

YouthCAN collective Impact group

Developmental Evaluator

Posted Date: March 28, 2018

Closing Date: April 13, 2018

Compensation¹

\$20.00 per hour

Hours TBD

+Twelve Canada Membership

Start Date: April 30th, 2018



The job. Developmental Evaluator

Your job is to be a third party (*Twelve Canada Team Member*) evaluator for the YouthCAN collective Impact (CI) group based in Hamilton, Ontario. The Developmental Evaluator and Twelve Canada is responsible for:

- Ensuring that the ethical standards outlined by the Collective Impact group are met in all aspects of their Theory of Change (TOC);
- To ensure that strategies and actions meet the key principles of respect for persons, beneficence and justice;
- To work with the Co-chairs of the Compass Committee; and
- Report to the YouthCAN members

The Impact.

You'll be helping our YouthCAN members feel valued, respected and heard.

A lot of great work has been done already.

Twelve Canada has identified YouthCAN Collective Impact as a project that has the unique conditions to inspire community participation and create impact that sustains long term. Twelve Canada is thrilled to invest our passion and time into supporting its leadership with evaluation support!

Phases of YouthCAN

Goals of Implementation & Action Phase

¹ An Independent Contractor Agreement is being sought. The successful applicant will therefore not be an employee of Twelve Canada or Centre 3 (project backbone).

YouthCAN is at the launch phase of their Theory of Change. Each Co-chair group is overseeing a strategy and forming a working group.

Action Phase

Co-chairs for the Youth-focused Online Platform will work closely with their working group to develop a work-plan outlining activities, status, outcomes and timelines.

Co-chairs for Youth Capacity Building will focus and develop a work-plan for two activities under their strategy:

1. Work on a **Pre-program support**: Basic needs - housing, food security, education, and mental health support; and create an asset map
2. **Standardize Training**: Soft Skills - Team Building, Communication, Leadership and Situational Awareness & Basic Hard Skills - WHMIS, First Aid, Mental Health, Equity and Inclusion, Smart Serve, Computer and Microsoft Office literacy and social media.

Co-chairs for Organizational Capacity Building are working with third party evaluator Paul Bakker, youth and service providers to develop and evaluate a Post-Program Support initiative for youth who have completed an employment program or received services from an employment agency.

Co-chairs for External Engagement will develop a work-plan outlining activities, status, outcomes and timelines.

Where I do my Work?

To be determined. We've got some interesting ideas though, so let's talk about it.

What competencies and experiences will help me to be successful:

Developmental Evaluator Competencies

Many people assume that the best person to conduct a developmental evaluation is someone with an evaluation background – but that's not necessarily the case. While traditional evaluation consultants have a lot to offer, they may not be able to tolerate the kind of ambiguity that is associated with emergent initiatives. Developmental evaluation requires a range of competencies and capacities, some of which are not generally associated with traditional evaluation. At a *minimum*, a DE needs to have some facility with strategic thinking, pattern recognition, relationship building, and leadership.

Strategic Thinking

In the fog of complexity, it's easy to become lost. An effective DE helps the group develop a sense of direction by cultivating an actionable focus and principles to guide the way. They also support them to identify promising paths and strategic lines of inquiry. This type of work

requires the ability to pull back and identify high level principles and purposes. Domain expertise is also an asset as it gives DEs much more to draw on in their role as strategic coach.

Pattern Recognition

Pattern recognition involves grouping similar phenomena together to create meaningful categories. These categories help us to manage complexity and understand the broader ‘rules’ or behaviors associated with a particular system. (Rush hour, for example, is a predictable behavior associated with the traffic system). When we understand how a system behaves, we are better able to design our interventions and change efforts. For this reason, pattern recognition is a critical DE competency. DEs help groups identify overarching patterns amidst the flow of complex information, relationships, and activities. They support effective decision-making by using their analytical skills to categorize information, identify emergent themes, and make critical connections.

Relationship building

Developmental evaluation requires outstanding people skills. DEs need to be able to help groups capitalize on their strengths and sustain a productive team environment. They also need to be able to ask difficult questions, introduce uncomfortable information, and deal with tensions in the group that could take the initiative off-track. DEs who are sensitive, grounded, and perceptive are more likely to be successful in their role as “critical friend” – a role that requires high levels of trust, credibility and finesse.

Servant Leadership

Leadership is not usually associated with other types of evaluation; however, an element of leadership is involved in developmental evaluation because the DE is actively helping to shape the initiative. *How* that’s done makes a world of difference to the effectiveness of their work. DEs need to understand the principles of servant leadership: they are there to support the work, not to drive their own agenda or claim the spotlight (Greenleaf, 1970). A DE whose first orientation is to serve has a far better chance of helping an initiative more effectively get past its ‘knots’ as a learning organization.

Other Assets

In addition to these core competencies, the following capacities and skills are very helpful in the DE context:

- Community connectedness and/or domain expertise
- Curiosity
- Facilitation Skills
- Appreciative
- Communication skills (written and oral)

- Time management skills
- Flexibility & resourcefulness
- Active listening skills

6 month Twelve Canada Membership – Valued at \$5 000.00

About Twelve Canada (Registered Canadian Charity)

We've witnessed that something magical but surprisingly natural happens when a well-prepared and supported young person facilitates intergenerational teams as they create positive change in their communities.

Twelve Canada recruits, prepares supports youth & adults, like you, who are exceptional project leaders & evaluators. You, as a developmental evaluator, will facilitate community participation and lasting impact.

Needs we address:

1. Evaluation ought to be accessible to more initiatives, especially at the early stage of projects.
2. For their deepest impact community projects require a culture that fosters shared learning, innovation, and teamwork.
3. People seeking to enter the nonprofit and community sectors are without great opportunities to learn first-hand while contributing at a level equal to their potential.

Features of being a Twelve Canada Member:

Twelve Canada Preparation (Beginning of Contract)

Education Modules On:

Developmental Evaluation Methods

Open Systems Theory

Twelve Principles of Practice for Project Development

Twelve Canada's Process Model for Community Organizing and Social Change

Focus on the Evaluator/Client Relationship:

Facilitate the process to position you such that you have the information and role authority for effective decision making.

Broker other learning opportunities with our many partners

i.e. Fuse Social, Concordia University, Windhorse Farm

Twelve Canada Support (Ongoing)

You will have a team of people *in the boat* with you!

Personalized Experiential training on

- Facilitating Complex Partnerships
- Evaluating the Project's Development
- Researching for Action

24/7 available support from Twelve Canada (offering coaching, design assistance, program facilitation, self-reflection).

Support from a community of practice members in projects across Canada

Application Submission Information:

If you are interested in applying for this position, please email your application to:

zach@twelvecanada.ca with a subject line of: YouthCAN application - Last name, First name.

When sending your application via e-mail, please ensure that your electronic file is saved in MS Word or Adobe pdf. format.

While Twelve Canada values all applications we receive, only those candidates short-listed for further consideration will be contacted. Twelve Canada is an equal opportunity organization, committed to the principle of equity in hiring. All qualified candidates are encouraged to apply.