Veterans Affairs
Canada

Anciens Combattants
Canada

New Veterans Charter
Evaluation Plan

Final: June 2009

Canada

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1.0   BACKGROUND

In April 2006, a New Veterans Charter (NVC) was implemented to provide a suite of new programs and benefits to assist Canadian Forces (CF) members, Veterans and their families in the transition to civilian life. This suite of new programs and benefits includes: disability awards, rehabilitation and vocational assistance, financial benefits, job placement assistance, and group health insurance. As described in the NVC's Terms and Conditions as well as Treasury Board's Transfer Payment Policy, a comprehensive evaluation of the relevance and effectiveness of the NVC programs is required. The Department committed to initiate such an evaluation in 2009 - 2010 after a detailed Evaluation Plan had been developed. The detailed planning objectives were:

- To establish with Treasury Board (TB) and management the nature, scope and timing of the evaluation.

- To choose the appropriate evaluation methodologies given the chosen scope.

- To confirm data collection approaches including availability of data.

- To prepare a detailed evaluation plan including activities, schedule and resources.

- To provide high level indicators of success in two of the key NVC areas.

In developing this NVC Evaluation Plan, the Evaluation Team worked with management to establish the nature, scope and timing of the evaluation and Appendix A describes the methodologies which will be utilized to accomplish the evaluation objectives. This Plan was shared with key internal stakeholders for feedback and Treasury Board to ensure that the evaluation objectives and methodology fully meets the NVC's Terms and Conditions as well as Treasury Board's Transfer Payment Policy.

Data collection approaches including the availability of data were verified during this project. However, it is noted that the performance measurement system for NVC programs is not fully implemented which limits the information currently available but, to the extent possible, the Evaluation Team will assess the reliability and timeliness of information being collected so that it can be used to support decision-making.

Finally, the initial planning objective to provide high level indicators of success in two of the key NVC areas are not included with this Plan. Instead this will be part of the NVC Evaluation, allowing program management time to complete the development of the performance measurement strategy and permit the Evaluation Team to perform a more comprehensive analysis than could have been achieved during the detailed planning project. This decision was discussed with the key stakeholders and agreed to in advance of commencing the Detailed Planning Project.

2.0   NEW VETERANS CHARTER EVALUATION OBJECTIVES

The comprehensive evaluation of the NVC will be divided into three phases. The first phase will focus on the design and relevance of the NVC programs. The second phase will focus on the service delivery framework for NVC programs. Then information gathered and observations developed from these phases will be used as part of the analysis in phase three which will focus on achievement of desired outcomes. The following are the specific evaluation objectives for each phase:

Phase I
• To assess the relevance and rationale of each New Veterans Charter program.

Phase II
• To assess Veterans Affairs Canada's outreach.

• To assess the service delivery framework for the New Veterans Charter programs.

Phase III
• To assess the achievement of desired outcomes.

• To identify and analyze any unintended impacts.

A detailed description of the evaluation questions and indicators for each objective is presented in Appendix A.

3.0   STUDY APPROACH

Phase I

The objective for Phase 1 will be to assess the relevance and rationale for each of the five NVC programs. The Evaluation Team will assess how the NVC aligns with Federal Government priorities as well as ensure that all program activities are within the scope of Veterans Affairs Canada's (VAC's) authority.

This assessment will be completed through document review and interviews with VAC staff in Head Office, regional offices and some district offices. Secondly, the Evaluation Team will assess the client needs for each of the NVC programs. This assessment will involve an analysis of the identified client needs, forecasted client utilization, actual program up-take and attrition.

The Evaluation Team will also assess potential duplication or overlap that the NVC programs may have with other programs or services, both internally and as it relates to the Department of National Defence (DND), as well as, Human Resources and Social Development Canada (HRSDC) programs. This assessment will include reviewing any analysis already completed by the Department as well as process mapping of VAC's programs. Any potential unmet client needs will also be identified and analyzed for the Department's consideration. These potential unmet client needs will be identified through document review as well as interviews with VAC staff, VAC client advisory groups as well as a document review of services offered by the DND or similar programs developed in other countries.

The Evaluation Team will also complete a comparative analysis of the NVC to similar programs offered by other countries such as Australia or the United Kingdom or in Canada such as Workers Compensation. This comparative analysis will build off of work already completed by the Department and focus on examining the program design, desired outcomes and services offered by these programs.

