

Interim Report Community Initiatives against Family Violence and Bullying (CIAFV) Organizational Structure – Process Evaluation

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THE EVALUATORS WOULD LIKE TO ACKNOWLEDGE THE GENEROUS SUPPORT OF THE EDMONTON COMMUNITY FOUNDATION IN PROVIDING FUNDING FOR THE ONGOING EVALUATION OF THIS INITIATIVE. THE WORK OF CIAFV IS FURTHER SUPPORTED BY ALBERTA SOLICITOR GENERAL AND PUBLIC SECURITY VICTIMS OF CRIME FUND AND ALBERTA CHILDREN AND YOUTH SERVICES COMMUNITY PARTNERSHIP ENHANCEMENT FUND.

WE WOULD LIKE TO COMMEND THE MEMBERS OF THE CIAFV LEADERSHIP TEAM FOR THEIR VISION, COMMITMENT AND EFFORTS TOWARD THIS VALUABLE COMMUNITY PROJECT.

WE WOULD ALSO LIKE TO EXTEND OUR THANKS TO THE CURRENT CIAFV COORDINATOR AND PROTOCOLS COORDINATOR FOR THEIR ASSISTANCE.

FINALLY, WE WOULD LIKE TO THANK ALL THOSE CIAFV MEMBER AGENCY/ORGANIZATION REPRESENTATIVES FOR THEIR OPENNESS TO PARTICIPATING IN THIS PROJECT EVALUATION.

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EXECUTIVE SUMMARY

THE PAST THREE EVALUATIONS OF THE COMMUNITY INITIATIVES AGAINST FAMILY VIOLENCE AND BULLYING (CIAFV) PROTOCOLS PROJECT HAVE BEEN OUTCOME-BASED. WHILE THESE EVALUATIONS HAVE BEEN HELPFUL IN ASSESSING THE SUCCESSES AND OPPORTUNITIES FOR IMPROVING THIS INITIATIVE, IT IS TIMELY TO ADOPT A DIFFERENT APPROACH TO EVALUATING THE PROTOCOLS PROJECT AND CIAFV'S NEW ORGANIZATIONAL STRUCTURE.

A FOUR-PRONGED APPROACH TO EVALUATION IS BEING UTILIZED IN THIS FOURTH PHASE OF EVALUATION OF THE WORK UNDERTAKEN BY CIAFV. THIS INCLUDES:

- A PROCESS-BASED EVALUATION OF CIAFV'S NEW ORGANIZATIONAL STRUCTURE,
- A PROCESS-BASED EVALUATION FOCUSED ON HOW AGENCIES/ORGANIZATIONS ARE EVALUATING THEIR FAMILY VIOLENCE PROTOCOLS,
- AN APPRECIATIVE INQUIRY OF THE FAMILY VIOLENCE LINKING PROTOCOLS, AND
- A CLIENT SURVEY TO DETERMINE THE IMPACT OF PROTOCOLS ON PERSONS ACCESSING SERVICES.

THIS EVALUATION PROCESS WILL CONTINUE THROUGHOUT 2007 TO 2009. THIS INTERIM EVALUATION REPORT FOCUSES **solely on a process review of the organizational structure adopted by CIAFV in 2007**. IN WINTER, ANOTHER EVALUATION REPORT WILL BE SUBMITTED WHICH WILL FOCUS ON CLIENT PERSPECTIVES ON CIAFV AND THE LEARNINGS FROM THE COMPLETION OF THE APPRECIATIVE INQUIRY REGARDING THE LINKING PROTOCOLS.

DURING THIS PHASE OF THE EVALUATION IT WAS DETERMINED THAT AGENCIES/ORGANIZATIONS WHICH HAD DEVELOPED FAMILY VIOLENCE PROTOCOLS HAD YET COMMENCED EVALUATION OF THESE PROTOCOLS. IT WAS DISCOVERED THAT A FEW ORGANIZATIONS HAD NOT IMPLEMENTED THEIR PROTOCOLS OVER THE LONG TERM. AS A RESULT, OVER THE COURSE OF THE NEXT FEW MONTHS, FURTHER STUDY OF AGENCIES/ORGANIZATIONS WHICH HAVE NOT PROCEEDED WITH IMPLEMENTATION AND/OR EVALUATION OF THEIR FAMILY PROTOCOLS WILL BE UNDERTAKEN.

ULTIMATELY, THE FINDINGS OF THIS FORMATIVE EVALUATION OF THE LINKING PROTOCOLS WORK UNDERTAKEN BY CIAFV ARE INTENDED TO:

- HELP INFORM FUTURE PHASES OF THE CIAFV LINKING PROTOCOLS WORK;
- OFFER USEFUL, BEST PRACTICES INFORMATION TO OTHER COMMUNITIES CONSIDERING UNDERTAKING A SIMILAR PROTOCOL DEVELOPMENT PROCESS;
- PRESENT DATA THAT CAN BE INCORPORATED INTO REPORTS TO AGENCIES PROVIDING FUNDING TO THE INITIATIVE; AND
- PROVIDE DATA FOR FUTURE FUNDING PROPOSALS TO SUPPORT THE CIAFV PROTOCOLS PROJECT.

Methodology

THIS PROCESS-BASED EVALUATION USED DATA COLLECTED FROM INTERVIEWS WITH LEADERSHIP TEAM MEMBERS AND STAFF AND SURVEYS COMPLETED BY PROJECT TEAM MEMBERS AND THE GENERAL CIAFV MEMBERSHIP. A MIXED METHOD APPROACH WAS USED FOR DATA ANALYSIS. CONTENT ANALYSIS WAS USED FOR QUALITATIVE DATA. THROUGH THE PROCESS OF CODING, CONCEPTUAL LABELS WERE ASCRIBED TO THE COMMENTS GENERATED THROUGH INTERVIEWS. THESE CONCEPTS WERE THEN COMPARED ONE TO ANOTHER TO DETERMINE CATEGORIES OF SIMILARITY. A FREQUENCY ANALYSIS WAS CONDUCTED FOR QUANTITATIVE DATA COLLECTED IN THE SURVEYS.

Conclusions and Recommendations

General CIAFV Membership

IT APPEARS THAT THE CHANGES IN ORGANIZATIONAL STRUCTURE HAVE ATTRACTED NEW MEMBERS AND RE-ENGAGED FORMER MEMBERS. COMMONLY IDENTIFIED BENEFITS OF MEMBERSHIP INCLUDED:

- NETWORKING AND INFORMATION SHARING
- FOCUS ON ACTIVITIES THAT WILL ULTIMATELY IMPROVE SERVICES TO CLIENTS
- OPPORTUNITIES FOR SHARING RESOURCES AND ACCESS TO TRAINING
- FORUM TO RAISE AWARENESS OF FAMILY VIOLENCE.

WITH RESPECT TO PARTICIPATION RATES, THE SAMPLE APPEARS TO BE SLIGHTLY SKEWED IN TERMS OF A HIGHER LEVEL OF PARTICIPATION. THIS DOES RAISE THE CONCERN THAT A FEW CIAFV MEMBERS ARE ASSUMING A DISPROPORTIONATE AMOUNT OF THE WORK OF THE ORGANIZATION. THE ORGANIZATION NEEDS TO FOCUS ENERGIES ON THE RETENTION OF MEMBERS, THE RECRUITMENT OF NEW MEMBERS AND TO REMAIN MISSION-DRIVEN.

CIAFV HAS ACHIEVED SUCCESS IN RAISING THE PROFILE OF THE ISSUE OF FAMILY VIOLENCE AND EMPOWERING FAMILIES TO BE SAFE. IT IS A KEY RESOURCE IN THE DEVELOPMENT OF A COLLABORATIVE, COORDINATED COMMUNITY RESPONSE TO FAMILY VIOLENCE AND BULLYING. IT REMAINS A KEY RESOURCE FOR FRONT-LINE WORKERS IN TERMS OF INFORMATION, RESOURCES AND PROFESSIONAL DEVELOPMENT. THE CIAFV STAFF MEMBERS CONTINUE TO BE CATALYSTS FOR THE DEVELOPMENT OF FAMILY VIOLENCE AND LINKING PROTOCOLS. THE COMMUNITY HAS COME TO EXPECT CIAFV TO PROVIDE TIMELY RELEVANT TRAINING AND THIS HAS BEEN A MAJOR SOURCE OF NEW MEMBER RECRUITMENT. THE ROLE OF CIAFV IN IDENTIFYING AND ADDRESSING GAPS IN

PROGRAMS/ SERVICES FOR THOSE AFFECTED BY FAMILY VIOLENCE HAS BEEN LESS THAN ANTICIPATED.

Recommendations:

- CIAFV CONTINUE TO FOCUS ON MISSION-DRIVEN SERVICES FOR ITS MEMBERSHIP.
- STRONGER ALLIANCES ARE FORGED WITH THE EDMONTON COLLABORATIVE COORDINATED COMMUNITY RESPONSE (ECCCR) GROUP TO ADVANCE THE IDENTIFICATION AND RESOLUTION OF GAPS IN PROGRAMS/ SERVICES FOR THOSE AFFECTED BY FAMILY VIOLENCE.
- THROUGH ECCCR, CIAFV CONTINUES TO RAISE THE PROFILE OF FAMILY VIOLENCE AND LEVERAGE SUPPORT FROM KEY DECISION-MAKERS TO ADDRESS THIS ISSUE.

Project Teams

AT THIS POINT, THERE IS MIXED OPINION ABOUT THE VALUE OF THE PROJECT TEAMS, WHICH MIGHT IN PART BE ATTRIBUTED TO THEIR INFANCY. A CLEAR STRENGTH OF THE PROJECT TEAMS IS THE EXPECTATION TO ACHIEVE SPECIFIC, TERM-CERTAIN DELIVERABLES. THIS VERY EXPECTATION HAS CAUSED SOME CHALLENGES IN FINALIZING PROJECT TEAMS TERMS OF REFERENCE, DEFINITION OF SCOPE OF WORK AND MEASUREMENT OF RESULTS ACHIEVED. THERE HAS BEEN SOME SUGGESTION THAT PROJECT TEAMS COULD POTENTIALLY ACT OUTSIDE OF THE SCOPE OF THEIR TERMS OF REFERENCE AND CIRCUMVENT ACCOUNTABILITY REQUIREMENTS. SOME SPECIFIC SUGGESTIONS HAVE BEEN OFFERED FOR CONSIDERATION WITH REGARD TO THESE PROJECT TEAMS:

- CLEARLY DEFINE THE DECISION MAKING SCOPE FOR PROJECT TEAMS.
- DEVELOP A POLICY ON THE FORMATION AND DISSOLUTION OF PROJECT TEAMS BASED IN TERMS OF AVAILABLE RESOURCES AND OUTPUTS GENERATED.
- DEVELOP A POLICY ON SPECIAL CONDITIONS WHEN A PROJECT TEAM MAY BE FORMED OUTSIDE OF THE ANNUAL MEMBERSHIP MEETING.
- DETERMINE A CLEAR PERFORMANCE MONITORING AND REPORTING PROCESS FOR PROJECT TEAMS.
- CLEARLY DEFINE THE ACCOUNTABILITY OF PROJECT TEAMS AND THE EXPECTATIONS FOR REPORTING TO THE CIAFV MEMBERSHIP AND THE LEADERSHIP TEAM.

Recommendations:

- DEVELOP AND IMPLEMENT THE SUGGESTED POLICIES.
- ASSESS THE AMOUNT OF TIME THAT MEMBERS SPEND ON PROJECT TEAMS AND CONSIDER THE VALUE OF THE DELIVERABLES PRODUCED FOR THE PROJECT TEAM AND THE GENERAL CIAFV MEMBERSHIP.
- MONITOR THE ALIGNMENT OF THE ACTIVITIES OF PROJECT TEAMS WITH CIAFV'S STRATEGIC PLAN THROUGH REGULAR REPORTING OF ACTIVITIES AND OUTCOMES.

