

**NON-MANAGEMENT JOB DESCRIPTION  
POINT RATING EVALUATION PLAN**

Working Title <b>Evaluation Analyst</b>		Name	
Position Number	Reports to Position No., Class & Level	Division, Branch / Unit	Ministry <b>Assisted Living and Social Services</b>
Present Class <b>Program Services 4</b>		Requested Class	
Dept ID	Program Code	Project Code (if applicable)	

**PURPOSE:** Give a brief summary of the job, covering the main responsibilities, the framework within which the job has to operate and the main contribution to the organization (see Non-Management Job Description Writing Guide [Pages 7-8](#)).

The Corporate Accountability and Planning (CAP) branch and the Quality Assurance and Accountability (QAA) unit are responsible for establishing the strategic direction for assessing and improving organizational performance and assuring the public accountability of Assisted Living and Social Services (ALSS). The QAA unit's core functions are Quality Assurance (QA) and Strategic Evaluation (SE). These functions are integrated into a comprehensive performance management approach that supports the ongoing measurement, evaluation, and improvement of the programs and services provided by ALSS to Albertans. As part of this approach, the unit is responsible for the operationalization and maintenance of the ALSS Performance Management Framework (PMF), the coordination of complex ministry-wide performance, improvement and accountability focused projects, and the establishment of performance models and frameworks across the ministry's programs and services that contribute to and reinforce the pursuit of excellence throughout ALSS. The QAA unit is also responsible for creating organizational capacity around its core functions (i.e., performance management, measurement, and evaluation) as well as the facilitation of connections between staff, partners and stakeholders to design and implement systematic approaches to monitoring and improving programs, services and related policy.

Evaluation is the systematic application of social research methods to assess program or policy implementation, processes, and outcomes and impacts for improvement and decision-making purposes. It is an essential program management practice in virtually every progressive human service organization. The QAA unit provides leadership, strategic management, and technical support to performance management activities, high-level priorities and transformational initiatives across ALSS.

The Strategic Evaluation team is responsible for the Ministry's evaluation agenda and has a mandate to: Establish and maintain a coordinated and rigorous approach to evaluation in ALSS; Establish an evaluation planning process for the Ministry; Lead evaluations of the Ministry's priority initiatives, policies, programs, and services; Provide technical advice for operational-level evaluations and ministry policies, programs and services; Ensure evaluation-related activities are undertaken in alignment with, and in support of, the ALSS PMF; Ensure that evaluation work is technically sound and adheres to leading practices and standards; Create a 'culture of evaluation' within the ministry where evaluation evidence is used for learning and continuous improvement; and Facilitate capacity building to ensure that evaluation work is of high quality and that the role of evaluation in good program management is well understood.

The Evaluation Analyst position is located within the Strategic Evaluation (SE) function of the QAA unit and reports to the Manager, Strategic Evaluation. At the ministry level, the position leads and contributes to the operationalization and maintenance of the PMF and, at the program level, leads and supports the development and maintenance of Accountability Frameworks (AFs). This position will be required to undertake current state assessments of program's existing evaluation needs and of their performance management approach/components, to make recommendations for improvements, to work with program stakeholders to

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build, improve or reinforce evaluation and performance management components, and to enable programs to sustain these approaches over time.

The Evaluation Analyst works within a team environment to provide substantial expert advice on evaluation and analysis approaches and, in doing so, works closely with staff throughout the department, other Government of Alberta departments, and the Federal Government, when required. This position ensures that sound research and evaluation methods and approaches are used and ensures that client's evaluation needs are identified and addressed through proposed evaluation activities. The Evaluation Analyst will exercise a high degree of creative problem solving in the application of a wide range of emergent and established evaluation techniques and a high level of thinking in the analysis of evaluation information. Information will be used to inform program managers, and senior and executive leaders. Tasks include, but are not limited to, leading and collaborating with program areas, identifying evaluation needs, designing evaluation plans/frameworks (including logic models, evaluation matrices, evaluation approaches/methodologies, determining evaluation timing, and resource requirements), developing data collection tools and instruments, conducting quantitative and qualitative data collection and analyses, conducting financial and cost-benefit analysis, preparing and presenting evaluation reports and recommendations to key stakeholders, and ensuring evaluation evidence is used to inform decision-making and continuous improvement. This position is responsible for the preparation of evaluation reports and briefings for internal and external use.

