

## Organization design: review and evaluation approach

### Introduction

The acronym *FABRIC*<sup>1</sup> provides a useful checklist for making decisions about the evaluation process. Use it before you decide what tools and methods you will use for data collection.

### Aim of the tool

To help you design a valid and reliable review and evaluation method that can be conducted at 30, 60, and 90 days following the end of the implementation phase of your project.

### Materials needed

The table shown below

### Procedure

With the project sponsor and appropriate business and project stakeholders convene a short workshop to answer the questions and discuss any areas that need action before the review can begin.

Evaluation should be:	Questions to ask	Answer Yes ( Give evidence for this) No (State what needs to be done)
<b>Focused</b> on the project's aims and objectives; exclude looking at things that are interesting but not directly relevant. Make sure everyone involved agrees that what you want to review is going to be useful and relevant to what the project is aiming to achieve.	Do we know (from the project charter) what project objectives and benefits we want to review and evaluate?  Have we got sponsor approval for the review/evaluation?  Are we clear what aspects of the project we want to concentrate the review on (use your systems model as a guide)?	
<b>Appropriate</b> to, and useful for, the stakeholders who are likely to use it. Remember that reviews and evaluations have resource implications - the benefit of each method used must be in proportion to the effort required to take it. Existing information sources should be considered before new ones are created.	Do we know who the review/evaluation is for? (e.g. sponsor, project manager, line manager, employees).  Do we know what depth of information the review/evaluation should provide?  Do we know what resources we have to conduct the review/evaluation?	
<b>Balanced</b> , giving a picture of what the project is doing/achieving, covering all significant areas of work; choose measures for all important areas (go	Have we checked with the model and identified what aspects we need to cover in the review to ensure all	

<sup>1</sup> Adapted from: UK National Audit Office (2001) Chosing the right FABRIC: A framework for performance information (March)  
[www.nao.gov.uk](http://www.nao.gov.uk).

# Organization Design

<p>back to your model to check you are reviewing all elements) and at all levels - costs, output volumes, efficiency, quality, progress towards strategic aims - even if the measures have to be subjective.</p>	<p>elements of the organisation are aligned towards developing capability?</p>	
	<p>Do we know what specific outputs of organisational capability we are looking for? (e.g. productivity, innovation, collaboration, ...)</p>	
	<p>Do we know where we would make trade offs in time/cost/quality of the review in order to get a balanced evaluation report?</p>	
<p><b>Robust</b> in order to withstand organisational changes or individuals leaving; the information gathered must be accurate enough for its intended use as management decisions will be based upon it. Additionally it must be verifiable, with clear documentation behind it, so that the processes which produce the recommendation/action point can be validated. Further the methods should be responsive to change; methods that are relevant both before and after a radical change are useful in judging its success; those that focus on temporary aspects, or those that may change, are less useful.</p>	<p>Will we be able to collect information in the same way at 30, 60, and 90 days?</p>	
	<p>Will we know that the information we collect is reliable and verifiable?</p>	
	<p>Will we be able to use the same method of data collection a year or more from now if there is a second phase of the project?</p>	
<p><b>Integrated</b> into the project but drawn from the business planning and management processes; the activity reviewed must be capable of being influenced by actions which can be attributed to the project; and it should be clear where accountability lies. With this review data should be timely, producing information regularly enough to track progress at the 30, 60, and 90 days</p>	<p>Do we know how to check that the capability development project is contributing to the delivery of the business strategy?</p>	
	<p>Do we know how to make the connection between capability development and the activities of the project? (i.e. address the challenge that capability was developed outside the project, by recruitment, for example).</p>	
	<p>Can we ensure that the business takes any actions that the review/evaluation recommends?</p>	
<p><b>Cost Effective</b>, this means the review methods balance the benefits of the information gained against the costs of collecting it.</p>	<p>Do we know how to choose a review/evaluation method that gives a high quality outcome in a cost effective way?</p>	