Leadership Team

THE LEADERSHIP TEAM WAS GENERALLY VIEWED AS A GROUP OF KNOWLEDGEABLE AND SKILLED INDIVIDUALS WHO HAD STRONG CONNECTIONS TO THE COMMUNITY AND IS PASSIONATE ABOUT ADDRESSING THE ISSUE OF FAMILY VIOLENCE. THE TEAM WAS VIEWED AS BEING COMMITTED TO COMMON GOALS, MAKING DECISIONS AND TAKING ACTION. THERE WERE QUESTIONS RAISED ABOUT THE PARTICIPATION OF REPRESENTATIVES FROM ORGANIZATIONS WHICH PROVIDE FUNDING TO CIAFV, SPECIFICALLY WHETHER THESE INDIVIDUALS WERE IN A POSITION OF POTENTIAL UNDUE INFLUENCE OR CONFLICT OF INTEREST. ALSO, IT IS APPARENT THAT THESE INDIVIDUALS ARE ASSUMING CONSIDERABLE WORKLOADS (AND OFTEN MULTIPLE ROLES) AS LEADERSHIP TEAM MEMBERS AND (IN SEVERAL CASES) PROJECT TEAM MEMBERS. IT IS THE OPINION OF THE RESEARCHERS THAT ACTING UPON THE RECOMMENDATIONS WILL ADDRESS THIS QUESTION.

Recommendations:

- DEVELOP A STRATEGIC PLAN FOR CIAFV AND REVISE ANNUALLY.
- DEVELOP A PROFILE FOR PROJECT TEAM MEMBERS (SKILLS, KNOWLEDGE, AND ABILITIES), A RECRUITMENT STRATEGY AND A SUCCESSION PLAN FOR CURRENT MEMBERS.
- DETERMINE THE MAXIMUM NUMBER OF HOURS/ MONTH LEADERSHIP TEAM MEMBERS SHOULD BE SPENDING ON CIAFV ACTIVITIES.
- ADOPT A CLEAR, CONSISTENT DECISION MAKING PROCESS FOR LEADERSHIP TEAM MEETINGS.
- ADOPT A MEETING MINUTES STYLE THAT CLEARLY RECORDS DECISIONS AND ACTIONS TO BE TAKEN.
- DEVELOP A CONFLICT OF INTEREST POLICY FOR THE LEADERSHIP TEAM (WHEN TO EXIT DISCUSSION AND DECISIONS)

- DEVELOP A GOVERNANCE MANUAL FOR THE LEADERSHIP TEAM.

I. INTRODUCTION

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- PRESENT DATA THAT CAN BE INCORPORATED INTO REPORTS TO AGENCIES PROVIDING FUNDING TO THE INITIATIVE; AND
- PROVIDE DATA FOR FUTURE FUNDING PROPOSALS TO SUPPORT THE CIAFV PROTOCOLS PROJECT.

II. CIAFV ORGANIZATIONAL STRUCTURE BACKGROUND

BACKGROUND MATERIAL ABOUT THE CIAFV PROTOCOLS PROJECT IS PROVIDED IN PREVIOUS EVALUATION REPORTS (WHICH ARE AVAILABLE ONLINE ([HTTP://WWW.CIAFV.COM](http://www.ciafv.com)) AND CAN BE REQUESTED FROM THE CIAFV COORDINATOR). THIS MATERIAL WILL BE OF INTEREST TO THE READER WHO IS NOT FAMILIAR WITH THE COMMUNITY CONTEXT OF THE CIAFV PROTOCOLS PROJECT. IT IS THE OPINION OF THE RESEARCHERS, SUPPORTED BY THE RESEARCH FINDINGS, THAT THE RESOURCES DESCRIBED WERE CRITICAL TO THE ACHIEVEMENT OF THE OUTCOMES OF ALL PHASES OF THE PROTOCOLS PROJECT.

HISTORICALLY, CIAFV'S ORGANIZATION STRUCTURE INCLUDED: GENERAL MEMBERSHIP AND WORKING GROUPS.

CIAFV HAD MADE SEVERAL CHANGES TO THE FORMAT OF ITS MEETINGS, CATEGORIES OF MEMBERSHIP, ETC. IN AN EFFORT TO BOLSTER MEMBERSHIP ENGAGEMENT. OVER THE COURSE OF TIME ATTENDANCE REMAINED STRONGEST AT LEARNING ACTIVITIES AND DISCUSSION FORUMS.

IN 2007, A MAJOR RESTRUCTURING OF CIAFV WAS UNDERTAKEN. ATTENDANCE AT MEETINGS WAS DECLINING AND A CORE GROUP OF MEMBERS WAS SHOULDERING MOST OF THE RESPONSIBILITY FOR CIAFV'S ACTIVITIES. MEMBERS OF THE CIAFV STEERING COMMITTEE DETERMINED IT WAS TIME FOR A CHANGE IN ORGANIZATIONAL STRUCTURE AND THE RESULTANT CIAFV FRAMEWORK WAS ADOPTED IN AN EFFORT TO RE-ENGAGE THE MEMBERSHIP AND MOVE FORWARD.

THE CIAFV FRAMEWORK USES A MODEL BASED ON THE DULUTH WHEEL. THE CIAFV WHEEL DESCRIBES THE FUNCTIONS AND VALUES OF CIAFV.

THE CIAFV WHEEL REPRESENTS THE NINE KEY FUNCTIONS THAT SHAPE THE GOAL OF A COLLABORATIVE, COMMUNITY RESPONSE TO FAMILY VIOLENCE AND BULLYING.



Membership is free and is open to agencies, organizations and individuals who have an interest in family violence and would like to make a difference in the Edmonton and area community. All CIAFV members were required to sign a Membership Agreement which requires acceptance of CIAFV's vision, mission, involvement principles and code of conduct.

There are two types of membership:

Agency members send representatives from their agency to participate in CIAFV events. The agency is responsible for maintaining representation.

Individual members are representing themselves and may or may not be survivors of family violence.

III. APPROACH TO THE RESEARCH

a) Background of Research Team Members

THE RESEARCHERS FOR THIS EVALUATION REPORT WERE DR. WENDY DOUGHTY AND JIM KLINGLE, PARTNERS IN EMERGING DIRECTIONS CONSULTING LTD. A PRIVATE, INCORPORATED ALBERTA-BASED MANAGEMENT CONSULTING FIRM.

DR. DOUGHTY BRINGS 25 YEARS EXPERIENCE IN THE DEVELOPMENT OF COMMUNITY-BASED PROGRAMS, PROGRAM EVALUATION AND CURRICULUM EVALUATION. JIM KLINGLE HAS MORE THAN 20 YEARS EXPERIENCE IN CARRYING OUT SUCCESSFUL RESEARCH PROJECTS INVOLVING A VARIETY OF COMMUNITY ORGANIZATIONS.

b) Principles Guiding Program Evaluation

THE FOLLOWING PRINCIPLES GUIDED THE DEVELOPMENT AND IMPLEMENTATION OF THIS PROGRAM EVALUATION:

- OWNERSHIP AND BUY-IN OF PARTICIPANTS IN ANY PROGRAM EVALUATION ACTIVITY BEST OCCURS WHEN PARTICIPANTS HAVE A ROLE IN HELPING PLAN THE PROCESS.
- PROGRAM EVALUATION PROCESSES MUST BE SENSITIVE TO AND REFLECT INDIVIDUAL DIFFERENCES IN GENDER, CULTURE, LEARNING STYLES, BACKGROUND AND EXPERIENCES.
- PROGRAM EVALUATION YIELDS AUTHENTIC RESULTS IN AN ENVIRONMENT WHERE PARTICIPANTS BELIEVE THEIR VIEWPOINTS ARE VALUED AND THEY ARE TREATED WITH RESPECT.

c) General Approach to the Research

PROCESS-BASED EVALUATIONS ARE DESIGNED TO FULLY UNDERSTAND HOW A PROGRAM/SERVICE WORKS – HOW IT PRODUCES THE RESULTS THAT IT DOES. THESE EVALUATIONS ARE USEFUL IF PROGRAM/SERVICES HAVE BEEN IN PLACE FOR SEVERAL YEARS AND HAVE CHANGED OVER THIS PERIOD OF TIME; THE USERS OF THE PROGRAM/SERVICE REPORT A LARGE NUMBER OF COMPLAINTS ABOUT THE PROGRAM/SERVICE; AND ARE ALSO USEFUL FOR ACCURATELY PORTRAYING HOW A PROGRAM/SERVICE TRULY OPERATES (WHICH CAN ASSIST WITH REPLICATION ELSEWHERE).

A PROCESS-BASED EVALUATION HELPS TO ANSWER: “HOW WELL IS THE PROGRAM/SERVICE REALLY WORKING AND WHAT ARE ITS STRENGTHS AND WEAKNESSES?” IT IS MOST APPROPRIATE TO USE WHEN A PROGRAM/SERVICE BEGINS AND IS DESIGNED TO SHOW HOW WELL A PROGRAM/SERVICE IS WORKING ACCORDING TO THE INITIAL PLAN (PUBLIC HEALTH AGENCY OF CANADA).¹

SYNONYMS FOR THE TERM PROCESS-BASED EVALUATION INCLUDE OPERATIONAL REVIEW OR FORMATIVE EVALUATION. THIS IS THE MOST COMMON TYPE OF EVALUATION AS IT LOOKS AT THE OPERATION OF A PROGRAM/SERVICE. THE VALUE OF THIS TYPE OF EVALUATION LIES IN ITS ATTENTION TO IMPROVING QUALITY, EFFICIENCY AND COST-EFFECTIVENESS OF OPERATIONS.

¹ PUBLIC HEALTH AGENCY OF CANADA WEBSITE

PROCESS EVALUATIONS DESCRIBE THE EXTENT TO WHICH THE PROGRAM/SERVICE WAS IMPLEMENTED AS PLANNED, IDENTIFY IMPLEMENTATION PROBLEMS FOR FUTURE IMPROVEMENTS IN PROGRAM/SERVICE DELIVERY, EXAMINE THE LOGICAL SEQUENCING AND APPLICABILITY OF PROGRAM/SERVICE COMPONENTS AND HOW EFFECTIVELY THEY WORK IN THE FIELD, AND DESCRIBE THE SUBJECTIVE VIEWS AND EXPERIENCES OF STAFF AND PARTICIPANTS.

PROCESS BASED EVALUATION IS BASED ON OBTAINING A CLEAR UNDERSTANDING OF THE PROGRAM/SERVICE'S DYNAMICS – THAT IS, IT ATTEMPTS TO DETERMINE HOW PARTICULAR OUTCOMES ARE ACHIEVED. A PROCESS BASED EVALUATION IS LIKELY TO SUPPORT ATTEMPTS TO IDENTIFY AND ADDRESS SPECIFIC SHORTCOMINGS IN THE PROGRAM/SERVICE THROUGH THE IMPROVED DESIGN OF SPECIFIC ELEMENTS OR THE ADDITION OF OTHER ELEMENTS (McNAMARA, 1998).²

d) Key Research Questions

THE INTERVIEW QUESTIONS THAT WERE POSED TO THE MEMBERS OF THE CIAFV LEADERSHIP TEAM ARE PROVIDED IN APPENDIX A OF THIS REPORT. A COPY OF THE SURVEY THAT WAS COMPLETED BY THE GENERAL MEMBERSHIP AND MEMBERS OF PROJECT TEAMS IS PROVIDED IN APPENDIX B.

e) Approach to Data Collection

A PRESENTATION ABOUT THIS EVALUATION STUDY WAS GIVEN AT THE CIAFV ANNUAL MEMBERSHIP MEETING IN FALL 2007. AN E-MAIL EXPLAINING THE PURPOSE OF THE EVALUATION WAS FORWARDED TO THE GENERAL CIAFV MEMBERSHIP, PROJECT TEAM MEMBERS AND LEADERSHIP TEAM MEMBERS TOGETHER WITH A COPY OF THE SURVEY, OR IN THE CASE OF THE LEADERSHIP TEAM MEMBERS, THE SCHEDULE OF INTERVIEW QUESTIONS.

