



National Capital Chapter  
Canadian Evaluation Society



Canadian Evaluation Society – National Capital Chapter

**2019 ANNUAL LEARNING EVENT**

# INCLUSION AND DIVERSITY IN EVALUATION

## FEBRUARY 26, 2019

OTTAWA CONFERENCE AND EVENT CENTRE

<http://ncc.evaluationcanada.ca>

# THANK YOU TO OUR 2019 PARTNERS AND EXHIBITORS!

## BREAKFAST



## LUNCH



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## AUDIOVISUAL



**Public Policy and  
Program Evaluation**  
CARLETON UNIVERSITY

## ADVERTISEMENT



## EXHIBITORS



Faculté des sciences sociales et Faculté d'éducation  
Faculty of Social Sciences and Faculty of Education  
Centre de recherche sur les services éducatifs et communautaires (CRSEC)  
Centre for Research on Educational and Community Services (CRECS)



**Complimentary WiFi is available to the  
2019 ALE delegates in all rooms.**

# MESSAGE FROM THE EVENT CHAIR

**W**elcome! On behalf of the CES-NCC Board and the Annual Learning Event (ALE) Planning Committee, I would like to welcome you to what we believe will be a very interesting day. The conference theme of *Inclusion and Diversity* reflects perhaps one of the most important issues in the field of evaluation today. While this topic is very broad, it is my hope that by the end of today, everyone here will leave with at least a few ideas of what they can do to implement considerations related to inclusion and diversity in their evaluation practice (whether it is in conducting evaluations or creating a more inclusive evaluation team).

In an effort to achieve this goal, our team has put together a variety of activities and opportunities today. We will kick things off with a Keynote Address from Dr. Jennifer Greene, Professor Emerita at the University of Illinois. Following this, there are various workshops, panels, and facilitated discussions from experts in inclusion and diversity, and from fellow evaluators who will share their expertise and experiences. Throughout the day, there are various opportunities to connect with other evaluators to continue to share experiences and ideas. The day concludes with a panel of federal government leaders sharing their departments' experiences in developing and implementing GBA+ policies and practices including considerations related to inclusion and diversity.

There are many people that contributed to making this event the most highly attended ALE. The members of the ALE Planning Committee have worked hard to bring you the fantastic program that is being offered today. The members of this committee are: Marina Canalejo, Ashraful Hasan, Stéphanie Jolette, Léandre Leblanc, Marie-Philippe Lemoine, Wayne MacDonald, Nicole Michaud, Natalie Ward, and Julie Witmer. In addition, thanks are due to Jane Whynot and Céline Pinsent, and the rest of the CES-NCC Board who have contributed their ideas, as well as additional support. Further thanks go to Natalia Kaliberda and her team at The Willow Group who have done a wonderful job in managing the logistics, registration, and many other aspects of the event.

I would also like to extend a special thanks to all presenters and facilitators who have offered their time and expertise for this event; and to the volunteers who are helping to make today run smoothly.

Finally, I would like to thank all of you, who decided to join us in this discussion about inclusion and diversity today. Your ideas and enthusiasm are what will make today a success!

**Emily Brennan**

*CES-NCC Board Member and 2019 Annual Learning Event Chair*



Canadian Evaluation Society – National Capital Chapter

# 2019 ANNUAL LEARNING EVENT

## 2019 ALE ORGANIZING COMMITTEE MEMBERS

**Emily Brennan** – *Event Chair, PRA Inc.*

**Marina Canalejo** – *Carleton University Alumni*

**Ashraful Hasan** – *Impactrio Inc.*

**Stéphanie Jolette** – *PRA Inc.*

**Léandre Leblanc** – *ÉNA*

**Marie-Philippe Lemoine** – *Goss Gilroy Inc.*

**Wayne MacDonald** – *ICLS Inc.*

**Nicole Michaud** – *Parks Canada*

**Natalie Ward** – *Genome Canada*

**Julie Witmer** – *BBMD Consulting*

## CES-NCC BOARD OF DIRECTORS

**Celine Pinsent** – *President*

**Jane Whynot** – *Past President*

**Nicole Michaud** – *Vice President, Professional Development*

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**Emily Brennan** – *Director*