Finally, the Evaluation Team will assess VAC's performance measurement strategy for the NVC programs by ensuring that the objectives have been clearly defined and are still appropriate, and that indicators have been identified to measure outputs and the achievement of desired outcomes. This performance measurement system has not yet been fully implemented which will limit the information available but, to the extent possible, the Evaluation Team will also assess the reliability and timeliness of information being collected so that it can be used to support decision-making.

Phase II

The first objective of Phase II will be to assess the efficiency and effectiveness of VAC's outreach which will include determining the extent to which relevant information is:
•   reaching the target population at the appropriate time;

- that client expectations are in line with services offered;
- that VAC staff have adequate training; and,
- that transition interviews are occurring efficiently and effectively.

The primary source of information for this assessment will be a client survey and six focus groups comprised of CF members who have recently participated in VAC's outreach activities. Focus group locations will be in close proximity to a CF base and will provide a cross section of Army, Navy and Air Force members as well as allow for a comparison of outreach activities offered by larger and smaller district offices across the Country. These two instruments will provide valuable client feedback on the timing, location, information presented, expectations created, and satisfaction with VAC's outreach activities.

In addition, the analysis of information gathered will be supplemented by document review, data analysis, process mapping and interviews with DND staff, VAC client advisory groups and VAC staff in Head Office, two regional offices and six district offices.

The second objective of Phase II will be to examine the service delivery framework for the NVC programs. The Evaluation Team will first assess the supports in place for operational staff delivering the NVC programs. Using a combination of interviews, staff focus groups, process mapping, direct observation, document review and data analysis, the Evaluation Team will review training, available tools, guidance provided by functional specialists and leadership from management. Secondly, it will be important to establish that roles and responsibilities relating to the NVC programs have been clearly defined and are appropriate. This will include a review of organizational charts, work descriptions and business processes as well as interviews with VAC staff in Head Office, regional offices and some district offices.

The Evaluation Team will also assess the efficiency and effectiveness of the application process for NVC programs. This analysis will determine the extent to which:
- there are appropriate supports available for clients;
- that application forms are collecting all necessary information;
- clients are able to apply with minimal complications; and,
- applications are being processed within a reasonable time frame.

The sources of information for this assessment will be process mapping, document review, data analysis and interviews with VAC client advisory groups and VAC staff in Head Office, two regional offices and six district offices.

As part of this objective, client satisfaction with both the NVC programs and service delivery will also be examined. Client feedback will be derived from a client survey as well as six focus groups of VAC clients who are currently receiving NVC services. This is the same survey described under the first objective but these focus groups will be separate from the outreach focus groups. However, these focus groups will be

conducted in the same locations in order to provide a cross section of Army, Navy and Air force members as well as to allow for a comparison of service delivery offered by larger and smaller offices across the Country.

This information will be supplemented by an analysis of the results from the National Client Satisfaction Survey and the results of the re-establishment survey, as well as interviews with VAC client advisory groups and VAC operational staff in Head Office, two regional offices and six district offices. Additionally, performance indicators will be analyzed to assess the extent to which outputs indicate that NVC services are being delivered to the target population.

Phase III

The objective of Phase III is to assess the achievement of desired outcomes. The ultimate desired outcome is to assist CF members, Veterans and their families with making the transition from miliary to civilian life. Successful transition has been defined as follows:

- clients experiencing improved health and functional capacity as a result of access to health benefits and rehabilitative service;

- clients actively participating in the civilian workforce (unless totally disabled or retired) as a result of access to employment-related supports in the form of Vocational Assistance training and Job Placement assistance;

- clients having a level of income adequate to meet basic needs a result of enhanced employment opportunities provided by Job Placement assistance, and access to employment enhancement supports such as re-training opportunities as part of vocational rehabilitation;

- clients actively participating in and are integrated into their communities; and

- clients feeling recognized for their contribution[1].

Information gathered and observations developed from Phases I and II will be used as part of the analysis in Phase III. In Phase III, multiple data collection methods using a combination of qualitative and quantitative sources will be utilized. These methods will include a file review completed by an external health professional, focus groups, data analysis of re-establishment survey results, data analysis of management reports, document review and key informant interviews with VAC client advisory groups and VAC staff in Head Office, regional offices and district offices. As part of this analysis the Evaluation Team will also use data collected to analyze the extent NVC programs

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[1] Source: The New Veterans Charter "*Integrated Results-based Management Framework and Risk-based Audit Framework.*

are supporting all of VAC's clients. This will include a comparison of outcomes by client demographics such as age, urban versus rural and date of release.

