

The logo for the Australasian Evaluation Society Inc. features a red triangle pointing up above the text "AUSTRALASIAN EVALUATION SOCIETY INC." and a red triangle pointing down below it. The text is arranged in three lines: "AUSTRALASIAN" on the top line, "EVALUATION" in a black box on the middle line, and "SOCIETY INC." on the bottom line.

AUSTRALASIAN
EVALUATION
SOCIETY INC.

Reflecting
on Evaluation

INTERNATIONAL CONFERENCE

Wellington, New Zealand
30 August - 3 September 2010

Reflecting on Goal Displacement & Data Gaming:

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International (Australia & Malaysia)

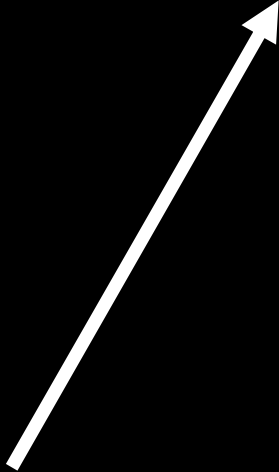
Reflecting on *Goal Displacement & Data Gaming:*

Transforming Potentially 'Corrupt'
(Performance) Data' into Useful
(Performance) Data through
the Focused Use
of Small-Scale,
Internal Self
Evaluation

Performance
Data



Performance
Data



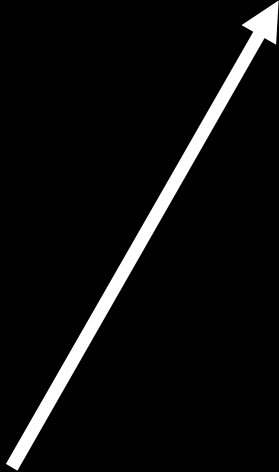
Performance
Indicators &
Numerical
Targets

Performance
Data

Corrupt
Data



Performance
Indicators &
Numerical
Targets



Performance
Data

Corrupt
Data



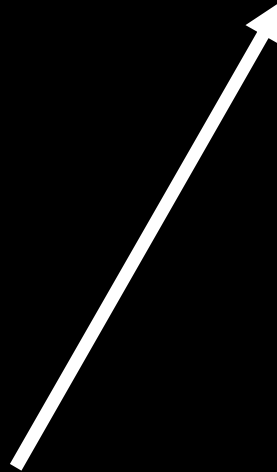
3 E's + A

Performance
Indicators &
Numerical
Targets

Performance
Data



Performance
Data



Performance
Indicators &
Internal Self
Evaluation

Data Analysis &
Interpretation

Performance
Data

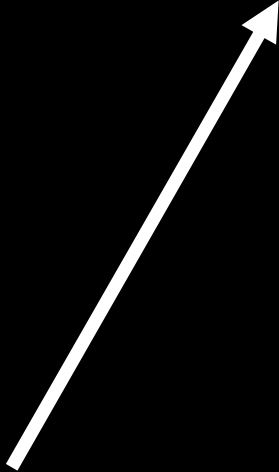


Performance
Indicators &
Internal Self
Evaluation

Data Analysis & Interpretation

Performance
Data

Useful
Performance
Information



Performance
Indicators &
Internal Self
Evaluation

Forward

- Focus on evaluation practice not 'evaluators'
- Ongoing research
- **Assume:** internal and external evaluation not internal or external evaluation

and finally...

- Please share your experiences & reflections on goal displacement & data gaming

- Examples
- Goal Displacement and Data Gaming
- Corrupt Data & Its Link to
- Definitions of “Effectiveness”/EEEEA(R)
- Professional behaviour
- The ‘Andrew Duguid Story’ (as remembered by Jerry Winston)
- **OUR ethical responsibility in evaluation**

Examples?

- Ambulances
- Hospital Waiting Lists
- Hospital Emergency Departments
- Comm. Youth Service Scheme (CYSS)
- School Literacy Test Results
- Successful Case Completions
- Football salary caps
- Your examples.....

Goal Displacement / Data Gaming

Divert resources from productive activities and responses by taking actions which **raise performance** outcomes but do **not** raise value-added and...

may have a **negative impact** on
the **true goal** of the organization.

based on Courty & Marschke (2004)

Goal Displacement / Data Gaming

Creation of either formal or informal rules which allows a **target** or regulated **deliverable** to be met even if the result leads to a **negative effect** on the resources or impact of the service

based on Radnor (undated)

Types of Goal Displacement & Gaming

- Behavioural
- Definitional
- Numerical

[Jackson (2002) cited by Radnor]

Campbell's pessimistic laws

...(at least for the U.S. scene):

The more any quantitative social indicator is used for social decision-making, the more subject it will be to corruption pressures ...

