Participatory action research for shared services support program improvement: using collaborative management process of outcome-based evaluation case study framework

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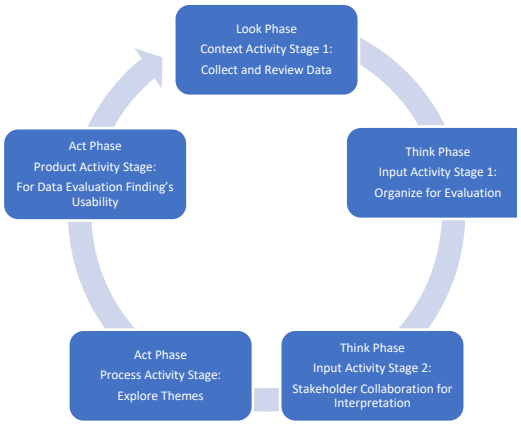
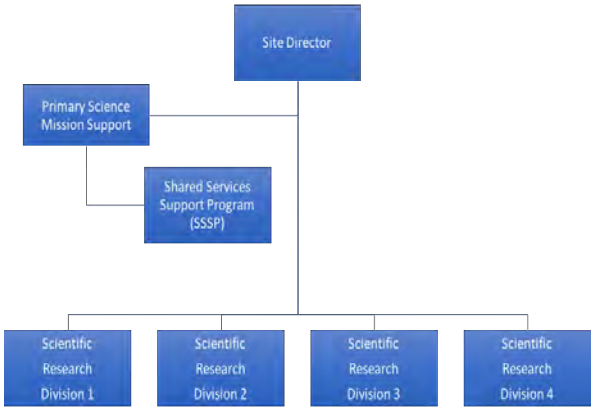
Note: white paper, presentation and other information is available upon request. Email cmsigle@gmail.com

Introduction and Overview

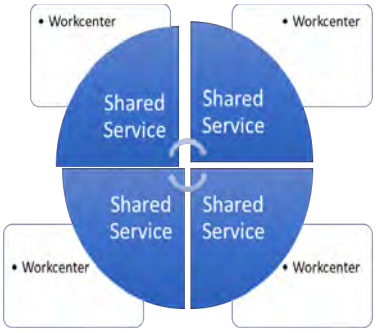
This case study examined the ways that the Shared Services Support Program (SSSP) enhanced the primary science mission on a federal research campus. This included the investigation into the role that social capital plays in meeting or exceeding customer expectations thereby impacting public value. The cyclical nature of Stringer's (2014) Look-Think-Act model was utilized with Stufflebeam's logic model in a Participatory Action Research (PAR) setting for the improvement of the SSSP.



Mission Brief and Description of Organization

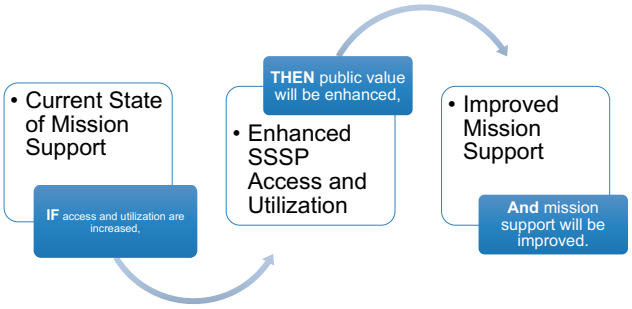


The SSSP was originally established in 1955 to support a newly created federal research campus in Colorado. The program has changed bureau or agency hands numerous times over the past 60 years, but it has remained with the federal agency supporting atmospheric research since the mid-1980s. In 2004, a major reorganization occurred with the unintended consequence of impacting resources over a 12-year period, reducing manpower more than 60% in the area of mission support.



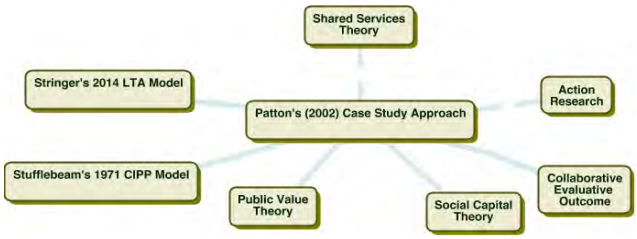
Using Action Learning and Action Research to Improve the SSSP

Shared services enhance organizational efficacy. The collaborative action of stakeholder participants was leveraged using PAR to launch SSSP improvement initiatives.



Development of Cyclical Program Hypothesis

Mission support will be improved through SSSP enrichment.

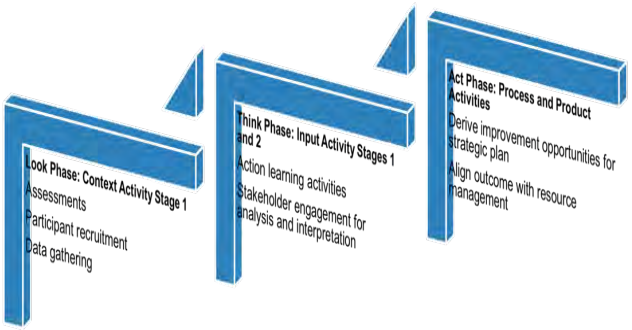


Theoretical Framework

Schalock's (2001) outcome-based evaluation model was triangulated with Stringer's (2014) LTA model and Stufflebeam's (1971) logic model in a case study approach.

Summary of LTA Activities

Action-learning data analysis outcome indicators were used to shape the efficiency and effectiveness of the SSSP's long-term resource outcomes. Data analysis and stakeholder feedback was used for future changes to program resources in addition to alterations in mission focus or emphasis.



Conclusion

The results of the study illustrated the value of the SSSP for aiding the primary science mission. For example, more than 67% of those surveyed believed social capital enhanced SSSP public value. Stakeholder participant experience exposed similar findings and concerns, resulting in a common understanding of SSSP dynamics and recommendations for change.