PARTICIPATION IN THIS RESEARCH STUDY WAS ON A VOLUNTARY BASIS. MEASURES WERE UNDERTAKEN TO GUARANTEE THE ANONYMITY OF THE COMMENTS OF INDIVIDUAL PARTICIPANTS AS WELL AS ORGANIZATIONAL PERSPECTIVES. TRANSCRIPTS OF INTERVIEWS WERE RETURNED TO RESPONDENTS FOR REVIEW AND CHANGES, AS REQUESTED.

A FOLLOW-UP E-MAIL WAS SENT TO INCREASE RESPONSE RATE. COPIES OF THE SURVEY WERE MADE AVAILABLE AT THE JUNE 18, 2008 CIAFV GENERAL MEMBERSHIP MEETING IN ONE FINAL ATTEMPT TO INCREASE THE RESPONSE RATE.

THE EVALUATION PROCESS CONSISTED OF TWO APPROACHES TO DATA COLLECTION. THESE INCLUDED:

i) Primary data

² McNAMARA, C. BASIC GUIDE TO PROGRAM EVALUATION (1998). ACCESSED AT [HTTP://WWW.MAPNP.ORG/LIBRARY/EVALUATION/FNL_EVAL.HTM#ANCHOR1585345](http://www.mapnp.org/library/evaluation/fnl_eval.htm#ANCHOR1585345)

PRIMARY DATA WAS COLLECTED THROUGH IN-PERSON OR TELEPHONE INTERVIEWS OR SURVEYS. IN-PERSON OR TELEPHONE INTERVIEWS WERE HELD WITH ALL EIGHT MEMBERS OF THE CIAFV LEADERSHIP TEAM.

INTERVIEWS RANGED FROM 20 MINUTES TO 60 MINUTES IN LENGTH; THE AVERAGE INTERVIEW LENGTH WAS 40 MINUTES. INTERVIEWS WERE TAPE RECORDED AND NOTES WERE ALSO TAKEN BY THE INTERVIEWER. EACH INTERVIEWEE WAS PROVIDED A COPY OF HER/HIS INTERVIEW TRANSCRIPT FOR REVIEW AND ANY NECESSARY CHANGES.

SURVEYS WERE DISTRIBUTED TO THE GENERAL MEMBERSHIP OF CIAFV AND PROJECT TEAM MEMBERS VIA E-MAIL.

ii) Secondary data

SECONDARY OR HISTORIC DATA WAS GATHERED THROUGH DOCUMENT REVIEW. THIS INVOLVED A REVIEW OF SECONDARY DATA SOURCES PROVIDED BY THE PROTOCOLS COORDINATOR INCLUDING THE FOLLOWING ITEMS:

- MINUTES OF ANNUAL MEMBERSHIP MEETINGS AND
- MINUTES OF LEADERSHIP TEAM MEETINGS.

f) Approach to Data Analysis

A MIXED METHOD WAS USED FOR DATA ANALYSIS. CONTENT ANALYSIS WAS USED FOR QUALITATIVE DATA. THROUGH THE PROCESS OF CODING, CONCEPTUAL LABELS WERE ASCRIBED TO THE COMMENTS GENERATED THROUGH INTERVIEWS. THESE CONCEPTS WERE THEN COMPARED ONE TO ANOTHER TO DETERMINE CATEGORIES OF SIMILARITY. A FREQUENCY ANALYSIS WAS CONDUCTED FOR QUANTITATIVE DATA COLLECTED IN THE SURVEYS.

g) Sample Characteristics

THE SAMPLE INCLUDED ALL MEMBERS OF CIAFV. PROJECT TEAM MEMBERS WHO ARE NOT CIAFV MEMBERS WERE ALSO INCLUDED. INTERVIEWS WERE CONDUCTED WITH EIGHT CIAFV LEADERSHIP TEAM MEMBERS. EIGHTEEN COMPLETED SURVEYS WERE RETURNED FOR ANALYSIS. TABLE 1 PROVIDES MORE DETAILS ABOUT THE SAMPLE.

Table 1 – Sample for Study (N=19)

	Total Population	Number of Respondents	Response Rate (percentage)
CIAFV General Membership	35 AGENCIES WITH 81 MEMBERS	19	41%

CIAFV Project Team Members (CIAFV members)	33 ³	9	
CIAFV Project Team Members (non-CIAFV members)	13	2	
CIAFV General Membership	46	19	41%

h) Research Assumptions

- THOSE PARTICIPATING IN THIS EVALUATION RESEARCH WERE REFLECTIVE OF THE DIVERSITY OF INDIVIDUALS, AGENCIES AND ORGANIZATIONS INVOLVED WITH FAMILY VIOLENCE ISSUES.
- AGENCIES AND ORGANIZATIONS CHOSE OF THEIR OWN FREE WILL TO BECOME CIAFV MEMBERS OR TO PARTICIPATE ON PROJECT TEAMS.
- PERCEPTIONS OF RESPONDENTS REGARDING THE RELATIVE STRENGTHS AND/OR WEAKNESSES OF THE NEW ORGANIZATIONAL STRUCTURE FOR CIAFV WERE MADE WITHOUT CONCERN FOR CONSEQUENCES AS A RESULT OF VOICING THEIR OPINIONS.
- AGENCIES AND ORGANIZATIONS PARTICIPATING IN THIS PROCESS HAD LITTLE OR NO PREVIOUS EXPERIENCE WITH THE DEVELOPMENT AND/OR IMPLEMENTATION OF A CHANGE IN ORGANIZATIONAL STRUCTURE FOR A MEMBERSHIP ORGANIZATION.

i) Limitations of Research

- THE STUDY EXAMINED THE IMPLEMENTATION OF THE NEW ORGANIZATIONAL STRUCTURE FOR CIAFV FROM THE FALL OF 2007 TO JUNE 20, 2008.
- THE STUDY WAS LIMITED TO THE RESPONSES COLLECTED DURING PERSONAL OR TELEPHONE INTERVIEWS, OBSERVATIONS MADE DURING INTERVIEWS, COMPLETED SURVEYS AND THE INFORMATION AVAILABLE IN DOCUMENTS DURING THE STUDY PERIOD.
- THE STUDY WAS LIMITED TO THOSE WHO CHOSE TO PARTICIPATE.
- THE FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS ARE POSITED ONLY AS THEY RELATE TO THE CURRENT STUDY.

³ THIS NUMBER MAY BE SKEWED BY INDIVIDUALS WHO PARTICIPATED ON MORE THAN ONE PROJECT TEAM.

IV. FINDINGS

VERY DIFFERENT RESPONSE RATES WERE RECEIVED FROM THE SUBGROUPS OF THE SAMPLE POPULATION. IT CANNOT BE DETERMINED WHETHER THE VIEWS OF NON-RESPONDENTS WOULD HAVE DIFFERED FROM THOSE WHO DID RESPOND, BUT IT IS REASONABLE TO ASSUME THAT THE LOWER THE RESPONSE RATE, THE LESS REPRESENTATIVE RESPONDENTS' VIEWS ARE LIKELY TO BE. CAUTION IS THEREFORE REQUIRED IN INTERPRETING SOME OF THE FINDINGS, PARTICULARLY THOSE RELATING TO PROJECT TEAM MEMBERS.

a) General Membership Perspectives

i) *Level of involvement with CIAFV*

THE 19 SURVEYS COMPLETED BY CIAFV MEMBERS REPORTED A VARIED LEVEL OF INVOLVEMENT WITH CIAFV:

- 12 RESPONDENTS ATTENDED MONTHLY GENERAL MEMBERSHIP MEETINGS
- 12 RESPONDENTS ATTENDED THE ANNUAL MEMBERSHIP MEETING
- 12 RESPONDENTS ATTENDED CIAFV HOSTED PROFESSIONAL DEVELOPMENT OPPORTUNITIES
- 10 RESPONDENTS ARE MEMBERS OF PROJECT TEAMS
- 2 RESPONDENTS STARTED RECEIVING INFORMATION ABOUT CIAFV BUT HAVE NOT ATTENDED A MEETING
- 1 RESPONDENT ATTENDED GENERAL MEMBERSHIP MEETINGS ON AN IRREGULAR BASIS.

ii) *Number of Hours/Month Spent on CIAFV Activities*

RESPONDENTS REPORTED A RANGE IN THE AMOUNT OF TIME THEY SPENT EACH MONTH ON CIAFV ACTIVITIES:

- 6 RESPONDENTS REPORTED SPENDING 3 – 4 HOURS
- 3 RESPONDENTS REPORTED SPENDING 5 – 6 HOURS
- 3 RESPONDENTS REPORTED SPENDING 10 HOURS
- 2 RESPONDENTS REPORTED SPENDING 7 – 8 HOURS
- 2 RESPONDENTS REPORTED SPENDING 1 – 2 HOURS

- 2 RESPONDENTS WERE NOT SURE ABOUT HOW MUCH TIME THEY SPENT
- 1 RESPONDENT REPORTING SPENDING 15 HOURS.

iii) What are the benefits of being a member of CIAFV?

BENEFITS OF MEMBERSHIP SUGGESTED BY CIAFV MEMBERS INCLUDED:

- CONNECTION WITH COLLEAGUES IN THE FAMILY VIOLENCE SECTOR (12 RESPONDENTS)
- KNOWLEDGE AND UNDERSTANDING OF WHAT IS HAPPENING IN THE COMMUNITY (10 RESPONDENTS)
- ACCESS TO GUEST SPEAKERS (2 RESPONDENTS)
- ACCESS TO TRAINING OPPORTUNITIES (2 RESPONDENTS)
- OPPORTUNITY TO SHARE EXPERIENCE, STRENGTHS AND HOPES IN A NON-THREATENING ENVIRONMENT (2 RESPONDENTS)
- OPPORTUNITY TO SHARE RESOURCES
- OPPORTUNITY TO KEEP OUR PROGRAM (AND FOCUS ON FAMILY VIOLENCE PREVENTION) VISIBLE IN THE SECTOR.

iv) What is CIAFV doing well?

CIAFV MEMBERS PROVIDED A FEW COMMENTS REGARDING WHAT CIAFV IS DOING WELL:

- MEETINGS HAVE BECOME MORE RELEVANT AND FOCUSED IN THE PAST YEAR (3 RESPONDENTS)
- NEW ORGANIZATIONAL STRUCTURE HAS BEEN VERY POSITIVE (2 RESPONDENTS)
- CIAFV CONTINUALLY EVALUATES WHAT IS WORKING AND IS OPEN TO FEEDBACK FROM MEMBERSHIP (2 RESPONDENTS)
- FACILITATES IMPROVED SERVICES FOR CLIENTS
- DOING GOOD WORK.

v) How might CIAFV change to better serve its members?