**Wayne MacDonald** – *Director, Membership and Partnership*

**Ashraful Hasan** – *Director*

**Léandre Leblanc** – *Student Representative*

**Victoria Frost** – *Student Representative*

**CES-NCC would like to thank all our volunteers and professionals  
for their time and contribution during this year.**





National Capital Chapter  
Canadian Evaluation Society

## KARL BOUDREAU AWARD FOR LEADERSHIP IN EVALUATION

Since 2004, the CES-NCC has presented the Karl Boudreau Leadership Evaluation to an individual or group who has made a significant contribution to our evaluation community, and has demonstrated leadership at local, national and/or international levels. Award nominees are reviewed to assess demonstrated success in at least one or four areas:

- Mentoring, coaching and teaching evaluation;
- Building strong evaluation community networks;
- Service to the Chapter or Chapter events; and
- Innovative and constructive thinking and contributions to the work of evaluation.

We are pleased to bestow this year's Karl Boudreau Award on **Michael Obrecht**. Michael has been an active member of CES since 1987. He is a credentialed evaluator, and is currently serving on both the CES Editorial Board, and the Credentialing Board. He has published several articles and book reviews in the Journal as well as the national newsletter, and he regularly shares his work at both CES and American Evaluation Association conferences. Michael also served on the Board of Directors for the CES National Capital Chapter, and was the 2001 winner of the CES Service to the Society Award. Most notably, Michael is the founder of the CES Student Evaluation Case Competition. Michael came up with the idea of the Competition back in 1996, and ran the Competition on his own the first year. Since then, he has been responsible for the involvement of numerous Competition sponsors, judges and participants, has assembled case materials, developed and maintained the web site, stick handles communication for the Competition and so on. Michael has devoted hundreds and hundreds of hours to the Competition over the years.

## Congratulations Michael!



National Capital Chapter  
Canadian Evaluation Society  
Section de la Capitale nationale  
Société canadienne d'évaluation

## Become a CES Member

**Membership has its privileges!** CES membership gives good value in terms of professional development, networking within a community of practice, specialized learning, and career advancement potential. Gain extra professional credibility via the CES credentialed evaluator designation. CES Membership is reasonably priced, providing many discounts. Why not start reaping the benefits today?

**MONDAY, FEBRUARY 25, 2019****1:00 pm - 4:00 pm**

Half-day workshop – Limited to 25 people – English Only

***Selected Strategies for Integrative Mixed Methods Data Analysis***

Dr. Jennifer Greene

**TUESDAY, FEBRUARY 26, 2019*****Inclusion and Diversity in Evaluation*****Stream 1 - Inclusive Evaluation**

As ethical evaluators, we intend to build in opportunities for broad stakeholder engagement in preparing for, designing and conducting evaluation. Evaluations that are inclusive support ownership of evaluation findings and conclusions as well as ensuring useful and meaningful evaluation. Stream 1 focuses on approaches (e.g. multicultural, participatory) and methodologies (e.g. culturally relevant and responsive and interdisciplinary) to build multiple experiences and perspectives into our practice, to counter more dominant cultural filters and normative assumptions and, examine how programs, policies and systemic issues affect stakeholders in different and profound ways.

**Stream 2 - Measuring Equity and Diversity**

Stream 2 is composed of two distinct sessions. The first is panel discussion examining approaches to measuring equity and diversity, and how these approaches can be applied in evaluation. The second is a workshop on methodological considerations in measuring equity and diversity.

**Stream 3 - Inclusion in Action**

Stream 3 focusses on concrete ways to enhance inclusion in evaluation, through two distinct sessions. The morning session, which will be held in French, will be a discussion based on practice-oriented presentations. Presenters will summarize their experience, placing an emphasis on successes and challenges, and their cases will be used as a basis for discussion with attendees. The afternoon session would take a different angle and look at inclusion in the field of evaluation as a profession, for evaluators with diverse backgrounds. The session will begin with some invited guests to share their stories, and open to a facilitated discussion of the current state of diversity in the evaluation community, as well as what we, as evaluators, can do to make the evaluation community more diverse.

