhat Effective" and "Effective" on a six-point scale. The only program element that more than 39% of Fellows scored as "Effective" or "Very Effective" was "Host Site Supervisor" (72.2%).

### *Effectiveness in Building Social Sector-Related Knowledge and Skills Areas*

How effective were the program elements in *building Fellows' social sector-related knowledge and skills*? Again, the most effective program element by far was Host Site Supervisor followed by Training, Mentoring, Learning Teams and Coaching. Fellows' reported that their increases in knowledge and skills were due more to Host Site Supervisors and Training than the other three program elements combined.

Fellows reported that the top four knowledge and skills areas built by the New Sector program elements were Problem Solving, then Interpersonal Effectiveness, Project Management, and Adaptability. It is noteworthy that these are the same four knowledge and skills areas in nearly the same order that the Supervisors a) ranked highest in importance to Fellows' ability to build organizational capacity and b) reported as the largest increases in Fellows' knowledge and skills. As noted above, Fellows agreed with Supervisors on three of the four top increases, selecting Engaging Stakeholders instead of Problem Solving as the fourth.

**To sum up the conclusion regarding the secondary research question, the answer is "Yes, the member development services, or program elements, do increase the seven knowledge and skill areas that help Fellows build organizational capacity." However, 1) the seven knowledge and skills areas seem to fall into two different levels of importance, according to the Host Site Supervisors, and 2) the five program elements vary widely in their effectiveness, with Host Site Supervisors being by far the most effective, according to New Sector Fellows.**

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<sup>2</sup> Only Fellows were asked about the effectiveness of the program elements.