***...and the more apt it will be
to distort and corrupt the social
processes it is intended to
monitor...***

***We must develop ways of
avoiding this problem if we are
to move forward...***

Many commentators, including myself (1969b), assume that the use of multiple indicators, all recognized as imperfect, will alleviate the problem, although Ridgeway (1956) doubts this.

***[P]ressure has produced both
corruption of the indicator itself
and a corruption of the criminal
justice administered.***

(Campbell, 1975:49-50)

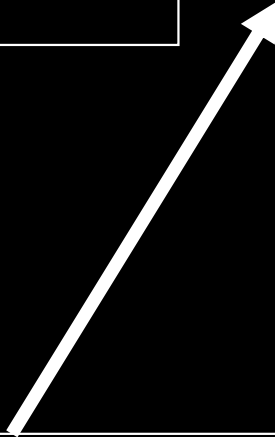
Performance
Data



**Performance
Data**



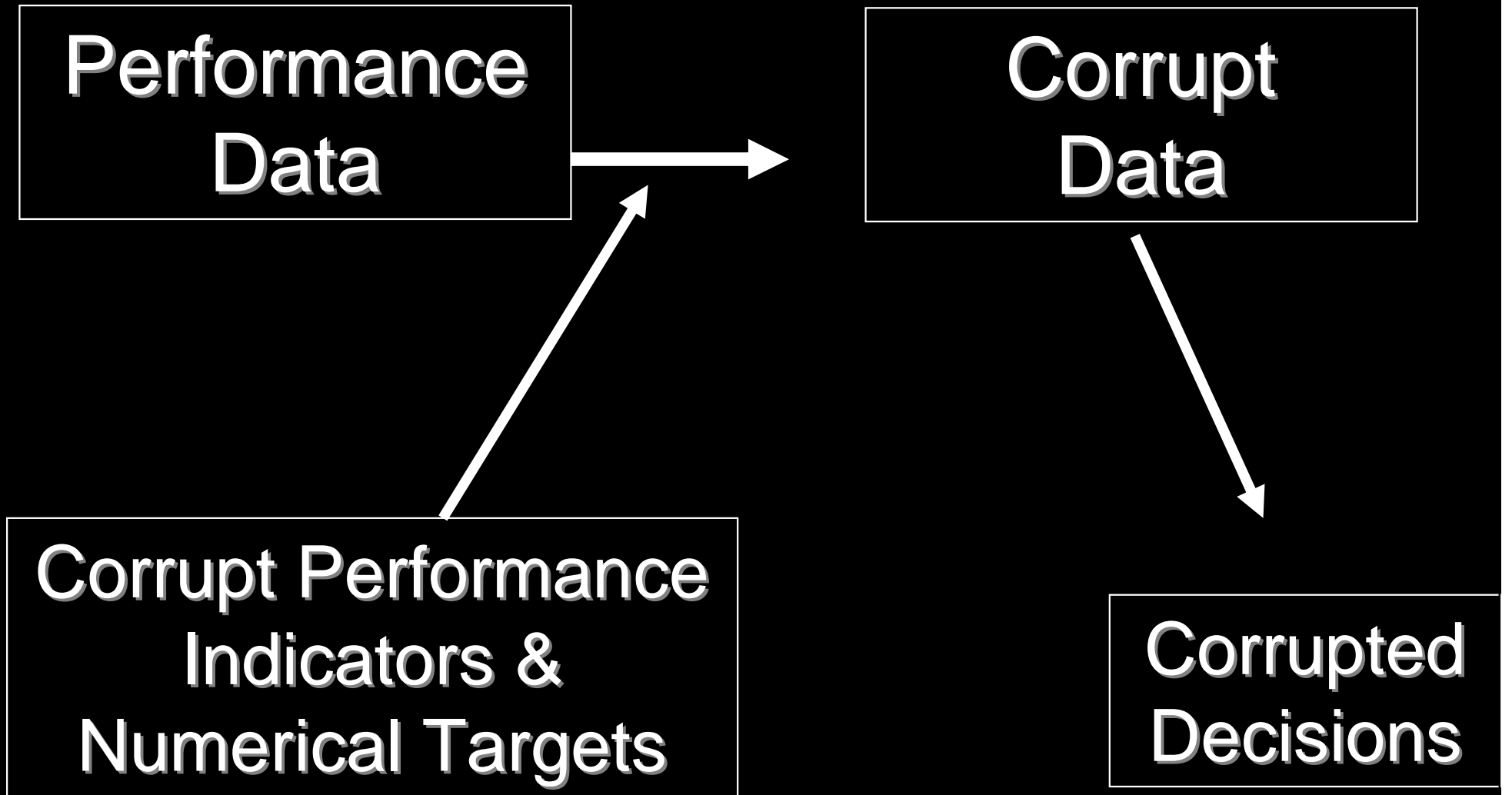
**Corrupt Performance
Indicators &
Numerical Targets**