Finally, to the extent possible, the results of this analysis will be compared to the outcomes achieved in benchmark programs from other countries. Additionally, the Research Directorate is currently performing a research project entitled *"Transition Follow-up with Recent Canadian Forces Releases"*. As a result, the Evaluation Team is partnering with the Research Directorate in the development of a client survey. The analysis of data collected from this client survey as well as the results of the Research Project will be key sources of information to assess the achievement of outcomes.

The final objective will be to identify and analyze any unintended impacts (positive or negative) which may have occurred. Examples of potential unintended impacts include client needs not being met by the NVC, eligibility criteria excluding clients who should be covered, clients receiving services which they don't require and the NVC creating inappropriate client dependency on a particular service or benefit. These potential unintended impacts will be identified and analyzed based on information collected from the client survey, focus groups, data analysis, document review as well as key informant interviews with VAC client advisory groups, DND staff, VAC staff in Head Office, regional offices and district offices.

4.0   EVALUATION LIMITATIONS

During the planning for this NVC Evaluation two significant evaluation limitations were identified which will need to be managed. Firstly, the performance measurement information currently available offers limited data to measure outcomes. The performance measurement strategy for the NVC is yet to be fully implemented and distribution of re-establishment surveys only began in April 2007. It is also noted that the response rate is lower than expected. This will limit the Evaluation Team's ability to conduct a longitudinal study and will restrict the information available to evaluate the achievement of outcomes. In an effort to manage this, during Phase I the Evaluation Team will work with program managers to ensure that the performance measurement strategy is sufficient, fully implemented and collecting the information required to evaluate achievement of outcomes. In addition, a survey and focus groups will be utilized to collect necessary information directly from clients.

A second identified limitation is the absence of a control group to compare results with which would have supported the analysis of the impact of the NVC. In addition, this will be the first Evaluation of the NVC and a baseline was not established in advance of implementation. Furthermore, all clients who require and are eligible for NVC programs and services generally receive them and there are not any comparable client groups who aren't eligible for the NVC. As a result, this will restrict the sources of information available to evaluate the achievement of outcomes. In order to manage this, the Evaluation Team will utilize multiple data collection methods using a combination of qualitative and quantitative sources. These methods will include a client survey, client focus groups, data analysis of re-establishment survey results, data analysis of management reports, file review, document review and key informant interviews with VAC client advisory groups and VAC staff in Head Office, regional offices and district offices.

5.0 FUTURE PROJECTS

During the development of the NVC Evaluation Plan, one key area outside the scope was identified which should be examined in the future. Case Management is integral to the NVC as it ensures that clients access timely and appropriate services to optimize their quality of life and is integral to service delivery. However, an internal review of case management was recently completed and management are currently in the process of implementing changes to action the review's recommendations. In addition, the Audit and Evaluation Division is already planning to examine case management for all programs in 2010 - 2011. As a result, it was determined that it would be more appropriate to cover case management for NVC in 2010 - 2011 during the comprehensive examination of case management for all programs.

6.0   PROJECT TIME LINES

Phase I

Start Date: April 2009
Completion Date: December 2009

Phase II

Start Date: November 2009
Completion Date: September 2010

Phase III

Start Date: April 2010
Completion Date: December 2010

7.0   DISTRIBUTION

Senior Assistant Deputy Minister, Policy, Programs and Partnerships

Assistant Deputy Minister, Service Delivery and Commemoration

Assistant Deputy Minister, Corporate Services

Regional Director General, Atlantic Region

Regional Director General, Quebec Region

Regional Director General, Ontario Region

Regional Director General, Western Region

Associate Director General, Program Management

Director General, Program and Service Policy Division

Director General, Service Delivery Management

Director General, Centralized Operations

Director, New Veterans Charter

Director, Program Policy Directorate

Director, Projects, Planning and Systems Directorate

Director, Canadian Forces Services

Director, Research Directorate

Director, Strategic Program Initiatives Directorate

Special Projects Coordinator, Projects, Planning and Systems Directorate

APPENDIX A - Evaluation Design
Phase I

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
A. To assess the relevance and rationale of each NVC program.	A1. How do the NVC programs align with Federal Government priorities?	NVC contributes to Federal Government roles and responsibilities.	• What is the public interest? • Degree of coincidence between the public interest and NVC.	• Document review	• NVC subject record files • NVC visioning documents • VAC Report on Plans and Priorities • TB submission • Speeches from the Throne • Management Accountability Framework (MAF)
				• Interviews	• NVC Programs, Policy, Operations
		NVC programs align with VAC's strategic outcomes.	• VAC mandate and priorities • Degree of coincidence between priorities and NVC.	• Document review	• NVC subject record files • NVC visioning documents • TB submission • NVC legislation • VAC legislation
				• Interviews	• NVC Programs, Policy