GIVEN THAT THE NEW ORGANIZATIONAL STRUCTURE HAS ONLY BEEN IN PLACE FOR ONE YEAR, IT WOULD BE EXPECTED THAT CIAFV MEMBERS WOULD OFFER SUGGESTIONS FOR IMPROVEMENT. THESE INCLUDED:

- NO SUGGESTIONS (8 RESPONDENTS)
- NEED TO FIND WAYS TO ENGAGE NEW MEMBERS (2 RESPONDENTS)
- BE MORE ACCESSIBLE TO PERSONS WORKING IN FAMILY VIOLENCE IN PRIVATE PRACTICE
- MORE INFORMATION SHARING TO REDUCE DUPLICATION OF PROGRAMS/SERVICES
- BE OPEN TO NEW MEMBERS; SOMETIMES AT MEETINGS THERE IS QUITE A 'CLIQUE' AMONGST LONG-STANDING CIAFV MEMBERS OR THOSE WHO HAVE WORKED IN FAMILY VIOLENCE FOR MANY YEARS
- CONSIDER THAT MEETING TIMES ARE NOT ACCESSIBLE FOR ALL PROVIDERS
- NEED TO CARRY MESSAGE OF VALUE OF CIAFV TO DECISION-MAKERS
- MAKE SURE ALL COMMUNITY IS REPRESENTED; PERHAPS CHANGE THE NAME TO COLLABORATIVE COMMUNITY INITIATIVE AGAINST FAMILY VIOLENCE
- STILL POTENTIAL TO USE PEOPLE'S TIME MORE EFFICIENTLY
- NEED TO KEEP FOCUS ON THE "BIG PICTURE" AND BE AN ADVOCATE RAISING AWARENESS AND PROMOTING DEVELOPMENT AND MAINTENANCE OF PROTOCOLS
- DISCUSS TRENDS AND BARRIERS TO ACCESSING SERVICES.

vi) How does CIAFV contribute to a collaborative, coordinated community response to family violence and bullying in Edmonton?

THE 19 RESPONDENTS OFFERED SEVERAL SUGGESTIONS ABOUT HOW CIAFV CAN ACHIEVE THIS GOAL INCLUDING:

- CIAFV'S WORK IN DEVELOPING LINKING PROTOCOLS SUPPORTS COMMUNICATION AND A COLLABORATIVE COORDINATED COMMUNITY RESPONSE (4 RESPONDENTS)
- CONTRIBUTES BY INVOLVING ALL AGENCIES WHO HAVE A STAKE IN ADDRESSING FAMILY VIOLENCE (3 RESPONDENTS)
- HELPS EDUCATE COMMUNITY AND PROFESSIONALS (2 RESPONDENTS)
- PROVIDES INFORMATION WE CAN USE TO BETTER SERVE OUR CLIENTS (2 RESPONDENTS)

- PROVIDES AN OPPORTUNITY TO WORK AT ADDRESSING GAPS (2 RESPONDENTS)
- KEEP THESE TOPICS “ON THE FRONT BURNER”
- THE DEVELOPMENT OF FAMILY VIOLENCE PROTOCOLS HAS HELPED AGENCIES WHERE FAMILY VIOLENCE SERVICES ARE NOT THE PRIMARY SERVICE
- CIAFV SITS ON THE EDMONTON COLLABORATIVE COORDINATED COMMUNITY RESPONSE GROUP AND THROUGH THIS SHARES INFORMATION AND BUILDS RELATIONSHIPS WITH OTHER MEMBERS OF THIS GROUP
- BY BRINGING DIVERSE AGENCIES/GROUPS TOGETHER SO THAT SHARING AND POTENTIALLY COLLABORATION CAN OCCUR
- CIAFV ADOPTS AN INCLUSIVE RESPECTFUL ATTITUDE TOWARDS ALL AGENCIES WHETHER THEY SERVE VICTIMS OR PERPETRATORS
- ACTS AS A CENTRAL PROCESSING SYSTEM FOR THE CITY THAT ENSURES IMPORTANT INFORMATION IS SPREAD AMONGST ITS MEMBERS WHETHER THROUGH SCHEDULED MEETINGS OR TRAINING OPPORTUNITIES
- PROJECT TEAMS ALLOW FOR A MORE SPECIFIC FOCUS ON CERTAIN ASPECTS OF FAMILY VIOLENCE
- WEBSITE MAKES INFORMATION ACCESSIBLE TO A BROADER GROUP
- PROVIDES A COLLABORATIVE VOICE FOR THE ISSUE BY INVITING ORGANIZATIONS TO DIALOGUE TO PROVIDE A HOLISTIC VIEW
- NO RESPONSE (2 RESPONDENTS).

USING A FOUR-POINT LIKERT SCALE, SURVEY RESPONDENTS WERE ASKED TO ASSESS HOW SUCCESSFUL CIAFV HAS BEEN IN ADDRESSING ITS NINE FUNCTIONAL AREAS. THE MOST SIGNIFICANT RANKINGS AND ALL COMMENTS FOR EACH OF THESE AREAS ARE PRESENTED IN THE NEXT SECTION OF THIS REPORT.

vii) How successful has CIAFV been in assisting with the development of family violence protocols and linking protocols?

OVERALL, SURVEY RESPONDENTS INDICATED THAT CIAFV WAS SUCCESSFUL IN THEIR PROTOCOL DEVELOPMENT WORK (42% RATED AS “VERY SUCCESSFUL”, 47% RATED AS “FAIRLY SUCCESSFUL”).

RESPONDENTS ALSO PROVIDED THESE COMMENTS:

- HAVING A PROTOCOLS COORDINATOR TO KEEP US ON TRACK WHEN DEVELOPING OUR PROTOCOLS IS CRITICAL (2 RESPONDENTS)
- PROTOCOLS HAVE BEEN WELL DEVELOPED
- PROTOCOL DEVELOPMENT IS THE AREA OF EXPERTISE
- AGENCIES SEEM TO UNDERSTAND IMPORTANCE OF PROTOCOLS
- STAFF TURNOVER RESULTS IN THE NEED FOR ONGOING TRAINING ABOUT PROTOCOLS
- FOCUS IS OFTEN TOO LIMITED; NEED TO LOOK AT OTHER ISSUES SUCH AS CHILD SEXUAL ABUSE, PROGRAM FOR PERPETRATORS OF INTERFAMILIAL VIOLENCE
- BIG STEPS HAVE BEEN MADE OVER THE YEARS! NOW BIG SYSTEMS ARE GETTING ON BOARD. SUSTAINABILITY SEEMS TO BE THE KEY ISSUE TO BE ADDRESSED AT THIS POINT.

viii)How successful has CIAFV been in providing current, consistent staff training to professionals working in family violence and bullying?

RESPONDENTS VARIED IN THEIR PERCEPTIONS OF CIAFV'S SUCCESS IN PROVIDING TRAINING (37% RATED as "VERY SUCCESSFUL", 21% RATED AS "FAIRLY SUCCESSFUL", 42% RATED AS "SLIGHTLY SUCCESSFUL").

COMMENTS PROVIDED BY RESPONDENTS INCLUDED:

- TRAINING SESSIONS HAVE BEEN POSTPONED DUE TO LOW NUMBER OF REGISTRATIONS (2 RESPONDENTS)
- CIAFV HAS GREAT TRAINING FOR UNDERSTANDING AND RESPONDING TO FAMILY VIOLENCE AND RISK MANAGEMENT
- CURRENT, CONSISTENT TRAINING HAS BEEN ANOTHER BENEFIT FOR AGENCIES WHICH HAVE DEVELOPED PROTOCOLS
- TRAINING HAS BEEN AVAILABLE BUT NOT READILY ACCESSED BY STAFF
- AT TIMES TRAINING HAS BEEN TOO GENERAL OR TOO BASIC.

ix) How successful has CIAFV been in identifying and proactively addressing gaps in services to those affected by family violence and bullying?

FIFTY-EIGHT PERCENT OF RESPONDENTS RESPONDED “FAIRLY SUCCESSFUL” AND 18% OFFERED “NO OPINION”.

RESPONDENTS PROVIDED SOME ADDITIONAL PERSPECTIVES INCLUDING:

- NEEDS ARE BEING IDENTIFIED BUT THERE ARE STILL MANY GAPS IN SERVICES (E.G. MEN’S PROGRAMS, BULLYING IN THE WORKPLACE)
- CIAFV IS SUCCESSFUL AT IDENTIFYING GAPS BUT DOES NOT NECESSARILY ADDRESSING GAPS. THERE ARE SIGNIFICANT GAPS THAT ARE NOT BEING ADDRESSED OR WHERE FUNDING HAD BEEN IN PLACE AND WAS LOST. CIAFV IS RELIANT ON PROVINCIAL FUNDING (AS ARE MANY OF ITS MEMBERS) AND SO THERE IS A TENDENCY NOT TO “ROCK THE BOAT” WHEN PROVINCIAL FUNDING FAILS TO ADDRESS NEEDS IN THE COMMUNITY. CIAFV NEEDS TO HAVE A BALANCE OF COOPERATION WITH ITS FUNDERS AND MAINTAINING INDEPENDENCE FROM FUNDERS SO THAT IT DOESN’T BECOME SIDETRACKED AWAY FROM THE NEEDS AND PRIORITIES OF THE MEMBERSHIP.
- THIS IS AN AREA WHERE CIAFV HAS LAGGED BEHIND AND IT HAS BEEN RECOGNIZED THAT GREATER EMPHASIS NEEDS TO BE GIVEN IN THE FUTURE
- MORE WORK CAN BE DONE IN THE AREA OF REACHING CLIENTS WHO HAVE DISABILITIES OR WHOSE FIRST LANGUAGE IS NOT ENGLISH
- NOT ENOUGH DISCUSSION AROUND ADDRESSING THE SERVICES NEEDED FOR PERPETRATORS OF FAMILY VIOLENCE.

x) How successful has CIAFV been in forming time-limited, task-directed Project Teams to address a need identified by the membership?

THERE WAS VARIED OPINION ON THIS QUESTION (11% INDICATED “VERY SUCCESSFUL”, 29% INDICATED ‘FAIRLY SUCCESSFUL’, 24% INDICATED “SLIGHTLY SUCCESSFUL” WITH 35% OFFERING “NO OPINION”)

COMMENTS PROVIDED BY RESPONDENTS INCLUDED:

- TOO EARLY TO TELL (2 RESPONDENTS)
- “I FEEL AS THOUGH THE PROJECT TEAMS CAN SOMETIMES BE SPINNING THEIR WHEELS AND MAY NOT BE THE BEST USE OF TIME. I WONDER WHETHER IT MAKES SENSE TO HAVE CIAFV PROJECT TEAMS, OR TO WORK TO FORM PARTNERSHIPS BETWEEN AGENCIES TO ADDRESS CERTAIN TASKS.”
- CHALLENGE WILL NOT TO FORM TOO MANY TEAMS OR HAVE INEFFECTIVE TEAMS.

xi) How successful has CIAFV been in raising public awareness and providing education about family violence and bullying?

THERE WAS VARIED OPINION ABOUT THIS QUESTION (15% INDICATED “VERY SUCCESSFUL”, 55% INDICATED “FAIRLY SUCCESSFUL”, 24% INDICATED “SLIGHTLY SUCCESSFUL”).

COMMENTS PROVIDED BY RESPONDENTS INCLUDED:

- WE NEED TO HELP ORGANIZE OR HOST MORE PUBLIC INFORMATION SEMINARS (2 RESPONDENTS)
- WE ARE SUCCESSFUL AT RAISING AWARENESS ABOUT SPOUSAL VIOLENCE (2 RESPONDENTS)
- NEED TO INCLUDE OTHER VIOLENCE (CHILD ABUSE FOR EXAMPLE)
- THE PROJECT TEAM IS A HOLDOVER FROM THE PREVIOUS ORGANIZATIONAL STRUCTURE. PREVIOUSLY EACH WORKING COMMITTEE ADDRESSED PUBLIC EDUCATION AND IT WAS NOT A COORDINATED EFFORT. IF THE TRAINING AND PUBLIC EDUCATION PROJECT TEAM TAKES ON THE ROLE OF COORDINATING ALL EDUCATION FOR CIAFV IT WILL BE MORE EFFECTIVE.
- ARE BEST PRACTICES REGARDING FAMILY VIOLENCE BEING SHARED WITH OTHER INTERESTED MUNICIPALITIES?

xii) How successful has CIAFV been in advocating for clients to empower families to keep themselves safe?