**Performance
Data**

**Corrupt
Data**

**Corrupt Performance
Indicators &
Numerical Targets**



Performance
Data

Corrupt
Data

Skilled Professional
Survival Behaviour

Co
Indicators &
Numerical Targets

Corrupted
Decisions

Goal Displacement /
Data Gaming

Performance
Data

Corrupt
Data

IS THIS TOO
HARSH?

Co
Indicators & Numerical
Targets

Corrupted
Decisions

Edwards Deming (TQM)

- Deming denounces both “numerical quotas for the work force” (pp. 70–75) and “numerical goals for people in management” (pp. 75–77).
- “Management by numerical goal is an attempt to manage without knowledge of what to do, and in fact is usually management by fear” (p. 76).

What is Effectiveness?

- Audit Island (Int'l Audit Standards)
- The Program or Project hits a **Planned Target**
- *Compare Performance Data with the Performance Target*

What is Effectiveness?

- E-valu-ation Island
- Report Evidence about **Changes** in **needs** and **problems**
- *Explain Value Judgments about Planned & Unexpected Changes*

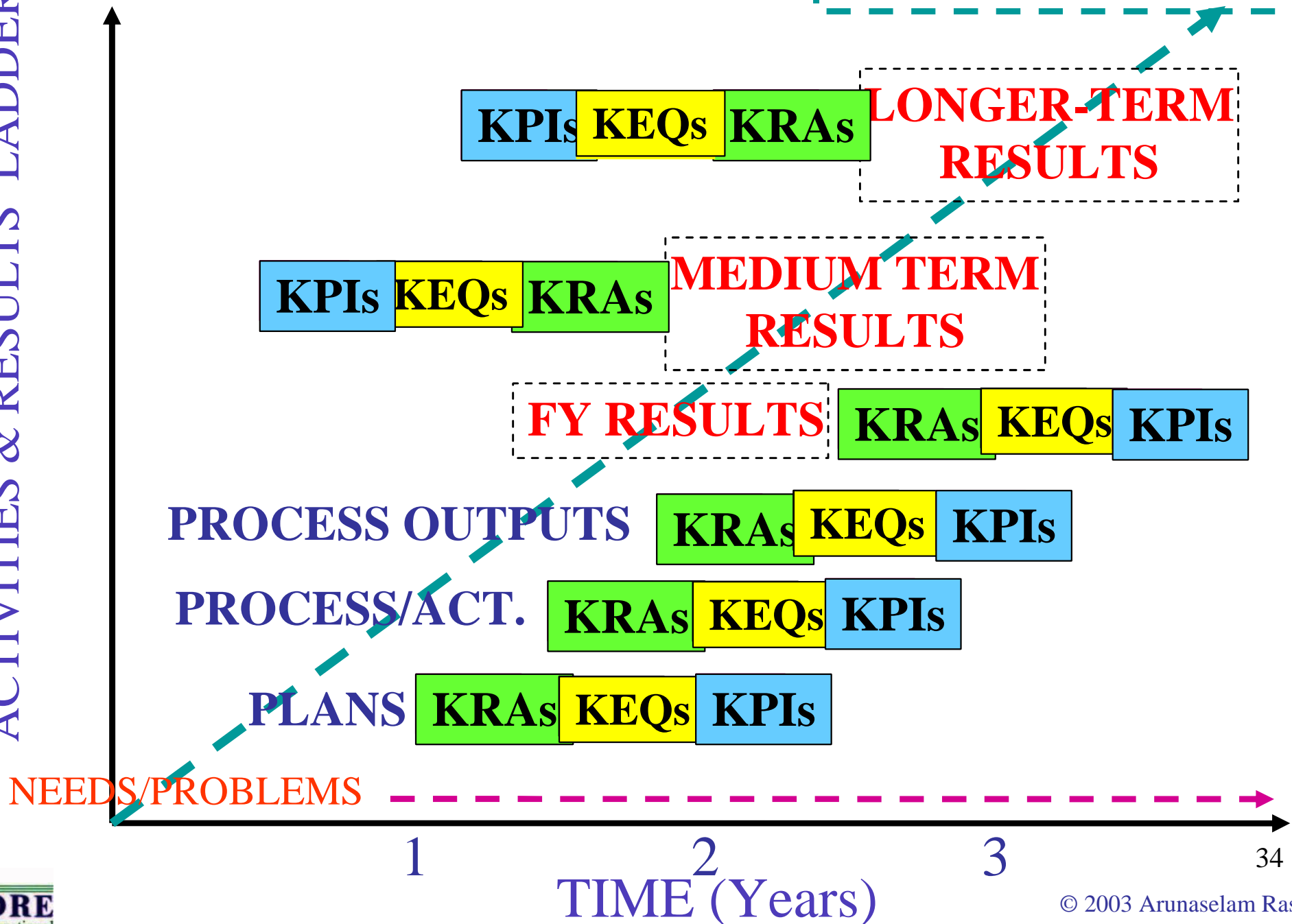
Can We Transform

- Performance Indicators +
- Performance Data
- Into useful*
- Performance Information?

ProLL™ RESULTS LADDER

Strategic Goals

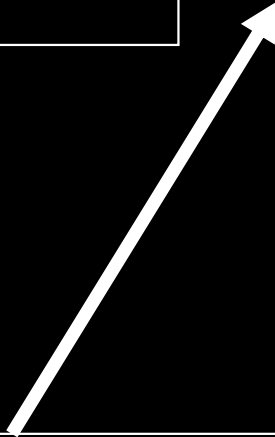
ACTIVITIES & RESULTS LADDER



Performance
Data



Performance
Indicators +
Evaluation Questions



Performance
Data

- i. Data Analysis
 - ii. Written Report
 - iii. Discussion
- One Level Higher*

Performance
Indicators +
Evaluation Questions

PERFORMANCE INFORMATION

Performance
Data

- i. Data Analysis
 - ii. Written Report
 - iii. Discussion
- One Level Higher*

Performance
Indicators +
Evaluation Questions

PERFORMANCE INFORMATION

Performance Data

- i. Data Analysis
 - ii. Written Report
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Performance Indicators + Evaluation Questions