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Program activities are within scope of authority/mandate.	• Understanding of VAC's authority and mandate. • Identification of any activities which may be outside VAC's authority or mandate.	• Document review	• NVC legislation • VAC legislation • TB submission • VAC policy
				• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
	A2. What is the need for each of the NVC programs?	Extent that NVC programs address identified needs.	• Results of any analysis already completed by VAC, DND or other Standing Committees. • Client needs identified by client groups.	• Document Review	• NVC Subject Record Files • NVC visioning documents • TB Submission • Client Complaints • Research
				• Interviews	• NVC Programs, CF Services, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Program up-take is occurring as forecasted.	• Number of CF leaving the service. • Number of applications. • Number of NVC clients receiving benefits. • Client Demographics.	• Data Analysis	• Subject Record Files • Forecasts • Reporting Database (RDB) Management Reports • Contractor Reports
				• Interviews	• NVC Programs, CF Services, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group
		Program attrition is occurring as anticipated.	• Number of clients entering the program. • Number of clients completing the program. • Average duration in the program. • Number of clients who have withdrew. • Reasons for client withdrawal.	• Data Analysis	• Forecasts • RDB Management Reports • Contractor Reports
				• Interviews	• NVC Programs, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	A3. Is there duplication or overlap with other programs or services?	Existence of similar programs or services.	• Results of any analysis already completed within VAC. • Identification of any similar programs or services.	• Interviews	• NVC Programs, Policy, CF services, Operations • Regional and District Offices • DND • HRSDC
				• Document Review	• NVC subject record files • Completed environmental scan
		Clients are utilizing other programs or services.	• Number of clients utilizing similar service. • Reason for choosing service	• Interviews	• NVC Programs, Policy, CF services, Operations • Regional and District Offices
				• Data Analysis	• VAC Reporting Database
		Degree of integration/overlap with the DND, HRSDC and other similar services.	• Results of any analysis already completed within VAC • DND's related programs • HRSDC related programs	• Interviews	• NVC Programs, Policy, CF Services, Operations • Regional and District Offices • DND and HRSDC
				• Document review	• NVC subject record files • Internet

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	A4. Are there unmet client needs which should be covered by the NVC?	Identified unmet client needs not covered by the NVC.	• Research conducted in support of the development of the NVC. • Benchmarks used in the development of the NVC. • Identified client needs which weren't addressed by the NVC.	• Document review	• NVC subject record files • NVC vision documents • Research studies
				• Interviews	• NVC Programs, Policy, CF Services, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group
	A5. How do the NVC programs compare to similar programs offered by other countries?	The similarities or differences with similar programs.	• Benchmarks used in the development of the NVC. • Program Design, services offered and outcomes for similar programs. • Evaluations completed by other countries.	• Comparative Analysis	• Completed by Evaluation Team
				• Document review	• NVC subject Record files • Senior International Forum documents • Internet
				• Interviews	• NVC Programs, Policy • DND

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	A6. How is program performance measured?	Objectives are clearly defined, measurable and appropriate.	• NVC program objectives • Objectives of Benchmark programs	• Document review	• NVC subject record files • TB submission (Risk Management Accountability Framework [RMAF] & Logic model) • Performance Measurement Strategy
				• Interviews	• NVC Programs, Policy, Operations, Program Performance Unit • Regional and District Offices
		Activities are linked to objectives and can reasonably be expected to achieve desired outcomes.	• NVC program objectives • NVC program activities • NVC desired outcomes	• Document review	• Logic Model • Performance Measurement Strategy • Benchmark programs • Service standards • Senior International Forum documents
				• Interviews	• NVC Programs, Policy, Operations, Program Performance Unit • Regional and District Offices