**AGENDA AT A GLANCE**

<b>7:30 am - 1:00 pm</b> <i>Atrium</i>	<b>Registration</b>
<b>8:00 am - 8:30 am</b> <i>Room 106DEFG</i>	<b>Breakfast</b>
<b>8:00 am - 3:00 pm</b> <i>Atrium</i>	<b>Exhibits</b>
<b>8:30 am - 9:00 am</b> <i>Room 106DEFG</i>	<b>Opening Remarks and Welcome</b> <i>Emily Brennan, Event Chair</i>
<b>9:00 am - 10:30 am</b> <i>Room 106DEFG</i>	<b>Keynote Speaker – Dr. Jennifer Greene</b> <b>Professor Emerita, University of Illinois</b> <b>Advancing Values in Evaluation, on Purpose</b>
<b>10:30 am - 10:45 am</b> <i>Room 106DEFG</i>	<b>Networking Break</b>





## AGENDA AT A GLANCE

**TUESDAY, FEBRUARY 26, 2019**

### *Inclusion and Diversity in Evaluation*

		<b>Stream 1</b> <i>(Room 106H)</i> Inclusive Evaluation	<b>Stream 2</b> <i>(Room 210)</i> Measuring Equity and Diversity	<b>Stream 3</b> <i>(Room 209)</i> Inclusion in Action
10:45 am - 12:15 pm	Concurrent Sessions A	<b>Co-Development Calls to Action: Walking the Talk for Indigenous Evaluation</b>  <i>Julie Eldridge and Keren Gottfried</i> , Crown-Indigenous Relations and Northern Affairs Canada & Indigenous Services Canada	<b>Experience in Measurement</b> <b>Moderator:</b> <i>François Dumaine</i> , PRA Inc.  <b>Mixed Up: The Challenge of Measuring Multiple Identities</b> <i>Jack Jedwab</i> , Association for Canadian Studies  <b>Measuring Diversity: Experiences of StatCan</b> <i>Heather Dryburgh</i> , Statistics Canada  <b>Presentation Title To Be Confirmed</b>  <i>Lisa Smylie</i> , Department for Women and Gender Equality	<b>Real-World Challenges in Applying Diversity and Inclusion Principles in Evaluation</b> (French only Session)  <b>Moderator:</b> <i>Nicole Michaud</i> , Parks Canada.  <b>GBA+ and Evaluation – Reflections on the Context, Challenges, and Limitations</b> <i>Eva Maxwell and John Gelder</i> , Gelder, Gingras & Associates  <b>Using Technology to Enhance Inclusion and Diversity in Evaluations</b> <i>Nansy Jean-Baptiste</i> , Dig Insights Inc.  <b>Interest-Based Evaluation Approach: A Strategy for Inclusion and Diversity</b> <i>Daria Sleiman</i> , Canadian Heritage
12:15 pm - 1:00 pm <i>Room 106DEFG</i>		<b>Networking Lunch</b>		
1:00 pm - 2:30 pm	Concurrent Sessions B	<b>Finding What Matters: Using Human-Centred Design Methods To Uncover What Is Important To Evaluation Stakeholders</b>  <i>Galen McLusky</i> , Tamarack Institute	<b>Inclusive Evaluation: Practical Applications</b>  <i>Christine Minas</i> , Treasury Board of Canada Secretariat with additional representatives from various Federal Departments	<b>Inclusion in the Field of Evaluation: a Facilitated Discussion</b>  <b>Moderator:</b> <i>Jennifer Birch-Jones</i> , Intersol Inc.  <b>Speakers:</b> <i>Cassidy Caron</i> , Independent Consultant <i>Raimi Osseni</i> , Infrastructure Canada <i>Dr. Doaa Saddek</i> , Innovation, Science and Economic Development Canada





## AGENDA AT A GLANCE

**TUESDAY, FEBRUARY 26, 2019**

### ***Inclusion and Diversity in Evaluation***

<b>2:30 pm - 3:00 pm</b> <i>Room 106DEFG</i>	<b>Networking Break</b>
<b>3:00 pm - 4:15 pm</b> <i>Room 106DEFG</i>	<p><b>Closing Panel: Inclusion and Diversity in Practice: Examples From the Federal Government</b></p> <p><b>Moderator:</b> <i>Jane Whynot</i>, University of Ottawa</p> <p><b>Speakers:</b> <i>Yves Gingras</i>, Director General, Evaluation, Employment and Social Development Canada <i>Amanda Hayne-Farrell</i>, Acting Executive Director, Evaluation, Public Health Agency of Canada <i>Susan Morris</i>, Director, Evaluation, Natural Sciences and Engineering Research Council of Canada</p>
<b>4:15 pm - 4:30 pm</b> <i>Room 106DEFG</i>	<p><b>Closing Remarks</b> <i>Emily Brennan</i>, Event Chair <i>Jennifer Birch-Jones and Bénédict Gauthier</i>, CES 2020 National Conference Co-Chairs</p>
<b>4:30 pm - 5:00 pm</b> <i>Room 106DEFG</i>	<b>Networking</b>