The Evaluation Analyst is responsible for independently managing complex evaluation projects and for providing expert technical advice, guidance and support in the development of strategic evaluation plans and outcomes measurement frameworks for clients across the department. This position will engage with, or lead, large-scale strategic and cross-ministry evaluation working groups.

This position also serves as a comprehensive resource for the unit and branch by supporting the development and implementation of cross-functional initiatives that are aligned with the ministry priorities. By identifying risks and strategic alignment issues, analysing complex information and understanding ministry priorities, programs and business unit functions, the Evaluation Analyst is responsible for guiding the development of evaluation frameworks and plans that support departmental, cross-ministry, and GoA-wide priorities as well as providing supports and linkages to the work of CAP's other units and functions.

The position will work on the development of evaluation and continuous improvement sections in cabinet reports. This includes working with stakeholders, academic and grey literature review, exercising professional judgement and making recommendations for appropriate, sound and reliable approaches to evaluation. This position will ensure evaluation activities are completed as required by legislation, policy and guidelines.

Development and maintenance of internal and external relationships is a key responsibility of this position to address stakeholder needs/requirements while maintaining the ministry's strategic priorities.

**RESPONSIBILITIES AND ACTIVITIES:** The purpose of the job can be broken down in different responsibilities and end results. Each end result shows what the job is accountable for, within what framework and what the added value is. Normally a job has 4-8 core end results. For each end result, approximately 3-6 activities should be described (see Writing Guide [Pages 9-10](#)).

This position works primarily within the SE function. However, the Evaluation Analyst must be capable of performing work and serving as a resource for other work within the QAA unit. Additionally, the position will support a broad range of branch communication activities.

## **Strategic Evaluation**

### **Leads/conducts and oversees evaluation work related to departmental, cross-ministry or intergovernmental evaluation priorities.**

- Works independently or in collaboration with others to identify appropriate scope of evaluation projects.
- Manages individual complex evaluation projects, including overseeing project progress and completion of work to achieve timely, high-quality deliverables; monitors project processes and outputs and troubleshoots as necessary.
- Develops project terms of reference, project charters, implementation plans, identifies project resource requirements, and leads project working teams.
- Prepares and manages contracts with external vendors associated with major evaluation projects.
- Leads and oversees evaluability assessments, works with stakeholders to prepare for evaluation.

### **Provides technical expertise and advice to major evaluation projects undertaken within the ministry.**

- Leads the development of evaluation plans, logic models, evaluation and outcome frameworks, and evaluation plans.
- Leads and supports the implementation of evaluation plans for the ministry's programs and major initiatives through project and contract management support.
- Assists in the planning, design and implementation of strategic evaluation projects.
- Leads and supports the development of data collection instruments.
- Leads and project manages data collection processes and undertakes primary data collection.
- Leads the development of evaluation approach and methodology, undertakes quantitative and qualitative data collection and analysis, financial and cost-benefit analysis and effectively communicates findings.
- Develops reports and presentations of evaluation findings.
- Ensures evaluation findings and recommendations are shared and mobilized across the ministry and used for strategic planning and decision-making, quality assurance, and continuous improvement and innovation.
- Maintains thorough knowledge of current and emerging evaluation approaches and development of evaluation best practices.

### **Leads/supports QAA's performance management approach (AFs) for programs and services.**

- Leads and/or engages with cross-functional working groups.
- Leads and oversees evaluation-related components of AFs including: assessing the current state of evaluation-related performance management approaches; providing recommendations for how to improve, build or reinforce evaluation-related performance management approaches; working with stakeholders to develop evaluation-related components of a performance management approach; and supporting initiatives and working with other stakeholders to implement and maintain AF components over time.
- Ensures information and findings gathered through AFs are shared and mobilized across the ministry and used for strategic planning and decision-making, evaluation, quality assurance, and continuous improvement and innovation.

