EVALUATE AND ADJUST

- Evaluating the program

Evaluating the program

Programs should be evaluated regularly to identify what is working well and what can be improved, with a focus on quantitative and qualitative measures.

Quantitative measures

Program Targets

The company should have a target for the number of returners accepted into the program. Additionally, some companies may have targets to recruit women into roles at particular levels (in particular, senior positions).

Conversion rate

A key success factor for a returner program is the number of participants who were both offered and accepted on-going roles. Low conversion rates are a signal that changes need to be made for the next round of applicants.

Attrition rate

Assessing the attrition rates will enable you to determine whether your returner program is providing the skills required for longer term employment. It may also suggest whether the length of the returner program is suitable.

Quantitative measures

Satisfaction of stakeholders

This not only includes feedback from returners about their experience (either through informal meetings or formal mechanisms like surveys), but other stakeholders such as managers and team members. Obtaining qualitative feedback helps you to identify specific areas of strength and possible improvements.

Impact on the team

Consider the overall impact and contribution of returners to the company and the team.

Quality of candidates

Assessing whether or not you obtained the calibre of candidates that you were hoping for, and therefore whether your attraction processes are attracting the candidates you require.

The table below depicts a program logic evaluation framework.

PROGRAM LOGIC	EXAMPLE QUESTIONS	INDICATORS	DATA SOURCES
Activities	How well were these activities undertaken? What worked? What barriers were experienced? How were these overcome?		
Short-term outcomes	Were the intended short-term outcomes achieved? If not, why not?		
Medium term-outcomes	Were the intended medium-term outcomes reached? If not, why not?		

PROGRAM LOGIC	EXAMPLE QUESTIONS	INDICATORS	DATA SOURCES
Long-term outcomes	What evidence is available that the long-term outcomes will or can be reached? What has been learned about achieving these outcomes? What could be improved?		

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Long-term outcomes	What evidence is available that the long-term outcomes will or can be reached?		