A STRONG MAJORITY (71%) OF RESPONDENTS OFFERED “NO OPINION” IN RESPONSE TO THE QUESTION. THE NEXT MOST FREQUENT RESPONSE WAS “FAIRLY SUCCESSFUL” (20%).

SOME FURTHER INSIGHTS PROVIDED BY RESPONDENTS INCLUDED:

- THE COMMUNITY ADVOCATES PROJECT TEAM IS NEW FOR CIAFV AND SHOULD ASSIST IN PROVIDING A VOICE FOR THE NEED TO EMPOWER FAMILIES.
- I WAS NOT AWARE THAT THIS WAS A MANDATE OF CIAFV.

xiii) How successful has CIAFV been in keeping informed of new trends and issues and sharing these with the CIAFV membership?

RESPONSE TO THIS QUESTION WAS VERY POSITIVE (40% INDICATED “VERY SUCCESSFUL” AND 47% INDICATED “FAIRLY SUCCESSFUL”).

ADDITIONAL INSIGHTS PROVIDED BY RESPONDENTS INCLUDED:

- INFORMATION IS CURRENT BUT NOT SURE THAT IS SHARED IN A TIMELY FASHION
- I THINK THIS IS A GREAT STRENGTH AND A POSSIBLE AREA FOR GROWTH.

xiv) How successful has CIAFV been in providing opportunities for information sharing among CIAFV members (resources, tools, community news, appropriate sharing of client information, etc.)?

RESPONDENTS EXPRESSED HIGH LEVELS OF SATISFACTION WITH OPPORTUNITIES FOR INFORMATION SHARING AMONG CIAFV MEMBERS (38% INDICATED “VERY SUCCESSFUL” AND 50% INDICATED “FAIRLY SUCCESSFUL”).

ADDITIONAL THOUGHTS PROVIDED BY RESPONDENTS INCLUDED:

- THE CIAFV WEBSITE AND E-MAIL COMMUNICATION IS HELPING MOVE THIS FORWARD
- NEED TO CONTINUE TO STRENGTHEN THIS ASPECT.

xv) How successful has CIAFV been in remaining flexible to adapt and change to stay current about trends and issues?

CIAFV WAS VIEWED POSITIVELY IN TERMS OF FLEXIBILITY AND ADAPTION TO CHANGE (23% “VERY SUCCESSFUL” AND 50% “FAIRLY SUCCESSFUL”).

SOME OTHER COMMENTS INCLUDED:

- CIAFV HAS NOT BEEN AFRAID TO CHANGE AND RESTRUCTURE ITSELF TO STAY CURRENT.

b) Project Team Member Perspectives

i) Level of involvement with Project Teams

THE ELEVEN RESPONDENTS REPORTED INVOLVEMENT WITH A VARIETY OF PROJECT TEAMS, WITH SOME INVOLVED WITH SEVERAL OF THESE TEAMS. THE DISTRIBUTION WAS:

4 ARE MEMBERS OF THE PROTOCOLS AND LINKING PROTOCOLS AGENCIES

2 ARE MEMBERS OF THE HEALTH AND EMPLOYMENT PROJECT TEAM

3 ARE MEMBERS OF THE TRAINING AND PUBLIC EDUCATION PROJECT TEAM (AND 2 OF THESE PEOPLE ARE ALSO MEMBERS OF THE IMPACT AND IMPLICATIONS SUBCOMMITTEE)

1 IS A MEMBER OF THE COMMUNITY ADVOCATES PROJECT TEAM

1 IS A MEMBER OF THE BULLYING PROJECT TEAM.

ii) Number of Hours/Month Spent on Project Team Activities

RESPONDENTS REPORTED A RANGE IN THE AMOUNT OF TIME THEY SPENT EACH MONTH ON PROJECT TEAM ACTIVITIES:

- 4 RESPONDENTS REPORTED SPENDING 3 – 4 HOURS
- 3 RESPONDENTS REPORTED SPENDING 2 HOURS
- 2 RESPONDENTS REPORTED SPENDING 1.5 HOURS
- 1 RESPONDENT REPORTED SPENDING 7 – 8 HOURS
- 1 RESPONDENT REPORTED SPENDING 20 HOURS.

iii) What are the strengths of the Project Teams?

STRENGTHS OF THE PROJECT TEAMS SUGGESTED BY PROJECT TEAM MEMBERS INCLUDED:

- COLLECTIVE ENERGY TO MOVE PROJECTS FORWARD (2 RESPONDENTS)
- TIME-LIMITED PROJECTS THAT FOCUS ON THE SPECIFIC INTERESTS OF THE MEMBERS (2 RESPONDENTS)
- COMING TOGETHER WITH THE VOICES OF VICTIMS AND CHILDREN....BRINGING TOGETHER FERTILE MINDS
- ENTHUSIASTIC LEADERSHIP
- LEVEL OF COMMITMENT OF MEMBERS
- SPECIFIC, FOCUSED OUTCOMES
- WELL ORGANIZED AND INCLUSIVE OF THE NECESSARY PARTNERS
- HAVING INDIVIDUALS FROM DIFFERENT AGENCIES WORKING TOGETHER IN A COLLABORATIVE APPROACH
- MORE GRASS-ROOTS APPROACH THAT ENGAGES MEMBERS

- INCREASING THE LEVEL OF AWARENESS OF FAMILY VIOLENCE
- TO BE ABLE TO PROVIDE TRAINING IN RECOGNITION OF EMERGING TRENDS.

iv) What are the weaknesses of the Project Teams?

PROJECT TEAM MEMBERS PROVIDED A FEW COMMENTS REGARDING THE WEAKNESSES OF THE PROJECT TEAMS:

- SOMETIMES HAVE DIFFICULTY CLEARLY DEFINING THE SCOPE OF THE PROJECT AND NEXT STEPS
- LACK OF AWARENESS OF OTHER COLLABORATIVE EFFORTS AND THE OVERALL WORK OF CIAFV IN THE COMMUNITY
- BULLYING PROJECT TEAM LOST MOMENTUM DURING RESTRUCTURING AND FACES THE CHALLENGE OF RE-ENERGIZING ITSELF
- DESPITE AGREEING TO ATTEND MEETINGS, SOMETIMES MEMBERS ARE ABSENT AT THE MOST INOPPORTUNE TIMES
- DEPENDENT ON ALREADY BUSY PEOPLE TO DO THE WORK
- PROJECT TEAM MAY NEED TO CONTINUOUSLY REVIEW ITS TERMS OF REFERENCE SO IT IS FOCUSED, TIME-LIMITED BUT NOT STAGNANT
- NEED MEASURABLE OUTCOMES FOR WORK DONE BY PROJECT TEAMS
- AT TIMES, IT IS DIFFICULT TO FIND THE TIME TO DEVOTE TO THIS WORK
- “SOME PROJECT TEAMS ARE MORE EFFECTIVE THAN OTHERS WHILE I SEE SOME VALUE IN THESE TEAMS I’M NOT SURE THAT THIS IS BEST SYSTEM”
- SEEMS LIKE WE SPEND A LOT OF TIME REVIEWING OUR TERMS OF REFERENCE
- HAVE THE POTENTIAL TO BECOME ISOLATED AND NOT FOCUS ON THE LARGER MEMBERSHIP
- FOR THE WOMEN ON THE COMMUNITY ADVOCATES PROJECT TEAM WHILE ON-SITE CHILDCARE SERVICES AND TRANSPORTATION COSTS ARE COVERED (THROUGH AN HONORARIUM), SCHEDULING AND ACCESSING THESE SERVICES CAN STILL BE A CHALLENGE.

v) How might the Project Teams change to better serve the CIAFV membership?

GIVEN THAT THE NEW PROJECT TEAMS HAVE BEEN IN PLACE FOR LESS THAN ONE YEAR, IT WOULD BE EXPECTED THAT CIAFV MEMBERS WOULD OFFER SUGGESTIONS FOR IMPROVEMENT. THESE INCLUDED:

- PROJECT TEAMS NEED TO CONTINUE TO ANSWER TO THE MEMBERSHIP (THROUGH MONTHLY MEETINGS) AND THE LEADERSHIP TEAM (3 RESPONDENTS)
- INCREASE THE SIZE OF OUR MEMBERSHIP THROUGH FORMAL, CONTINUOUS RECRUITMENT
- MORE FREQUENT OR LONGER MEETINGS
- NEED TO CONTINUE TO SUPPORT OPPORTUNITIES FOR THE GENERAL MEMBERSHIP TO NETWORK, SHARE AND LEARN TOGETHER
- DEFINE SPECIFIC OUTCOMES FOR THE WORK AND FINALIZE TERMS OF REFERENCE FOR PROJECT TEAMS
- COMPLETE A SIX-MONTH, INTERNAL REVIEW OF PROJECT TEAM OUTCOMES
- KEEPING FOR THE BIG PICTURE IN MIND.

c) Leadership Team Member Perspectives

IN-PERSON OR TELEPHONE INTERVIEWS WERE CONDUCTED WITH ALL MEMBERS OF THE CIAFV LEADERSHIP TEAM. RESPONSES FROM THE TWO CIAFV STAFF MEMBERS HAVE BEEN INCLUDED WITH THE OTHER SIX MEMBERS OF THE LEADERSHIP TEAM. THIS SECTION OF THE REPORT WILL PRESENT THE FINDINGS FROM THESE INTERVIEWS.

i) *Level of Participation*

THE EIGHT LEADERSHIP TEAM MEMBERS VARIED IN THEIR LEVEL OF PARTICIPATION ON PROJECT TEAMS. IT SHOULD BE NOTED THAT ALL LEADERSHIP TEAM MEMBERS WERE ACTIVE PARTICIPANTS IN GENERAL MEMBERSHIP ACTIVITIES. TABLE 2 PROVIDES THE DETAILS REGARDING THEIR LEVEL OF PARTICIPATION.