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Indicators have been identified to appropriately measure desired outcomes.	• Desired outcomes and identified performance indicators. • Benchmarks from DND or other countries.	• Document review	• Performance Measurement Strategy • NVC subject record files • Senior International Forum • VAC Reporting Database
		Information is being collected.	• RDB Management reports. • Contractor reports.	• Data Analysis	• Statistics • NVC Programs • VAC Reporting Database
		Timely reporting of results to support decision-making	• Report distribution list. • Frequency of distribution.	• Document Review	• RDB Management Reports • Contractor reports
		Information is used to support decision-making.	• Extent that information support decision-making. • Additional information required	• Interviews	• NVC Programs, Operations, Statistics, Program Performance Unit • Regional and District Offices

Phase II

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
A. To assess VAC's outreach.	A1. How efficient and effective is VAC's outreach?	Information about the NVC is reaching the target population at the appropriate time.	• Details of outreach activities	• Client Survey	• NVC clients
			• Identify the target population	• Client focus groups	• NVC clients
			• Feedback from clients on outreach activities	• Data analysis	• VAC Reporting Database
			• Feedback from VAC, DND and other stakeholders on outreach activities	• Interviews	• NVC Programs, CF Services, Operations
					• Regional and District Offices
			• NVC Workflow Diagrams		• Special Needs Advisory Group and the NVC Client Advisory Group
					• OSISS
					• DND
					• Legion
				• VAC staff focus groups	• Regional and District Offices
				• Process Mapping	• Completed by Evaluation Team

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Client expectations are in line with services offered.	• Feedback from VAC and DND staff	• Client Survey	• NVC clients
			• Feedback from NVC clients	• Client focus groups	• NVC clients
			• Outreach evaluation forms	• Data Analysis	• VAC Reporting Database
			• Results from Transition Interviews	• Interviews	• NVC Programs, Operations
					• Regional and District Offices
					• Special Needs Advisory Group and the NVC Client Advisory Group
					• Operational Stress Injury Social Support (OSISS)
					• DND
				• VAC staff focus groups	• Regional and District Offices

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		VAC staff have had adequate training and are knowledgeable about the NVC programs.	• Feedback from VAC staff and stakeholders • Feedback from NVC clients	• Interviews	• NVC Programs, Operations • Regional and District Offices • NVC clients • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS
				• VAC staff focus groups	• Regional and District Offices
				• Client survey	• NVC clients
				• Client focus groups	• NVC clients
				• Document Review	• Work Descriptions • Staff Qualifications

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Transition interviews are efficient and effective.	• Number of transition interviews completed. • Information gathered during interviews. • Feedback from NVC clients. • Feedback from VAC staff, DND staff and stakeholders.	• Client Survey	• NVC clients
				• Client focus groups	• NVC clients
				• Data Analysis	• VAC Reporting Database
				• Interviews	• NVC Programs, CF Services, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS • DND
				• VAC staff focus groups	• Regional and District Offices

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
B. To assess the service delivery framework for the NVC programs.	B1. Are there appropriate supports in place for operational staff delivering the NVC programs?	Training provided to staff is appropriate.	• NVC training plan • NVC training Material • Identification of any gaps in training	• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• VAC staff focus groups	• Regional and District Offices
				• Document Review	• Subject Record Files
		Available tools (CSDN, VPPN, Business processes, etc) are appropriate to support operational staff.	• Identification of available tools (CSDN, VPPN, etc) • Feedback from VAC staff	• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• VAC staff focus groups	• Regional and District Offices
				• Direct Observation	• Online tools available
				• Document Review	• NVC Policy and business processes
		Appropriate guidance and direction is provided by functional specialists.	• Feedback from VAC staff • Work descriptions of functional specialists	• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• VAC staff focus groups	• Regional and District Offices
				• Document Review	Human Resources

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Leadership and oversight provided by Management is appropriate.	• Feedback from VAC staff.	• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• VAC staff focus groups	• Regional and District Offices
	B2. Are roles and responsibilities clearly defined and appropriate?	Roles and responsibilities are clearly defined.	• Governance structure of NVC. • Organization Chart. • Work Descriptions. • Workflow diagrams.	• Document review	• NVC policies and business processes • Human Resources
				• Interviews	• NVC Programs, Policy, Program Performance Unit, Operations • Regional and District Offices
				• Process Mapping	• Completed by Evaluation Team
		Appropriate delegation of authority.	• Delegation of authorities • Workflow diagrams	• Document review	• Organization Chart • NVC policies and business processes
				• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• Process Mapping	• Completed by Evaluation Team

