



## Person specification of a leader in evaluation

The following list is a result of research into what makes a leader of evaluation. Third sector leaders in evaluation were consulted. The list attempts to list skills and attributes that will help make you a leader in evaluation and is presented as a person specification. However, this does not mean that you must have all these skills and attributes. The list can be seen as a box of ingredients or toolkit that in different combinations and different amounts will help you lead in evaluation in a variety of situations.

This list may be used in, whole or in part, as a starter to discussions with a funder, a partner and staff you are working doing the evaluation. If looking at the complete list it may be helpful to think about the list as in terms of strengths within your team. It can be used if you are recruiting an evaluation role.

### Person specification of a leader in evaluation

1. You are enthusiastic about evaluation and can speak with integrity and confidence about evaluation. You understand the value and need to evaluate and its importance.
2. You motivate and enthuse others. You willingly involve others. You communicate and listen to others. You know the importance of giving feedback to encourage fellow workers to be involved in evaluation.
3. You understand that funders want honest reporting. As a leader you support others to be honest and encourage staff not to be afraid to learn from problems e.g. where things have not gone to plan. You challenge funders appropriately if they are not asking the 'right' questions or are not being proportionate. You offer solutions to funders.
4. You ensure evaluation results are used. You involve people in a communications role in your organisation who communicate the results of evaluation well.
5. You can facilitate and get the best from others. You empower others in good practice. It is important to be able to facilitate conversations so that those who are closest to the work are able to think about their evaluation needs.
6. You do not expect to find an 'off the peg' evaluation solution or be given the 'right' answer but are willing to be flexible and seek new ideas and adapt them for use in your organisation.

7. You are well organised and can project manage. You plan, prioritise and support others to plan. You delegate evaluation tasks and know the strengths of your colleagues. You do not look for perfection and you don't ask for the impossible. (You don't let perfect get in the way of excellence).
8. You take responsibility for making evaluation a priority in your organisation and see where the implications are. Unprompted, you bring evaluation into the agenda and can put it in context for your organisation. You have the ability to crosscut your organisation or work with others who can support you to do so.
9. As a leader in evaluation, you show the way in your organisation and encourage other people to evaluate. You spot difficulties and find ways to resolve them. You use evaluation evidence in a demonstrable way, saying "we're on the wrong path, it's ok to change this...." You lead by using evaluation in a demonstrable way. You show commitment by showing others the way you use information from evaluation.
10. You are committed to a culture of learning and reflection. You see the 'bigger picture' and see how evaluation will help achieve your organisation's strategic plan. You see evaluation as needed for your organisation's improvement and not just to report to your funders.
11. You identify where evaluation fits within your organisation. You are connected to and understand the frontline work but are not necessarily doing frontline work. You have some knowledge and evaluation skills, and identify when you don't, and you know when to seek support.
12. You are curious, you ask questions and want to know how your organisation can improve. You ask the 'tricky' questions. You will challenge people when necessary. You do not see evaluation as a tick box exercise but a way to improve and learn.
13. You know what evaluation looks like. You can explain jargon in a non-jargon way and what proportionate means in terms of evaluation.
14. You are aware that evaluation takes time and resources. You offer support to those evaluating to manage to take the time necessary and make senior management aware and ensure this is taken into account when work planning.

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