Well Informed Decisions

Internal Self Evaluation

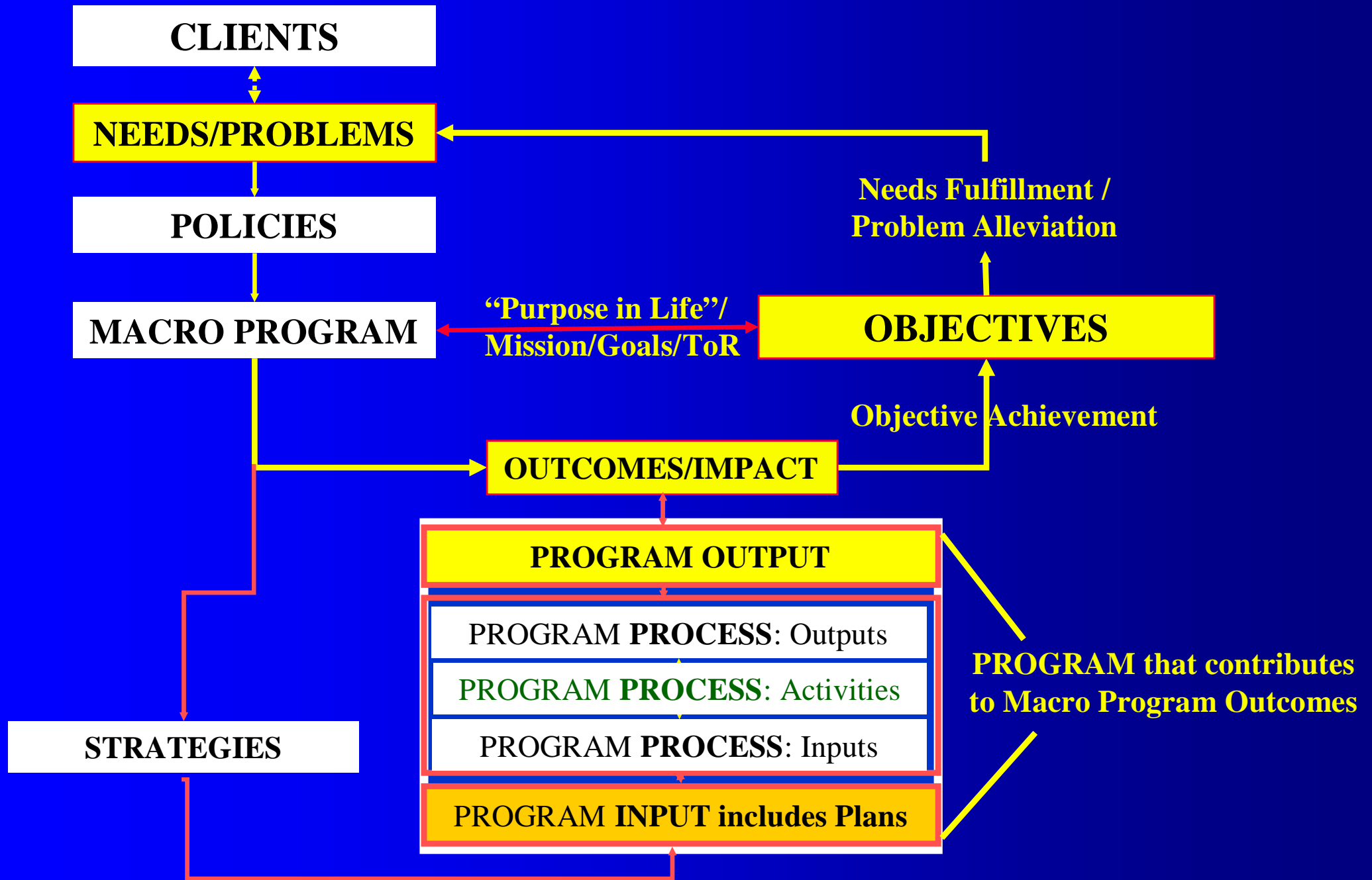
PERFORMANCE INFORMATION

- i. Data Analysis