Canadian Evaluation Society – National Capital Chapter

## 2019 ANNUAL LEARNING EVENT

# INCLUSION AND DIVERSITY IN EVALUATION

## PROGRAM

### February 25, 2019

1:00 pm – 4:00 pm

#### Workshop

##### *Selected Strategies for Integrative Mixed Methods Data Analysis*

Dr. Jennifer Greene

Limited to 25 people – English Only

This half-day workshop will mainly focus on select analysis strategies for integrative mixed methods data analysis. Participants will first be introduced to a framework for data analysis in mixed methods work. They will be presented select integrated analyses, wherein the various types of data are connected to one another during the data analysis phase of the study (rather than only during the interpretation phase). Exemplary instances of various types of integrative analysis will be liberally included. Time permitting, participants will engage in a brief integrative analysis activity, using a very small data set from a larger study.

### February 26, 2019

7:30 am – 1:00 pm .....Atrium

#### Registration

8:00 am – 8:30 am .....Room 106DEFG

#### Breakfast

Presented By:




8:00 am – 3:00 pm .....Atrium  
Exhibits

8:30 am – 9:00 am ..... Room 106DEFG  
Opening Remarks and Welcome  
Emily Brennan, Event Chair

9:00 am – 10:30 am ..... Room 106DEFG

**Keynote  
Address**


**Advancing Values in Evaluation, on Purpose**  
Dr. Jennifer Greene, *Professor Emerita, University of Illinois*

Evaluation is the social practice of valuing. Yet, too often, evaluators do not explicitly state the values upon which judgments of quality will be made. This presentation will engage various commonplaces of evaluation toward a better understanding of how values are integral to our work. These commonplaces include the major components of evaluation practice and distinct approaches to and audiences for evaluation practice. Particular attention will be allocated to the values of inclusion and diversity, as these are priorities for the CES National Capital Chapter.

10:30 am – 10:45 am ..... Room 106DEFG  
Networking Break

10:45 am – 12:15 pm ..... Rooms 106H, 209, 210  
Concurrent Sessions A

Stream 1 - Inclusive Evaluation ..... Room 106H



**Co-Development Calls to Action: Walking the Talk for Indigenous Evaluation**  
Julie Eldridge and Keren Gottfried, *Crown-Indigenous Relations and Northern Affairs Canada & Indigenous Services Canada*

How can we, as evaluators working with Indigenous communities, transform our work with a co-development approach to evaluations? What are the opportunities and barriers to moving forward with co-development of federal program evaluations with Indigenous peoples? Join us for a presentation on the research on co-development by three cohorts of Evaluation interns at Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC), followed by an interactive idea sharing session on how to put into practice the calls to action proposed by the interns.

The 1.5 hour session begins with a presentation summarizing three years of independent research on reconciliation, indigenous evaluation and co-development at CIRNAC and ISC. After setting the stage, the presenters will facilitate discussions on the options that have been presented, and how they could be successfully implemented in evaluations of programs that serve Indigenous peoples. Come and exchange ideas with us: your contributions on participatory, developmental or co-developed evaluation could be the next step on our path to reconciliation!

**Experiences in Measurement**

**Moderator:** *François Dumaine, PRA Inc.*

The panel of presenters will explore the growing complexities of Canadian identity and how their organizations have addressed this issue, coming up with inclusive data collection tools, definitions, and meaningful ways of disseminating their knowledge and findings.

**Mixed Up: The Challenge of Measuring Multiple Identities**



**Jack Jedwab**, *Executive Vice-President Association for Canadian Studies, Association d'études canadiennes*

**Measuring Diversity: Experiences of StatCan**



**Heather Dryburgh**, *Acting Director General – Census Subject Matter, Social and Demographic Statistics Branch, Social, Health and Labour Statistics Field, Statistics Canada*

**Presentation Title To Be Confirmed**



**Lisa Smylie**, *Director, Research and Evaluation, Policy and External Relations Directorate, Department for Women and Gender Equality*

French Only Session

**Real-World Challenges in Applying Diversity and Inclusion Principles in Evaluation**

**Moderator:** *Nicole Michaud, Parks Canada*

This session will gather a panel of evaluators to discuss how they have incorporated considerations for diversity and inclusion in their recent work. The session will explore various ways of applying diversity and inclusion principles in evaluation, and offer an opportunity to discuss real-world challenges. The presentations will form the basis for a moderated discussion with attendees, with an emphasis on practice and lessons learned.