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	B3. How efficient and effective is the application process for NVC programs?	Appropriate supports are available to assist clients in the application process.	• Identification of all supports in place for clients completing the application process. • Feedback from NVC clients. • Workflow Diagrams.	• Client Survey	• NVC clients
				• Client focus groups	• NVC clients
				• Interviews	• NVC Programs, Policy, Operations, Communications, NCCN • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS • DND • Legion
				• VAC staff focus groups	• Regional and District Offices
				• Process Mapping	• Completed by Evaluation Team

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Application forms collect the necessary information.	• Identification of any information which is missing. • Identification of any information which is not used.	• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices
				• VAC staff focus groups	• Regional and District Offices
				• Document Review	• Application forms
		Clients are able to apply for NVC programs with minimal complications.	• Feedback from NVC clients. • Availability of online forms. • Number of applications which are rejected. • Reason for rejection. • Feedback from VAC and DND staff.	• Client Survey	• NVC clients
				• Client focus groups	• NVC clients
				• Data Analysis	• RDB Management Reports
				• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS • DND
				• VAC staff focus groups	• Regional and District Offices

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Applications are processed within a reasonable time frame.	• Service Standards.	• Data Analysis	• VAC Reporting Database
			• Turnaround Times.	• Interviews	• NVC Programs, Policy, Operations
			• Workflow Diagrams.		• Regional and District Offices
			• Feedback from NVC clients.		• Special Needs Advisory Group and the NVC Client Advisory Group
					• OSISS
				• Process Mapping	• Completed by Evaluation team
				• Client Survey	• NVC clients
				• Client Focus Groups	• NVC clients

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	B4. How satisfied are clients with the NVC programs?	Degree of client satisfaction with VAC's delivery of the programs	• Feedback from NVC clients. • Feedback from VAC staff.	• Client survey	• NVC clients
				• Client focus groups	• NVC clients
				• Data Analysis	• Re-establishment Survey results • National Client Satisfaction Survey results
				• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS
		Degree of client satisfaction with the programs and services.	• Feedback from NVC clients • Feedback from VAC staff • Identified Gaps	• Client survey	• NVC clients
				• Client focus groups	• NVC clients
				• Data Analysis	• Re-establishment Survey results • National Client Satisfaction Survey results

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
				• Interviews	• NVC Programs, Policy, Operations • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • OSISS
	B5. What are the inputs and outputs?	Extent that NVC services and benefits are being delivered to target population.	• Performance Measurement Strategy. • Number of NVC clients receiving benefits. • Program Expenditures. • Resources utilized.	• Data analysis	• VAC Reporting Database • RDB Management Reports • Contractor reports • Federal Health Claims Processing System (FHCPS) • FreeBalance
				• Process Mapping	• Completed by Evaluation Team

Phase III

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
A. To assess the achievement of desired outcomes.	A1. How efficiently and effectively is VAC assisting CF members, Veterans and their families, at making the transition from military to civilian life?	NVC clients are experiencing stable health as a result of access to comprehensive health care and rehabilitative services.	• Assessment of client progress. • Clients self-rated health status. • Services utilized by clients. • Results of the Transition Research Project. • Feedback from clients and client groups.	• File Review completed by external Health Professionals	• Client Files • Client Service Delivery Network (CSDN)
				• Client survey	• NVC clients
				• Data Analysis	• Re-establishment Survey Results • RDB Management Reports • Contractor reports
				• Interviews	• NVC Programs, Policy, Operations, Research • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• Document Review	• Research

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		NVC clients are actively participating in the civilian workforce (unless totally disabled or retired) as a result of access to employment related supports in the form of vocational rehabilitation, training; and job placement assistance.	• Clients employment status • Clients preparedness to find suitable job • Clients preferred employment status.	• Client survey	• NVC clients
			• Percent whose needs are met by alternative options. • Labour market conditions.	• Data Analysis	• Re-establishment Survey Results • National Client Satisfaction Survey • RDB Management Reports • Contractor reports
			• Results of the Transition Research Project • Feedback from clients and client groups.	• Interviews	• NVC Programs, Policy, Operations, Research • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• Document Review	• Research

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		NVC clients have a level of income adequate to meet basic needs as a result of enhanced employment opportunities provided by job placement assistance, and access to employment enhancing supports such as re-training opportunities as part of vocational rehabilitation.	• Ability of clients to provide for basic needs • Client's self-described financial situation • Results of the Transition Research project • Feedback from clients and client groups	• Client survey	• NVC clients
				• Data analysis	• Re-establishment Survey Results • National Client Satisfaction Survey • RDB Management Reports • Contractor Reports
				• Interviews	• NVC Programs, Policy, Operations, Research • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• Document Review	• Research