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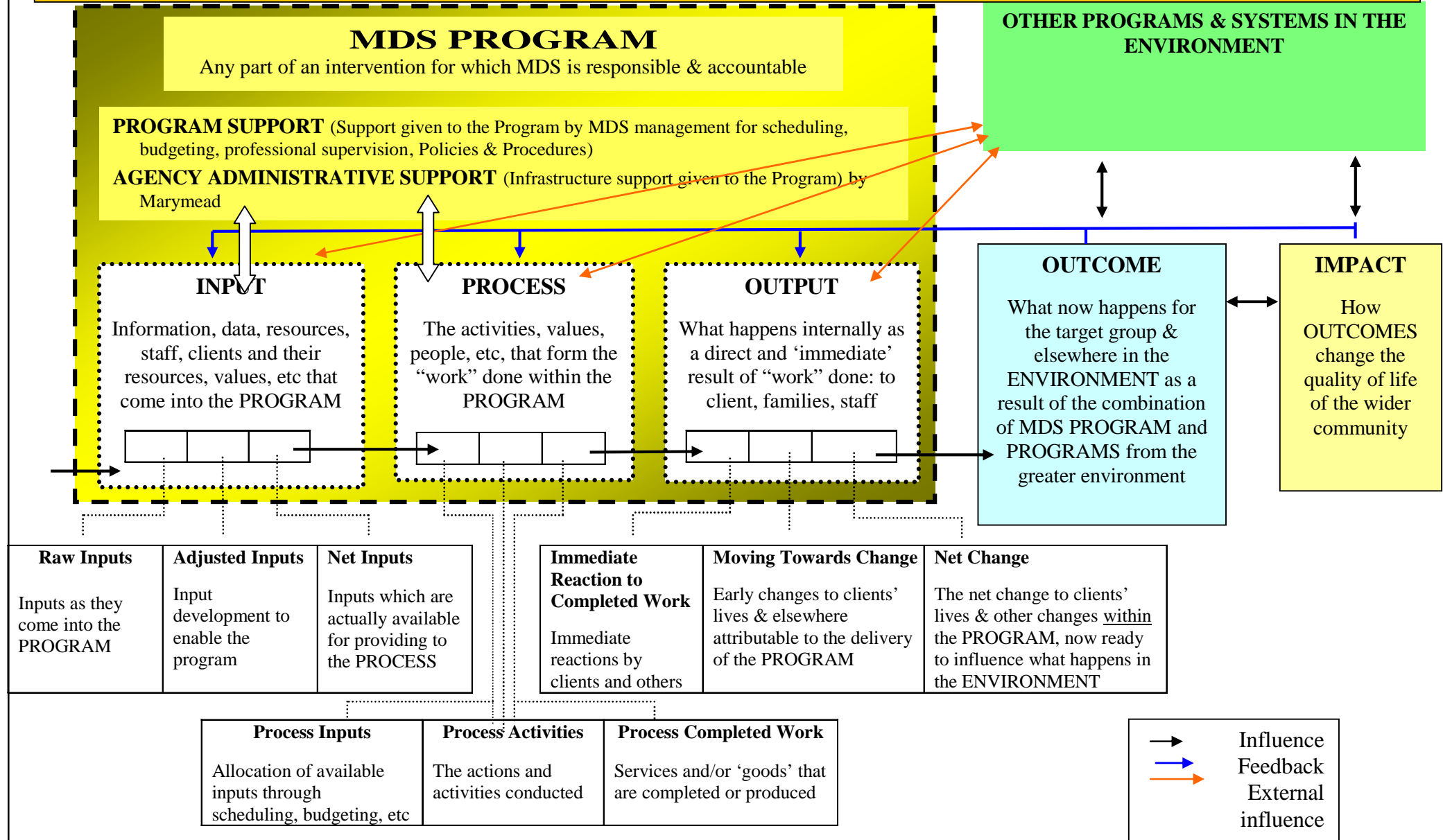
Performance Indicators + Evaluation Questions