Table 2 – Level of Participation by CIAFV Leadership Team Members (N=8)

Level of Participation with Project Team	Frequency
Member of zero Project Teams	2
Member of one Project Team	3
Member of two Project Teams	2
Member of three Project Teams	1
Co-Chair Leadership Team	1
Administrative Agent	1

ii) *Benefits of Membership in CIAFV*

LEADERSHIP TEAM MEMBERS HAVE BEEN KEY AGENTS IN THE ADOPTION OF THE NEW ORGANIZATIONAL STRUCTURE FOR CIAFV. THEIR REFLECTIONS ON THE BENEFITS OF MEMBERSHIP IN CIAFV INCLUDED:

- OPPORTUNITY TO NETWORK AND EXCHANGE IDEAS (8 RESPONDENTS)
- OPPORTUNITY TO LEARN ABOUT PROGRAMS/SERVICES IN THE COMMUNITY (5 RESPONDENTS)
- OPPORTUNITY TO BUILD RELATIONSHIPS WITH FRONT-LINE WORKERS WHICH WILL IMPROVE SERVICES FOR CLIENTS (5 RESPONDENTS)
- FORUM TO LEARN ABOUT GAPS IN RESOURCES/SERVICES IN THE COMMUNITY (3 RESPONDENTS)

- NETWORKING CAN LEAD TO PARTNERSHIPS FOR NEW INITIATIVES OR TO REDUCE DUPLICATION OF PROGRAMS/SERVICES
- COMMON COMMUNITY-BASED VOICE
- OPPORTUNITY TO CONSIDER WAYS TO RESPOND TO GAPS IN RESOURCES/SERVICES
- BY BUILDING RELATIONSHIPS ALSO REDUCES OUR SENSE OF WORKING IN ISOLATION
- OPPORTUNITY TO SHARE BEST PRACTICE INFORMATION LOCALLY AND BEYOND
- MEMBERSHIP MEETINGS INCLUDE AN EDUCATION COMPONENT
- RECEIVE INFORMATION ABOUT TRAINING OPPORTUNITIES BOTH CIAFV SPONSORED AND OTHERS
- MEMBERSHIP PROVIDES HUMAN RESOURCES TO CARRY OUT IDEAS AT COMMUNITY-WIDE LEVEL
- VISIBLE WAY FOR AGENCIES/ORGANIZATIONS/SYSTEMS TO BE PART OF A COLLABORATIVE COORDINATED COMMUNITY RESPONSE.

iii) Strengths of CIAFV

SINCE THE IMPLEMENTATION OF THE NEW ORGANIZATIONAL STRUCTURE, THE LEADERSHIP TEAM MEMBERS NOTED SEVERAL STRENGTHS OF CIAFV INCLUDING:

- RENEWED INTEREST AND INCREASED ATTENDANCE AT MEETINGS (8 RESPONDENTS)
- ADOPTING THE NEW MODEL; SILOS ARE REDUCED AND ALMOST ELIMINATED (3 RESPONDENTS)
- ADOPTING WORKING PRINCIPLES FOR CIAFV WAS A RISK BUT IT WORKED WELL (3 RESPONDENTS)
- THE LEVEL OF ENGAGEMENT OF GENERAL MEMBERSHIP HAS INCREASED (3 RESPONDENTS)
- MEETINGS ARE MORE LIVELY, WITH MORE DIALOGUE OCCURRING (2 RESPONDENTS)
- MEETINGS HAVE A CLEAR FOCUS (2 RESPONDENTS)
- SENSE OF A SPIRIT OF COOPERATION (2 RESPONDENTS)
- PREVIOUSLY CIAFV WAS A COLLECTION OF FRACTURED WORK GROUPS; THE NEW STRUCTURE HAS HELPED CLARIFY FOCUS
- CONTINUOUSLY RAISING THE QUESTION OF RELEVANCE AND VALUE OF CIAFV TO THE MEMBERSHIP

- WILLING TO TAKE ON CONTROVERSIAL TOPICS – I.E. IMPACT AND IMPLICATIONS SESSION ON COUPLES COUNSELLING
- ALTHOUGH MEMBERS MAY COMPETE FOR RESOURCES FROM THE SAME FUNDERS THEY ARE NOT “ON EACH OTHER’S CASE”
- BREADTH OF EXPERIENCE OF MEMBERS
- MEMBERS SHOW RESPECT FOR EACH OTHER AND NO ONE IS TRYING TO TAKE CONTROL OF THE GROUP
- CIAFV MEMBERS ARE SHAPING THE WORK THAT IS UNDERTAKEN
- GOOD VENUE FOR SMALLER ORGANIZATIONS TO MARKET THE PROGRAMS/SERVICES THEY PROVIDE
- THERE IS A SENSE OF MOMENTUM
- “BY WORKING COLLECTIVELY AND BUILDING RELATIONSHIPS WITH FRONT-LINE WORKERS ACROSS THE COMMUNITY WE’RE ABLE TO BETTER SERVE CLIENTS”
- THE NEW STRUCTURE HAS BROUGHT “THE NECESSARY PEOPLE AT THE RIGHT TIME, IN THE RIGHT PLACE FOR THE RIGHT DISCUSSIONS”

iv) *Weaknesses of CIAFV*

WHEN ASKED ABOUT WEAKNESSES, LEADERSHIP TEAM MEMBERS CAUTIONED THAT WEAKNESSES NEEDED TO BE ADDRESSED IN A TIMELY MANNER IN ORDER TO PRESERVE THE ENGAGEMENT OF THE CIAFV MEMBERSHIP. THEIR COMMENTS INCLUDED:

- “...PRIOR TO THE RESTRUCTURING LAST YEAR, CIAFV WAS AN INITIATIVE WHERE PEOPLE WOULD USE THE NAME FOR THEIR OWN SPECIFIC PURPOSES, SUCH AS APPLYING FOR FUNDING, BUT WERE NOT ACTIVELY INVOLVED....NOT EVERYONE KNOWS THAT CIAFV HAS RESTRUCTURED, MEMBERS SIGN A MEMBERSHIP AGREEMENT AND THERE ARE A NUMBER OF ACTIVELY INVOLVED ORGANIZATIONS. WE HAVEN’T GOT THE MESSAGE OUT THAT CIAFV IS NEW AND IMPROVED.”
- “EVERYONE GOING OFF IN THEIR OWN DIRECTION AT TIMES, NOT TALKING TO EACH OTHER, AND LOSING FOCUS. WE LOSE THE ABILITY TO WORK AS A GROUP FOR A COMMON CAUSE.”
- SOMETIMES CONFUSING ABOUT WHICH DECISIONS SHOULD BE MADE BY THE GENERAL MEMBERSHIP AND WHICH SHOULD BE MADE BY THE LEADERSHIP TEAM.

- “SEEMS TO BE SOME ‘GHOSTS’ ABOUT WHAT AREAS OF ACTIVITY CAN BE UNDERTAKEN BY CIAFV (ON THE PART OF SOME MEMBERS). THIS MAY BE A RESIDUAL EFFECT OF THE FORMER MORE AUTOCRATIC LEADERSHIP MODEL.”
- “WE ARE DRAWING UPON A SMALL NUMBER OF MEMBERS TO RESOURCE THE PROJECT TEAMS...NEED TO BRING IN SOME ‘NEW BLOOD’.”
- REPRESENTATIVES FROM SYSTEMS MAY NOT HAVE THE AUTHORITY TO SPEAK AND/OR MAKE COMMITMENTS ON BEHALF OF THEIR EMPLOYER
- SOME KEY SERVICE PROVIDERS IN THE COMMUNITY ARE NOT REPRESENTED IN THE CIAFV MEMBERSHIP (E.G. MENTAL HEALTH, WOMEN’S HEALTH, EMERGENCY MEDICINE, FAITH GROUPS, ETC.)
- SOME ARE NOT PREPARED TO ACCEPT THE REALITY THAT NOT ALL CIAFV MEMBERS WILL DEVELOP A FAMILY VIOLENCE PROTOCOL
- “NEED TO BE INCLUSIVE OF NEW MEMBERS...DO NOT USE ACRONYMS OR ALLUDE TO HISTORIC EVENTS WHICH ARE NOT KNOWN TO NEW MEMBERS”
- LOGISTICAL CHALLENGES OF FINDING COMMON MEETING DATES
- SUSTAINING ACTIVE PARTICIPATION OF MEMBERSHIP
- NONE.

v) *Suggestions for Improvement*

LEADERSHIP TEAM MEMBERS OFFERED SEVERAL SUGGESTIONS FOR IMPROVEMENT INCLUDING:

- PLACE AN INCREASED FOCUS ON INFORMATION SHARING (E.G. HOST A LOCAL RESOURCE FAIR) (3 RESPONDENTS)
- NEED TO FOCUS MORE ON DIALOGUE ABOUT KEY ISSUES AND LESS ON REPORTING ON ACTIVITIES (3 RESPONDENTS)
- PROVIDE ONGOING OPPORTUNITIES TO DEVELOP RELATIONSHIPS (3 RESPONDENTS)
- NEED TO BE EVER-CONSCIOUS OF LEVEL OF MEMBER ENGAGEMENT AND CONTINUOUSLY RAISE THE QUESTION OF WHETHER CIAFV IS MEETING THE NEEDS OF THE MEMBERSHIP (2 RESPONDENTS)
- EXPAND MEMBERSHIP IN TARGETED AREAS (E.G. HEALTH, FAITH)
- NEED TO FOCUS ON ENGAGING THOSE PROVIDING PROGRAMS/SERVICES RELATED TO BULLYING

- VARY FORMAT OF MEETINGS TO MAINTAIN INTEREST OF MEMBERS
- DRAW MORE UPON LOCAL EXPERTISE RATHER THAN BRINGING IN SPEAKERS FROM A DISTANCE.

vi) *Strengths of Project Teams*

MEMBERS OF THE LEADERSHIP TEAM OBSERVED SEVERAL STRENGTHS OF THE CIAFV PROJECT TEAMS INCLUDING:

- PROJECT TEAMS ARE INTENDED TO BE TIME-LIMITED, TASK-FOCUSED AND TO ACHIEVE OUTCOMES AND EACH HAS A TERMS OF REFERENCE (2 RESPONDENTS)
- CARRYING MOMENTUM FROM WORK DONE PREVIOUS TO IMPLEMENTING NEW ORGANIZATIONAL STRUCTURE FOR CIAFV
- “PROJECT TEAM I AM INVOLVED WITH IS COMMITTED TO ACTION”
- CARRY PASSION FOR THE ISSUE/TOPIC
- “BEFORE THE ORGANIZATIONAL RE-STRUCTURING THE CIAFV STEERING COMMITTEE SET THE PRIORITIES FOR THE WORK TO BE UNDERTAKEN, NOW THIS IS SET BY THE MEMBERSHIP AND THE WORK IS UNDERTAKEN BY THE PROJECT TEAMS”.

vii) *Weaknesses of Project Teams*

GIVEN THE INFANCY OF THESE PROJECT TEAMS, IT IS NOT SURPRISING THAT SOME WEAKNESSES WERE IDENTIFIED:

- PROJECT TEAM YET TO DETERMINE CLEAR FOCUS (4 RESPONDENTS)
- IN REALITY, PROJECT TEAMS DRAW UPON STAFF RESOURCES TO DO THE WORK (3 RESPONDENTS)
- DON'T THINK FORMATION OF PROJECT TEAMS SHOULD BE A PRIORITY (2 RESPONDENTS)
- SOME PROJECT TEAMS ARE NOT ACTIVE (2 RESPONDENTS)
- NOT ABLE TO ASSESS VALUE OF PROJECT TEAMS AT THIS TIME (2 RESPONDENTS)
- CONCERNED THAT, OVER TIME, PROJECT TEAMS MAY NOT ALIGN THEIR WORK WITH THE MISSION OF CIAFV (2 RESPONDENTS)

- BULLYING IS NOT GETTING THE ATTENTION IT SHOULD
- NEED TO BE CAREFUL THAT PROJECT TEAMS DO NOT BECOME INDEPENDENT AND ACT OUTSIDE OF THE MISSION AND VISION OF CIAFV
- DIFFICULT FOR SOME PROJECT TEAMS TO PROCEED WITH PLANNING WHEN NOT KNOWN IF EXISTING COMMUNITY PROGRAMS/SERVICES WILL BE FUNDED FOR THE NEXT YEAR. DELAYS IN FUNDING APPROVAL FURTHER COMPLICATE THIS SITUATION.
- VOLUME OF WORK MAY PROVE TOO MUCH GIVEN THE SIZE OF OUR PROJECT TEAM
- HOW TO DECIDE THE NUMBER OF PROJECT TEAMS TO IMPLEMENT ON AN ANNUAL BASIS
- WHAT TO DO WITH PROJECT TEAMS THAT ARE NOT ACTIVATED AFTER ANNUAL MEMBERS MEETING (DUE TO RESOURCE LIMITATIONS)?
- NEED TO BE RESPECTFUL OF MEMBERS OF ADVOCATES PROJECT TEAM AND NOT VIEW THEM AS 'POSTER WOMEN' FOR THOSE AFFECTED BY FAMILY VIOLENCE
- CAN WE FORM A PROJECT TEAM AT ANY POINT IN TIME IN THE YEAR IF THERE IS A DEMONSTRATED NEED?
- WHAT TO DO WITH INACTIVE PROJECT TEAMS?
- PROJECT TEAMS NEED TO BE HELD ACCOUNTABLE FOR THEIR WORK.