### **Development of evaluation capacity within the ministry.**

- Develops and delivers presentations, seminars, workshops and print materials for the promotion and understanding of evaluation, throughout the ministry.
- Actively seeks and takes advantage of opportunities to build evaluation capacity among staff and managers through participation in working groups, networks, etc.

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- Develops and maintains evaluation resource suite.

**Supports continuous improvement and innovation.**

- Supports the development of organizational initiatives to foster ongoing improvement and innovation at corporate and delivery levels.
- Assists with the design and implementation of research projects and pilot projects to demonstrate the effectiveness and potential impact of improvement and innovative business and delivery practices.

**Supports corporate quality assurance.**

- Supports the implementation of the quality outcomes of the PMF.
- Assists in engaging staff, partners and stakeholders in the development of the definitions, values and metrics for corporate quality assurance.

**Supports performance measurement.**

- Supports the development of performance measures in alignment with the PMF and program/service AFs and logic models.
- Assists in engaging staff, partners and stakeholders in the development and operationalization of performance measures.

**Supports research and data acquisition/analysis**

- Supports the development, maintenance and analysis (qualitative and quantitative) of ministry surveys.
- Supports the development and maintenance of the ministry research strategy and alignment activities.
- Supports ongoing analysis, as required, of ministry data.
- Assists stakeholders to define their research needs and priorities.

**Leads/conducts and/or supports branch communications activities.**

- Develops and delivers presentations to management, senior leadership, and executive tables at ministry, divisional, and regional levels.
- Consults and advises internal/external stakeholders with evaluation findings and other information in a timely manner.
- Compiles documentation and summarizes information on branch projects on an ongoing basis.
- Monitors and shares the progress of projects by maintaining effective communication with internal/external stakeholders.
- Ensures appropriate levels of management are alerted to issues that arise during the planning, development, implementation and evaluation of key ministry initiatives.
- Develops briefing notes, reports and other correspondence for ministerial action requests, as assigned.
- Develops and maintains communication mechanisms such as SharePoint sites.
- Represents the ministry on external evaluation and quality assurance organizations.
- Communicates on an ongoing basis with project teams to ensure goals, strategies and timelines are adhered to, supports required for successful implementation are provided, and ongoing project team activities are effectively coordinated.
- Coordinates meetings and events for initiatives, as required.

**SCOPE:** List specific information that illustrates the challenges, problem solving and creativity requirements and decision making capacity of the position. Also identify the internal or external areas the job impacts (see Writing Guide [Pages 11-12](#)).

The breadth of the Evaluation Analyst position is considerable. The Evaluation Analyst must be knowledgeable across many areas of the department, cross-ministry and inter-governmental business to provide advice and support for unit and branch work. In addition, the Evaluation Analyst must be able to foster and maintain cross-ministry, inter-governmental, and stakeholder relations.

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While evaluation needs and issues may be identified in collaboration with stakeholders, the Evaluation Analyst will be required to develop solutions to address these needs, grounded in industry standards, weighing alternatives to determine the most appropriate approach or solution that meets stakeholder needs. The position will therefore require substantial knowledge and experience with a variety of evaluation and applied research methodologies, including: various types of evaluations (i.e. developmental, formative, and summative), data collection and analysis, sampling design, interpretation of qualitative and quantitative data, the ability to analyze and present information in an easy-to-understand manner within the context of government goals, understanding the challenges faced by vulnerable and marginalized Albertans, fiscal responsibility, operational feasibility, and stakeholder interests.

The Evaluation Analyst is utilized for a variety of diverse functions across the unit and is expected to work with a broad range of ministry representatives in determining how best to address their requirements and meet their needs. Influence on others is exercised through working collaboratively with diverse teams and work groups.

The Evaluation Analyst is responsible for presenting and communicating key evaluation findings to support evidence-based decision making throughout the ministry. This position is fundamental to improving outcomes for Albertans by ensuring evaluation is an essential part of the way we do business.