Well Informed Decisions

Program Logic & Linkages Model (ProLL Model™): Linking Program Macro & Micro Planning



DISABILITY SUPPORT PROGRAMS IN THE ACT (across all funding sources, all support types)



ProLL M&E Planning Framework, v1 (draft)

Levels A-G are based on the ProLL Results Ladder™ 1.Program Level Stated Goal	1.Problem or Need	1.KRAs	1.Key Indicators (Supported by Program Logic)		1.KEQ	1.What to Observe	1.What to Measure	1.How to Measure	1.Anticipated Data Analysis	1.Resources & Staffing	1.Timelines	1. Unplanned Results
			Key Process or Administrative Indicator (Risk)	Key Performance Indicator (Risk)								
G. IMPACT Stated Goal												
F. OUTCOME Stated Goal	PROBLEM / NEED											
E. PROGRAM OUTPUT Stated Goal												
D. PROCESS Outputs												
C. PROCESS Activities												
B. PROCESS Inputs												
A. PROGRAM INPUT												

See page 12 in conference paper

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			Key Process or Administrative Indicator (Risk)	Key Performance Indicator (Risk)								
G. IMPACT Stated Goal												
F. OUTCOME Stated Goal	<div style="border: 2px solid blue; padding: 20px; text-align: center;"> <h2>PROBLEM / NEED</h2> <h3>for different stakeholders</h3> </div>											
E. PROGRAM OUTPUT Stated Goal												
D. PROCESS Outputs												
C. PROCESS Activities												
B. PROCESS Inputs												
A. PROGRAM INPUT												

See page 12 in conference paper

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C. PROCESS	Activities												
B	PROCESS Inputs												
A.	PROGRAM INPUT												

