

Journal of Evaluation and Program Planning

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Journal Description

Below is the explanation of the purpose and intent of the *Journal of Evaluation and Program Planning (JEPP)* and a description of the types of articles published in this journal as presented by the publisher.

Purpose and Intent of the Journal

JEPP is based on the principle that the techniques and methods of evaluation and planning transcend the boundaries of specific fields and that relevant contributions to these areas come from people representing many different positions, intellectual traditions, and interests. In order to further the development of evaluation and planning, *JEPP* publishes articles from the private and public sectors in a wide range of areas: organizational development and behavior, training, planning, human resource development, health and mental, social services, mental retardation, corrections, substance abuse, and education. The primary goals of the journal are to assist evaluators and planners to improve the practice of their professions, to develop their skills and to improve their knowledge base.

Types of Articles Published

JEPP publishes articles, "special issues" (usually a section of an issue), and book reviews. Articles are of two types: 1) reports on specific evaluation or planning

efforts, and 2) discussions of issues relevant to the conduct of evaluation and planning.

Reports on individual evaluations include presentations of the evaluation setting, design, analysis and results. Because of *JEPP*'s focus and philosophy, however, they also devote a special section to "lessons learned". This section contains advice to other evaluators about how you would have acted differently if you could do it all over again. The advice may involve methodology, how the evaluation was implemented or conducted, evaluation utilization tactics, or any other wisdom that you think could benefit your colleagues. More general articles provide information relevant to the evaluator/planner's work. This includes theories in evaluation, literature reviews, critiques of instruments, or discussions of fiscal, legislative, legal or ethical affecting evaluation or planning.

Special issues are groups of articles which cover a particular topic in depth. They are organized by "special issue editors" who are willing to conceptualize the topic, find contributors, set up a quality control process, and deliver the material. Often several editors share responsibility for these tasks. Suggestions for special issues are encouraged.

Book reviews cover any area of social science or public policy which may interest evaluators and planners. As the special issues, suggestions for books and book reviewers are encouraged.

This journal publishes four times a year.

‘Somewhere Out There:’ A Survey of the Oft Lone Journey of Evaluators Working in Business and Industry Settings

Trude J. Fawson, Vanessa Moss-Summers and Sharon Marie May

[Evaluation and Program Planning](#)

[Volume 27, Issue 3](#) , August 2004, Pages 335-340

Summary: The purpose of this study was to (1) locate evaluators working in the for-profit sector and; (2) to obtain detailed information about what they do, how they do their jobs, and the barriers and supports that they encounter in their work environments.

This article was very helpful for a new professional in evaluation because it gave the “status quo” of the life of a professional evaluator in a for-profit organization. As the article states, there is not a lot of work done on evaluation in the for-profit sector so this article provided useful insight. Particularly since most organizations are for-profit.

This article was very comprehensive. Information was gathered from members of the AEA, the ROI Network of the American Society for Training and Development, the International Society of Performance Improvement and a variety of industries such as airlines, banks, technology companies, insurance, health care/pharmaceutical, manufacturing, retail, and transportation.

First, the article reported on the nature of the job of evaluation. The researchers found that even the largest global corporations “were unlikely to have large, full time staffs of evaluators.” Only one third of the respondents consider evaluation as their primary focus. In addition, the evaluators working in the corporate setting felt “isolated with few peers to rely on for mentoring and support.” These evaluators also felt that they had a ways to go to receive the recognition and respect that their jobs should bring.

Secondly, the article collected information on the types of tasks the evaluators in for-profit organizations perform. They include analyzing data, collecting data, collecting information about participant reactions to new programs/products/interventions, creating measurement instruments, and recommending solutions/interventions. “The evaluator within the for-profit sector was most likely to design instruments, collect data, analyze data, and recommend solutions.”

Next, the challenges and frustrations that were reported for the professional evaluator were similar to many professionals. With corporate downsizing, there is a concern for lack of time and resources to complete a worthwhile evaluation. There was also the concern that the demands for immediate results from an evaluation were unrealistic. Often times, programs were cancelled before important changes could occur. Management fear of negative reports and pressure from top managers to make the results “look good” were also hurdles for evaluators.

For a successful evaluation, the article found that the client organization must have leadership that is open and willing to participate in honest evaluation. The evaluators must be knowledgeable, ethical, willing to work in a collaborative role, have a high level of skill, be objective, and be able to communicate well with the organization and other team members.

Finally, the most important statement from the article was, “Although inroads are being made, our profession has a tough sales job ahead of it.” In addition, the authors' state:

“Great opportunities exist for evaluators in corporate America in the post Enron era. There is much that the profession can contribute to management accountability and achievement of corporate objectives.

However, a big sales effort will be required before evaluators will hold key jobs in all areas of corporation.”

Not Drinking the Poison You Name: Reflections on Teaching Ethics to Evaluators in For-Profit Settings

Michael Morris

[Evaluation and Program Planning](#)

[Volume 27, Issue 3](#) , August 2004, Pages 365-369

The first sentence in the abstract of this article states: “Recent corporate scandals represent a type of ethical challenge frequently encountered by evaluators within and outside of for-profit settings: the pressure to misrepresent findings.” The article refers to the “Enron Era” and the scandalous affairs that seem to happen more frequently in the for-profit world. Yet, it discusses how we must train future evaluators, with the leadership of the AEA’s Guiding Principles for Evaluators, to be professionals of integrity.

The article cited a Morris and Cohn 1993 study that asked a national sample of evaluators the ethical problem that they encountered most frequently. Their response was “being pressured by a key stakeholder (usually the primary client) to alter one’s presentation of the findings was, by far, the challenge most often reported.” While we can certainly hope that this type of ethical problem is a rarity, we, as evaluators must be aware of the type of pressure we may receive from the stakeholders of our evaluation projects.

This article makes suggestions for successful preparation of professional evaluators. Evaluators must received more training in areas of finance and accounting if they intend to practice their skill in the business world. Evaluators

must be familiar with multiple approaches for analyzing data and be able to communicate well their findings. Evaluators must have respect for all stakeholders in an evaluator project, not just the powerful. Evaluators must remember that “core societal values are embedded in the professional principles and standards that guide them as evaluators.” What evaluators do goes beyond the organization they are studying. Evaluators should keep an “ethics journal” to review and share with colleagues.

This article concludes with suggesting that an ethics course should be included in a professional evaluators training. Ultimately, large or small, all evaluators will be faced with an ethics issue at some point. We should be able to assume that for the sake of the professional and the profession, the evaluator will make the correct choice.