viii) Suggestions for Improvement – Project Teams

LEADERSHIP TEAM MEMBERS OFFERED SOME SUGGESTIONS FOR IMPROVEMENT FOR PROJECT TEAMS INCLUDING:

- NEED TO SERIOUSLY CONSIDER WHAT IS A REASONABLE EXPECTATION FOR THE AMOUNT OF TIME INDIVIDUALS CAN COMMIT TO PROJECT TEAMS (3 RESPONDENTS)
- NEED TO REVIEW WHETHER PROJECT TEAMS ARE THE BEST STRUCTURE FOR THE WORK TO BE DONE (2 RESPONDENTS)
- CONSIDER THE DRAW ON STAFF RESOURCES TO SUPPORT PROJECT TEAMS (2 RESPONDENTS)
- PROTOCOLS AND LINKING PROTOCOLS PROJECT TEAM IS REALLY NOT A TEAM. THIS IS THE CORE WORK OF CIAFV.
- NEED TO ENSURE THAT PROJECT TEAMS ANSWER TO THE LEADERSHIP TEAM AND THE GENERAL MEMBERSHIP

- PROJECT TEAMS NEED TO HAVE A CLEAR PURPOSE, TIMELINES AND RESULTS. IF THIS IS NOT OCCURRING THEN PROJECT TEAM SHOULD BE DISBANDED.
- NEED TO DETERMINE WHO IS RESPONSIBLE FOR MONITORING PROJECT TEAM ACTIVITIES TO AVOID DUPLICATION OF EFFORT
- NEED TO CLARIFY THAT IT IS THE MEMBERSHIP, NOT THE PROJECT TEAM, WHICH DETERMINES ISSUES TO BE ADDRESSED BY PROJECT TEAMS
- PROJECT TEAMS NEED TO NATURALLY EMERGE FROM THE MEMBERSHIP NOT BE DRIVEN BY THE LEADERSHIP TEAM.

ix) *Strengths of Leadership Team*

GENERALLY, THE MEMBERS OF THE LEADERSHIP TEAM SAW THIS GROUP AS FUNCTIONING FAIRLY WELL. THEIR COMMENTS INCLUDED:

- DIFFERENCES IN OPINION DO NOT RESULT IN OPEN CONFLICT (6 RESPONDENTS)
- GIVEN CURRENT REPRESENTATIVES THERE IS NOT A POWER IMBALANCE (4 RESPONDENTS)
- DIVERSITY AND DEPTH OF EXPERIENCE OF LEADERSHIP TEAM MEMBERS IS AN ASSET (4 RESPONDENTS)
- VERY PASSIONATE ABOUT THE ISSUE (4 RESPONDENTS)
- EVERYONE IS RESPECTFUL OF OTHERS' OPINIONS AND ALTHOUGH WE MAY HAVE DIFFERENCES IN OPINION WE CAN STILL WORK TOGETHER (3 RESPONDENTS)
- ALLOW STAFF MEMBERS TO DO THEIR WORK WITHOUT MICROMANAGING (2 RESPONDENTS)
- PRESENCE OF FUNDERS HAS HELP IDENTIFY POTENTIAL SOURCES OF FUNDING
- NO BATTLE OF EGOS
- WILLINGNESS OF THE GROUP TO LOOK AT DECISION MAKING PROCESS
- WE SHARE COMMON GOALS
- VERY GOOD AT IDENTIFYING OPPORTUNITIES AND MOVING FORWARD
- WILLINGNESS TO TRY SOME NEW THINGS.

x) *Weaknesses of Leadership Team*

LEADERSHIP TEAM MEMBERS IDENTIFIED SOME WEAKNESSES WITHIN THEIR GROUP:

- HAVE NOT ACTIVELY ADDRESSED SUCCESSION PLANNING (4 RESPONDENTS)
- DECISION MAKING PROCESS IS UNCLEAR (4 RESPONDENTS)
- SOMETIMES DISCUSSIONS ARE UNCOMFORTABLE WITH THREE FUNDERS AT THE TABLE (4 RESPONDENTS)
- POTENTIAL FOR POWER IMBALANCE WITH FUNDERS AS MEMBERS OF LEADERSHIP TEAM; NEED TO ADDRESS POTENTIAL CONFLICT OF INTEREST (2 RESPONDENTS)
- SOMETIMES THE LEADERSHIP TEAM DOES NOT CLEARLY IDENTIFY PRIORITIES FOR STAFF MEMBERS (MORE TASKS THAN THEY CAN UNDERTAKE)
- SOME CIAFV MEMBERS QUESTION WHETHER FUNDERS ARE INFLUENCING THE LEADERSHIP TEAM DECISIONS
- VARIANCE IN OPINION ABOUT THE ROLE OF CIAFV AND EDMONTON COLLABORATIVE COORDINATED COMMUNITY RESPONSE
- ATTAINING QUORUM IS SOMETIMES A CHALLENGE
- NEED TO BE CLEAR ON WHAT WE CAN STOP DOING AND MOVE FORWARD
- NOT ENACTING ALL ASPECTS OF TERMS OF REFERENCE
- NEED TO REMEMBER THAT ALTHOUGH POLITICAL AND FINANCIAL SUPPORT MAY BE AVAILABLE, IT IS THE MEMBERSHIP WHICH DEFINES THE PRIORITIES FOR ACTION.

xi) Suggestions for Improving Leadership Team

Members of the Leadership Team offered suggestions for improving the team:

- SUCCESSION PLANNING IS ESSENTIAL (5 RESPONDENTS)
- FORMALIZE DECISION-MAKING PROCESS (5 RESPONDENTS)
- CLEAR RECORD OF DECISIONS DOCUMENTED IN MEETING MINUTES (3 RESPONDENTS)
- DEFINE SPECIFIC GOALS FOR THE YEAR THROUGH AN ANNUAL STRATEGIC PLANNING PROCESS (3 RESPONDENTS)
- ENSURE FUNDING APPLICATIONS ALIGN WITH STRATEGIC PLAN (2 RESPONDENTS)

- DO NOT PURSUE FUNDING FOR THE SOLE PURPOSE OF SUPPORTING GROWTH IN INFRASTRUCTURE
- NEED TO DETERMINE WHO SHOULD BE REPRESENTED AT THE TABLE (NON-PROFIT, GOVERNMENT, SYSTEMS?)
- DUE TO THE TIME COMMITMENT INVOLVED IT IS IMPORTANT THAT EMPLOYERS SUPPORT STAFF UNDERTAKING THIS ROLE
- EXTEND MEETING LENGTH TO THREE HOURS
- ENACT TERMS OF REFERENCE
- SURPLUS FUNDS SHOULD BE USED TO BENEFIT MEMBERSHIP NOT JUST STAFF
- NEED TO RECOGNIZE THAT FOR NON-PROFIT MEMBERS, MAY NEED TO LOOK AT FINANCIAL COMPENSATION FOR TIME SPENT ON LEADERSHIP TEAM BUSINESS
- SYSTEMS REPRESENTATIVES BRING WORK TO THE TABLE THAT REQUIRES NON-PROFITS TO DONATE TIME TO MOVE FORWARD.

xiii) Contribution of CIAFV to coordinated, collaborative community response to family violence in Edmonton.

IN THE VIEW OF LEADERSHIP TEAM MEMBERS, CIAFV IS CONTRIBUTING IN THE FOLLOWING WAYS:

- PARTIES CAN COME TOGETHER AND SHARE IDEAS IN A NON-THREATENING ENVIRONMENT (2 RESPONDENTS)
- BRINGING ORGANIZATIONS TOGETHER AND LEARNING ABOUT WHAT THEY ARE DOING
- HELPING TO IDENTIFY SHARED AREAS OF WORK AND PERHAPS POOL RESOURCES.

V. CONCLUSIONS AND RECOMMENDATIONS

a) General CIAFV Membership

IT APPEARS THAT THE CHANGES IN ORGANIZATIONAL STRUCTURE HAVE ATTRACTED NEW MEMBERS AND RE-ENGAGED FORMER MEMBERS. COMMONLY IDENTIFIED BENEFITS OF MEMBERSHIP INCLUDED:

- NETWORKING AND INFORMATION SHARING
- FOCUS ON ACTIVITIES THAT WILL ULTIMATELY IMPROVE SERVICES TO CLIENTS
- OPPORTUNITIES FOR SHARING RESOURCES AND ACCESS TO TRAINING
- FORUM TO RAISE AWARENESS OF FAMILY VIOLENCE.

WITH RESPECT TO PARTICIPATION RATES, THE SAMPLE APPEARS TO BE SLIGHTLY SKEWED IN TERMS OF A HIGHER LEVEL OF PARTICIPATION. THIS DOES RAISE THE CONCERN THAT A FEW CIAFV MEMBERS ARE ASSUMING A DISPROPORTIONATE AMOUNT OF THE WORK OF THE ORGANIZATION. THE ORGANIZATION NEEDS TO FOCUS ENERGIES ON THE RETENTION OF MEMBERS, THE RECRUITMENT OF NEW MEMBERS AND TO REMAIN MISSION-DRIVEN.

CIAFV HAS ACHIEVED SUCCESS IN RAISING THE PROFILE OF THE ISSUE OF FAMILY VIOLENCE AND EMPOWERING FAMILIES TO BE SAFE. IT IS A KEY RESOURCE IN THE DEVELOPMENT OF A COLLABORATIVE, COORDINATED COMMUNITY RESPONSE TO FAMILY VIOLENCE AND BULLYING. IT REMAINS A KEY RESOURCE FOR FRONT-LINE WORKERS IN TERMS OF INFORMATION, RESOURCES AND PROFESSIONAL DEVELOPMENT. THE CIAFV STAFF MEMBERS CONTINUE TO BE CATALYSTS FOR THE DEVELOPMENT OF FAMILY VIOLENCE AND LINKING PROTOCOLS. THE COMMUNITY HAS COME TO EXPECT CIAFV TO PROVIDE TIMELY RELEVANT TRAINING AND THIS HAS BEEN A MAJOR SOURCE OF NEW MEMBER RECRUITMENT. THE ROLE OF CIAFV IN IDENTIFYING AND ADDRESSING GAPS IN PROGRAMS/ SERVICES FOR THOSE AFFECTED BY FAMILY VIOLENCE HAS BEEN LESS THAN ANTICIPATED.

Recommendations:

- CIAFV CONTINUE TO FOCUS ON MISSION-DRIVEN SERVICES FOR ITS MEMBERSHIP.