PROBLEM / NEED

for different stakeholders

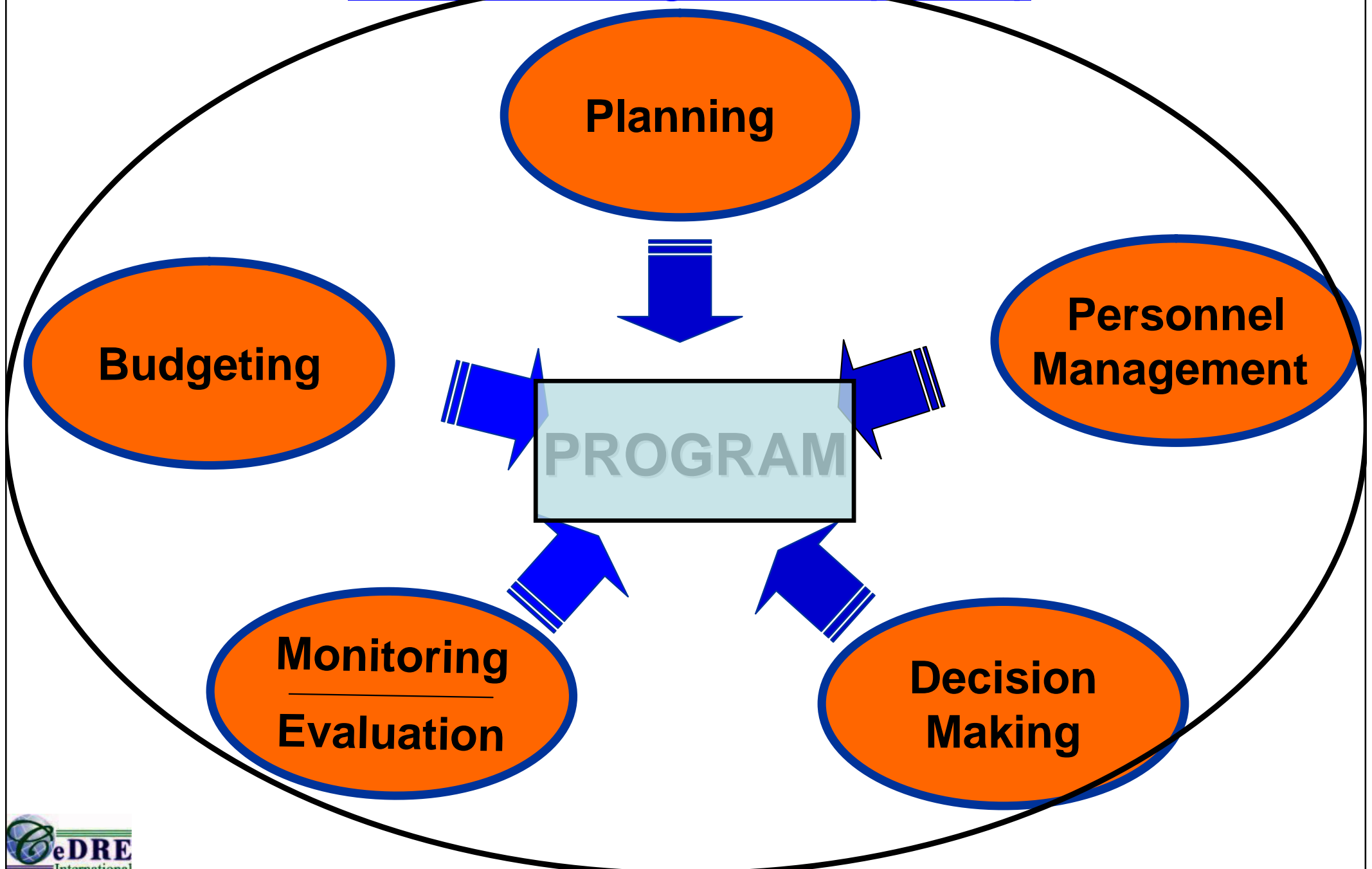
who have different values & norms

ProLL M&ETM Planning Framework, v1 (draft)

Levels A-G are based on the ProLL Results Ladder TM 1.Program Level Stated Goal	1.Probl em or Need	1.KRAs	1.Key Indicators (Supported by Program Logic)		1.KEQ	1.What to Observe	1.What to Measure	1.How to Measure	1.Anticipated Data Analysis	1.Resources & Staffing	1.Timelines	1. Unplanned Results
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D. PROCESS Outputs												
C. PROCESS Activities												
B. PROCESS Inputs												
A. PROGRAM INPUT												

PROBLEM / NEED
for different stakeholders
who have different values
& norms
at different levels

Systems Thinking applied to *Integrated Result-Based Management (IRBM)*



Your Success Stories

Please:

- Submit to public administration journals and conferences
- *...as well as to AES conferences and journal (of course)*

Our Ethical Responsibility?

- Should Assessment of Utilisation include....?
- Evidence that performance reports were used +
- Evaluation of the consequences of performance measurement...

Our Ethical Responsibility

- ...every measurement is an intervention that has consequences
- ...and information about these consequences deserves to be reported and use
- *Goal Displacement & Data Gaming?*