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		NVC clients actively participate or are integrated into their communities.	• Extent of involvement in the community. • Client's satisfaction with integration. • Results of the Transition Research project. • Feedback from clients and client groups.	• Client survey	• NVC clients
				• Data analysis	• Re-establishment Survey Results • National Client Satisfaction Survey • RDB Management Reports • Contractor reports
				• Interviews	• NVC Programs, Policy, Operations, Research • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• Document Review	• Research

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		NVC clients feel recognized for their contribution.	• Extent clients feel recognized.	• Client survey	• NVC clients
			• Source of the recognition.	• Client focus groups	• NVC clients
			• Results of the Transition Research project.	• Data analysis	• Re-establishment Survey Results
			• Feedback from clients and client groups.		• National Client Satisfaction Survey
					• RDB Management Reports
					• Contractor reports
				• Interviews	• NVC Programs, Policy, Operations, Research
					• Regional and District Offices
					• Special Needs Advisory Group and the NVC Client Advisory Group
					• Family support coordinators
				• Document Review	• Research

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	A2. Are the NVC programs adequately supporting all NVC clients?	Comparison of outcomes by demographics.	• Identification of client demographics or trends which are not being adequately supported. • Results of the Transition Research project. • Feedback from clients and client groups.	• Data analysis	• RDB Management Reports • Re-establishment Survey results • National Client Satisfaction Survey results
				• Client survey	• NVC clients
				• Interviews	• NVC Programs, Policy, Operations, Research, • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• Document Review	• Research project

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
	A3. How does the effectiveness of VAC's NVC programs compare to other similar programs?	Extent that VAC is achieving desired outcomes compared to other similar programs.	• Performance Measurement of other countries programs. • Results of evaluations completed by other countries.	• Document review	• Subject Record Files • Senior International Forum • Online Evaluation reports from other countries • Other countries Web sites

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
B. To identify and analyze any unintended impacts.	B1. What are the unintended impacts (positive or negative) that have occurred?	Client needs which are not covered by the NVC.	• Identification of unmet client needs.	• Client survey	• NVC Clients
			• Impact of not supporting these client needs.	• Client focus groups	• NVC Clients
			• Feedback from VAC staff.	• Data analysis	• Results of the Re-establishment survey • Results of the National Client Satisfaction Survey
			• Feedback from NVC clients.	• Interviews	• NVC Programs, Policy, Operations, CF Services • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• VAC staff focus groups	• Regional and District Offices

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Clients are receiving services which they don't require.	• Identification of services which clients are receiving which they don't require. • Reason why clients are receiving these services. • Feedback from VAC staff. • Feedback from clients and client groups.	• Interviews	• NVC Programs, Policy, Operations, CF Services • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • NVC clients • Family support coordinators
				• VAC staff focus groups	• Regional and District Offices
				• Document Review	• NVC policy and business processes

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Eligibility criteria is excluding clients who could benefit from the NVC program.	• Identification of client groups which are excluded. • Impact of exclusion. • Feedback from VAC staff. • Feedback from clients and client groups.	• Interviews	• NVC Programs, Policy, Operations, CF Services • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• VAC staff focus groups	• Regional and District Office staff
				• Document review	• NVC policy and business processes

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Creation of inappropriate client dependency for a particular service or benefit.	• Nature of the dependency • Impact of the dependency • Mitigation strategies • Feedback from VAC staff • Feedback from clients and client groups	• Interviews	• NVC Programs, Policy, Operations, CF Services • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• VAC staff focus groups	• Regional and District Offices
				• Client survey	• NVC clients
				• Document review	• NVC policy and business processes

Objective	Evaluation Question	Indicators	Information Required	Collection Methodology	Source
		Participation in a NVC program may exclude client from other services (internal or external) which would provide more benefit.	• Identification of additional services which clients aren't eligible for • Impact of being excluded • Feedback from VAC operational staff • Feedback from clients and client groups	• Interviews	• NVC Programs, Policy, Operations, CF Services • Regional and District Offices • Special Needs Advisory Group and the NVC Client Advisory Group • Family support coordinators
				• VAC staff focus groups	• Regional and District Offices
				• Client survey	• NVC clients
				• Document review	• NVC policy and business processes