The Evaluation Analyst plays a key role in linking evaluation and research with effective change management processes. Support to ministry priority initiatives through the work of the Analyst has significant service delivery benefit for Albertans being served by delivery areas and agencies working on behalf of the ministry.

**KNOWLEDGE, SKILLS & ABILITIES:** Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, technical or professional techniques, technical, scientific or program related processes, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 12-14](#)).

**Qualifications:**

- University degree in economics, social sciences, business administration, public administration or related post-secondary education. Graduate degree preferred.
- Considerable evaluation and/or research experience.
- Experience in contract and project management across all levels of government is considered an asset.
- Experience in financial and cost-benefit analysis is considered an asset.
- Credentialed Evaluator designation is considered an asset.

**Knowledge:**

- Evaluation approaches and methodologies, including formative, summative and developmental evaluation, logic models, theory of change, and the development of evaluation frameworks and plans.
- Advanced research methods, emergent and established evaluation practices, and ability to analyze qualitative and quantitative data.
- Government of Alberta processes and cross-ministry initiatives.
- Relevant legislation and regulations, policies, business plans and strategic initiatives of the department.
- Research, change management, evaluation and knowledge dissemination processes.
- Contract and project management methods and techniques.
- Quality assurance, continuous improvement, and performance management and measurement

**Skills:**

**Drive for Results**

- Strong project management skills which include the ability to assess priorities, manage diverse and complex projects, and make optimal use of available resources to achieve strategic outcomes.
- Time management and organizational skills.
- Excellent written communication skills, including the ability to design and develop a variety of information materials for diverse audiences and stakeholders and the ability to present information and ideas in a clear and concise manner.



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- Excellent oral communication skills, including the ability to conduct consultations/presentations and communicate effectively with individuals at different levels of government.
- Advanced computer skills and experience with Microsoft Office software and software for evaluation and analysis, such as NVivo and SPSS.

**Creative Problem Solving:**

- High degree of complex problem solving and critical thinking skills.
- Strong strategic orientation, including the ability to conceptualize and support a common vision/direction and values.
- Identify and define issues and problems early and clearly, considers broader impacts and develop integrated, effective, innovative and feasible solutions.

**Build Collaborative Environments and Develop Networks:**

- Strong interpersonal and facilitation skills including the ability to influence and persuade behaviour, resolve impasses in difficult situations with stakeholders, and express sensitivity to other's point-of-view.
- Develop and maintain effective working relationships with a diverse group of stakeholders, both internal and external to the ministry.

**Develop Self and Others:**

- Build evaluation capacity with staff across the ministry.
- Supervise interns or temporary staff, when required.
- Remain current on technical knowledge related to evaluation and the unit's other core function.
- Motivate, influence, and resolve stakeholder challenges to achieve results.
- Work effectively both independently and as a part of an interdisciplinary team.
- Exercise tact and diplomacy in a politically sensitive environment.

**Systems Thinking and Agility:**

- Excellent quantitative, qualitative, analysis, evaluation and research skills.
- Experience with a statistical software package such as SPSS and/or qualitative analytical software such as NVivo considered an asset.
- Ability to anticipate, prepare, and adapt to new priorities in a fast-paced environment.
- Well-developed leadership and collaboration skills to bring about policy and program recommendations involving multiple departments and stakeholders.

**CONTACTS:** Identify the main contacts the position communicates with and the purpose of the communication (See Writing Guide [Pages 14-15](#)).

- **Occasionally:** Executive Director, Corporate Accountability and Planning – Project/initiative updates.
- **Monthly/Bi-weekly:** Director, Quality Assurance and Accountability – Unit meetings; Project/initiative updates.
- **Daily:** Manager, Strategic Evaluation – achievement of team's operational priorities; 1:1s/Project and team meetings.
- **Weekly/Bi-weekly:** Manager, Quality Assurance - Project/initiative updates; Project planning.
- **Daily:** This position will also interact with unit peers/members and ministry stakeholders who are receiving evaluation/AF support.
- The position is a key contact with stakeholders and liaises with ALSS staff/ministry partners at all levels (including: Directors, Managers and staff) as well as external community stakeholders, when necessary).