- STRONGER ALLIANCES ARE FORGED WITH THE EDMONTON COLLABORATIVE COORDINATED COMMUNITY RESPONSE (ECCCR) GROUP TO ADVANCE THE IDENTIFICATION AND RESOLUTION OF GAPS IN PROGRAMS/ SERVICES FOR THOSE AFFECTED BY FAMILY VIOLENCE.
- THROUGH ECCCR, CIAFV CONTINUES TO RAISE THE PROFILE OF FAMILY VIOLENCE AND LEVERAGE SUPPORT FROM KEY DECISION-MAKERS TO ADDRESS THIS ISSUE.

b)Project Teams

AT THIS POINT, THERE IS MIXED OPINION ABOUT THE VALUE OF THE PROJECT TEAMS, WHICH MIGHT IN PART BE ATTRIBUTED TO THEIR INFANCY. A CLEAR STRENGTH OF THE PROJECT TEAMS IS THE EXPECTATION TO ACHIEVE SPECIFIC, TERM-CERTAIN DELIVERABLES. THIS VERY EXPECTATION HAS CAUSED SOME CHALLENGES IN FINALIZING PROJECT TEAMS TERMS OF REFERENCE, DEFINITION OF SCOPE OF WORK AND MEASUREMENT OF RESULTS ACHIEVED. THERE HAS BEEN SOME SUGGESTION THAT PROJECT TEAMS COULD POTENTIALLY ACT OUTSIDE OF THE SCOPE TERMS OF REFERENCE AND CIRCUMVENT ACCOUNTABILITY REQUIREMENTS. SOME SPECIFIC SUGGESTIONS HAVE BEEN OFFERED FOR CONSIDERATION WITH REGARD TO THESE PROJECT TEAMS:

- CLEARLY DEFINE THE DECISION MAKING SCOPE FOR PROJECT TEAMS IN RELATION TO THE GENERAL MEMBERSHIP OF CIAFV.
- DEVELOP A POLICY ON NON-CIAFV MEMBER PARTICIPATION ON PROJECT TEAMS.
- DEVELOP A POLICY ON THE FORMATION AND DISSOLUTION OF PROJECT TEAMS BASED IN TERMS OF AVAILABLE RESOURCES AND OUTPUTS GENERATED.
- DEVELOP A POLICY ON SPECIAL CONDITIONS WHEN A PROJECT TEAM MAY BE FORMED OUTSIDE OF THE ANNUAL MEMBERSHIP MEETING.
- DETERMINE A CLEAR PERFORMANCE MONITORING AND REPORTING PROCESS FOR PROJECT TEAMS.
- CLEARLY DEFINE THE ACCOUNTABILITY OF PROJECT TEAMS AND THE EXPECTATIONS FOR REPORTING TO THE CIAFV MEMBERSHIP AND THE LEADERSHIP TEAM.

Recommendations:

- DEVELOP AND IMPLEMENT THE SUGGESTED POLICIES.

- ASSESS THE AMOUNT OF TIME THAT MEMBERS SPEND ON PROJECT TEAMS AND CONSIDER THE VALUE OF THE DELIVERABLES PRODUCED FOR THE PROJECT TEAM AND THE GENERAL CIAFV MEMBERSHIP.
- MONITOR THE ALIGNMENT OF THE ACTIVITIES OF PROJECT TEAMS WITH CIAFV'S STRATEGIC PLAN THROUGH REPORTING OF ACTIVITIES AND OUTCOMES.

c) Leadership Team

THE LEADERSHIP TEAM WAS GENERALLY VIEWED AS A GROUP OF KNOWLEDGEABLE AND SKILLED INDIVIDUALS WHO HAD STRONG CONNECTIONS TO THE COMMUNITY AND IS PASSIONATE ABOUT ADDRESSING THE ISSUE OF FAMILY VIOLENCE. THE TEAM WAS VIEWED AS BEING COMMITTED TO COMMON GOALS, MAKING DECISIONS AND TAKING ACTION. THERE WERE QUESTIONS RAISED ABOUT THE PARTICIPATION OF REPRESENTATIVES FROM ORGANIZATIONS WHICH PROVIDE FUNDING TO CIAFV, SPECIFICALLY WHETHER THESE INDIVIDUALS WERE IN A POSITION OF POTENTIAL UNDUE INFLUENCE OR CONFLICT OF INTEREST. ALSO, IT IS APPARENT THAT THESE INDIVIDUALS ARE ASSUMING CONSIDERABLE WORKLOADS (AND OFTEN MULTIPLE ROLES) AS LEADERSHIP TEAM MEMBERS AND (IN SEVERAL CASES) PROJECT TEAM MEMBERS. IT IS THE OPINION OF THE RESEARCHERS THAT ACTING UPON THE RECOMMENDATIONS WILL ADDRESS THIS QUESTION.

Recommendations:

- DEVELOP A STRATEGIC PLAN FOR CIAFV AND REVISE ANNUALLY.
- DEVELOP A PROFILE FOR PROJECT TEAM MEMBERS (SKILLS, KNOWLEDGE, AND ABILITIES), A RECRUITMENT STRATEGY AND A SUCCESSION PLAN FOR CURRENT MEMBERS.
- DETERMINE THE MAXIMUM NUMBER OF HOURS/ MONTH LEADERSHIP TEAM MEMBERS SHOULD BE SPENDING ON CIAFV ACTIVITIES.
- ADOPT A CLEAR, CONSISTENT DECISION MAKING PROCESS FOR LEADERSHIP TEAM MEETINGS.
- ADOPT A MEETING MINUTES STYLE THAT CLEARLY RECORDS DECISIONS AND ACTIONS TO BE TAKEN.
- DEVELOP A CONFLICT OF INTEREST POLICY FOR THE LEADERSHIP TEAM (WHEN TO EXIT DISCUSSION AND DECISIONS)
- DEVELOP A GOVERNANCE MANUAL FOR THE LEADERSHIP TEAM.

Appendix A

Interview Questions – CIAFV Leadership Team

1. DESCRIBE YOUR LEVEL OF INVOLVEMENT WITH CIAFV.
2. HOW MANY HOURS PER MONTH (ON AVERAGE) DO YOU SPEND ON CIAFV RELATED ACTIVITIES?
3. IN YOUR OPINION, WHAT ARE THE BENEFITS OF BEING A MEMBER OF CIAFV?

General Membership

4. IN YOUR OPINION WHAT ARE THE STRENGTHS OF CIAFV?
5. IN YOUR OPINION WHAT RE THE WEAKNESSES OF CIAFV?
6. WHAT SUGGESTIONS DO YOU HAVE TO IMPROVE CIAFV?

Project Teams

7. IN YOUR OPINION WHAT ARE THE STRENGTHS OF THE PROJECT TEAMS?
8. IN YOUR OPINION WHAT RE THE WEAKNESSES OF THE PROJECT TEAMS?
9. WHAT SUGGESTIONS DO YOU HAVE TO IMPROVE THE PROJECT TEAMS?

Leadership Team

10. IN YOUR OPINION WHAT ARE THE STRENGTHS OF THE LEADERSHIP TEAM?
11. IN YOUR OPINION WHAT RE THE WEAKNESSES OF THE LEADERSHIP TEAM?
12. WHAT SUGGESTIONS DO YOU HAVE TO IMPROVE THE LEADERSHIP TEAM?

General

13. WHAT IS THE CONTRIBUTION OF CIAFV TO COORDINATED, COLLABORATIVE COMMUNITY RESPONSE TO FAMILY VIOLENCE IN EDMONTON?

CIAFV Organizational Structure – Survey

Appendix B

THE NEW ORGANIZATIONAL STRUCTURE FOR CIAFV HAS BEEN IN PLACE FOR APPROXIMATELY ONE YEAR. AS PART OF THE PHASE IV EVALUATION OF CIAFV ACTIVITIES, WE ARE ASKING CIAFV MEMBERS TO PROVIDE RESPONSES TO THE FOLLOWING QUESTIONS. YOUR FEEDBACK WILL HELP CIAFV CONTINUE TO MEET THE NEEDS OF THE MEMBERSHIP.

YOUR RESPONSES TO THESE QUESTIONS WILL BE AGGREGATED WITH THOSE OF OTHER CIAFV MEMBERS TO ENSURE ANONYMITY. THIS DATA WILL BE ANALYZED AND INCLUDED IN THE CIAFV – PHASE IV EVALUATION REPORT BEING PREPARED BY EMERGING DIRECTIONS CONSULTING LTD. A COPY OF THIS REPORT WILL BE POSTED ON THE CIAFV WEBSITE IN FALL 2008.

(JK@EMERGINGDIRECTIONS.COM) BY **July 7, 2008.**

Questions – (all CIAFV members respond)

1. Please indicate your level of involvement with CIAFV (Please check all that apply)

- ATTEND MONTHLY GENERAL MEMBERSHIP MEETINGS
- ATTEND ANNUAL MEMBERSHIP MEETING
- MEMBER OF A PROJECT TEAM
- MEMBER OF CIAFV LEADERSHIP TEAM
- ATTEND CIAFV HOSTED PROFESSIONAL DEVELOPMENT OPPORTUNITIES
- OTHER (Please describe) _____

2. How many hours per month (on average) do you spend on CIAFV related activities?

3. In your opinion, what are the benefits of being a member of CIAFV?

4. How might CIAFV change to better serve its members?

5. How does CIAFV contribute to a collaborative coordinated community response to family violence and bullying in Edmonton?

Background:

CIAFV HAS NINE KEY FUNCTIONS THAT SHAPE THE GOAL OF A COLLABORATIVE COORDINATED COMMUNITY RESPONSE TO FAMILY VIOLENCE AND BULLYING

Questions - (all CIAFV members respond)

For each question, using the scale provided, please rate how successful CIAFV has been in undertaking these functions:

1. Assisting with development of family violence protocols and linking protocols

VERY SUCCESSFUL	FAIRLY SUCCESSFUL	SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1
	NO OPINION		0

Comments

2. Providing current, consistent staff training to professionals working in family violence and bullying

VERY SUCCESSFUL	FAIRLY SUCCESSFUL	SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1
	NO OPINION		0

Comments

3. Identifying and proactively addressing gaps in services to those affected by family violence and bullying

VERY SUCCESSFUL	FAIRLY SUCCESSFUL	SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1
	NO OPINION		0

Comments

4. Forming time-limited, task-directed Project Teams to address a need identified by the membership

VERY SUCCESSFUL SUCCESSFUL	FAIRLY SUCCESSFUL NO OPINION		SLIGHTLY SUCCESSFUL	NOT
4	3	2	1	0

Comments

5. Raising public awareness and providing education about family violence and bullying

VERY SUCCESSFUL NO OPINION	FAIRLY SUCCESSFUL		SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1	0

Comments

6. Advocating for clients to empower families to keep themselves safe

VERY SUCCESSFUL NO OPINION	FAIRLY SUCCESSFUL		SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1	0

Comments

7. Keeping informed of new trends and issues and sharing these with the CIAFV membership

VERY SUCCESSFUL	FAIRLY SUCCESSFUL	SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1
	NO OPINION		0

Comments

8. Providing opportunities for information sharing among CIAFV members (resources, tools, community news, appropriate sharing of client information, etc.)

VERY SUCCESSFUL NO OPINION	FAIRLY SUCCESSFUL		SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1	0

Comments

9. Remaining flexible to adapt and change to stay current about trends and issues

VERY SUCCESSFUL NO OPINION	FAIRLY SUCCESSFUL		SLIGHTLY SUCCESSFUL	NOT SUCCESSFUL
4	3	2	1	0

Comments

NOTE: Project Team members ONLY please complete questions on the next page. If you are not a Project Team member you have now completed the questionnaire. Thank you; your opinions are greatly appreciated.

QUESTIONS FOR PROJECT TEAM MEMBERS ONLY

Please complete the following questions:

- 1. Please indicate the Project Team(s) you are a member of (Please check all that apply)**

___ PROTOCOLS AND LINKING PROTOCOLS

___ HEALTH AND EMPLOYMENT

___ IMPACT AND IMPLICATIONS

___ TRAINING AND PUBLIC EDUCATION

___ COMMUNITY ADVOCATES

___ BULLYING

2. How many hours per month (on average) do you spend in Project Team related activities?

3. In your opinion, what are the strengths of the Project Team(s)?

4. In your opinion what are the weaknesses of the Project Team(s)?

5. How might the Project Team(s) change to better serve the CIAFV membership?

Thank you for your contribution to a CIAFV Project Team(s). Your opinions are greatly appreciated.