**GBA+ and evaluation - Reflections on the Context, Challenges, and Limitations**



**Eva Maxwell and John Gelder**, *Gelder, Gingras & Associates*

**Using Technology to Enhance Inclusion and Diversity in Evaluations**



**Nansy Jean-Baptiste**, *Dig Insights Inc.*

**Interest-Based Evaluation Approach: A Strategy for Inclusion and Diversity**



**Daria Sleiman**, *Canadian Heritage*

12:15 pm – 1:00 pm ..... Room 106DEFG

Networking Lunch

Lunch Presented By:



1:00 pm – 2:30 pm ..... Rooms 106H, 210, 209

Concurrent Sessions B

Stream 1 – Inclusive Evaluation ..... Room 106H

**Finding What Matters: Using Human-Centred Design Methods To Uncover What Is Important To Evaluation Stakeholders**



**Galen McLusky**, *Director of Innovation, Tamarack Institute*

What really matters to the people impacted by a change effort? In this workshop, we'll explore the field of Human-Centred Design - an approach that focuses on understanding people's needs, perspectives, and opportunities for change. This approach to problem-solving is rapidly being adopted across sectors and industries, and it also presents opportunities for helping evaluators understand what is needed and what is most valuable to stakeholders in a change effort. In short, drawing upon Human-Centred Design methods can help you hone in on metrics and methods that get at the heart of what matters to people in your unique change context.

Stream 2 - Measuring Equity and Diversity ..... Room 210

**Inclusive Evaluation: Practical Applications**



**Christine Minas**, *Treasury Board of Canada Secretariat*  
*with additional representatives from various Federal Departments*

Last summer, TBS circulated a draft GBA+ and Evaluation Guide to departments and agencies. The feedback received was incorporated into revisions and finalization of the document. This presentation will draw on aspects of the Guide, will discuss broader contextual issues, and will include specific examples of conceptual and methodological approaches used.

**Inclusion in the Field of Evaluation: a Facilitated Discussion**



**Moderator:**  
**Jennifer Birch-Jones CE**, *Senior Consultant, Facilitator and Trainer, Intersol Inc*  
**Speakers:**  
**Cassidy Caron**, *Independent Consultant*  
**Raimi Osseni**, *Infrastructure Canada*  
**Dr. Doaa Saddek**, *Innovation, Science and Economic Development Canada*

This discussion-based session seeks to explore some of the barriers to entering the field of evaluation, in particular for those with different identities and lived experiences. The session will open with some evaluators sharing their stories of how they got in to the field of evaluation, including any challenges or barriers that they might have faced, to help spark discussions. The session will then move in to a facilitated discussion of these and other barriers, what the impacts of these barriers are on the field of evaluation (particularly on the diversity of evaluators), and what could be done to help address these barriers. The results from the session will be shared with the CES Diversity Working Group.

**2:30 pm – 3:00 pm .....Room 106DEFG**  
**Networking Break**

**3:00 pm – 4:15 pm .....Room 106DEFG**

**Closing Panel: Inclusion and Diversity in Practice: Examples from the Federal Government**



**Moderator:**  
**Jane Whynot**, *University of Ottawa*  
**Speakers:**  
**Yves Gingras**, *Director General, Evaluation, Employment and Social Development Canada*  
**Amanda Hayne-Farrell**, *Acting Executive Director, Evaluation, Public Health Agency of Canada*  
**Susan Morris**, *Director, Evaluation, Natural Sciences and Engineering Research Council of Canada*

In this final session of the day, three federal government heads of evaluation will come together to share the experiences of their departments in implementing Gender-Based Analysis Plus (GBA+), and its associated diversity and inclusion considerations. Each panelist will discuss their organization's progress to date, as well as its successes, challenges, lessons learned, and future plans for the implementation of GBA+ in each of their unique contexts.

4:15 pm – 4:30 pm ..... Room 106DEFG

Closing Remarks

Emily Brennan, Event Chair

Jennifer Birch-Jones and Benoît Gauthier, CES 2020 National Conference Co-Chairs

4:30 pm – 5:00 pm ..... Room 106DEFG

Networking



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*In a time of universal deceit, telling  
the truth is a revolutionary act.*

*En ces temps de tromperie, dire la  
vérité est un acte révolutionnaire.*

(George Orwell)



# NOTES:

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# NOTES:

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