

A large, stylized graphic of a human figure composed of overlapping, rounded shapes in shades of blue and green, positioned in the upper left quadrant of the page. The figure is centered around a solid blue circle. The background features a diagonal split between blue and green, with a white arrow pointing right in the green section.

TECHNICAL COMPETENCIES

for Canada's Substance
Use Workforce v. 3

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**PROGRAM DEVELOPMENT,
IMPLEMENTATION
and EVALUATION**



Canadian Centre
on Substance Use
and Addiction

Evidence. Engagement. Impact.

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Canadian Centre
on Substance Use
and Addiction

All behavioural indicators across proficiency levels are examples only and can be adapted or tailored to meet individual organizational needs and mandates.

For CCSA's competencies, substance use is inclusive of situations where professionals are working with individuals who use or have used substances, are diagnosed with a medically recognized substance use disorder or are experiencing harms as a result of using substances. For more information, please refer to the criteria for substance use disorders in the *Diagnostic and Statistical Manual of Mental Disorders*, 5th edition (DSM-5).

For more information on sex- and gender-based analysis (SGBA+), please visit www.ccsa.ca/sex-and-gender-based-analysis

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PROGRAM DEVELOPMENT, IMPLEMENTATION AND EVALUATION

Developing and implementing substance use and mental health programs, modifying existing programs to respond to identified needs and evaluating the outcomes of existing, new or revised programs.

EXAMPLES

1 = Foundational	2 = Developing	3 = Proficient	4 = Advanced
<ol style="list-style-type: none"> Explains in general terms what is meant by needs assessment, program development, implementation and evaluation Explains in general terms the rationale for each of these four components and the relationship among them Supports others in their needs assessment, program development, implementation and evaluation efforts Involves people with lived and living experience, family and friends, and communities in program development, implementation and evaluation with particular consideration for Indigenous peoples and racialized groups Gathers or assists in gathering information for reports and research, including evaluation, by: <ol style="list-style-type: none"> Ordering or compiling database reports Conducting telephone surveys Entering, disaggregating or manipulating survey data 	<ol style="list-style-type: none"> Explains how relevant policies, evidence, frameworks and theories apply to program development Explains the phases of needs assessment, program development, implementation and evaluation; the goals and outputs for each phase; and the activities likely to be conducted as part of each phase Assists more experienced colleagues in developing data collection tools for evaluation and other research purposes Conducts supervised research for evaluation of funding proposals by: <ol style="list-style-type: none"> Helping to develop logic models or document procedures Integrating sex and gender into development of programs and evaluation Reporting on focus groups Recommending how to apply relevant policies (e.g., on confidentiality, ethics, and sex- and gender-based analysis) to research being conducted 	<ol style="list-style-type: none"> Assesses the magnitude and nature of the issues, including distribution of risk factors, when conducting needs assessments Initiates evaluation planning early in a program's life cycle, continuously monitors progress and keeps notes to ensure those insights are retained Collaborates with specific populations (e.g., Indigenous, racialized or 2SLGBTQQIA+ groups) and others to ensure evaluation plans include issues that are important to them Participates in needs assessments and developing, implementing or evaluating large or complex programs, or leads such efforts for smaller or less complex programs Plans and conducts evaluations using various methods (e.g., interviews, surveys, focus groups, etc.) Identifies the resources and training required to develop, implement or evaluate a program and mobilizes those resources, as appropriate Develops data-collection tools like interview guides and surveys, and uses those tools to gather information Integrates consideration of sex- and gender-related factors into all program evaluation activities Researches and develops specific funding proposals 	<ol style="list-style-type: none"> Conducts complex needs assessment, program development, implementation and evaluation projects or leads internal teams charged with such projects Collaborates with and sometimes leads multi-disciplinary teams designing, implementing or evaluating customized programs Leads the development of sex- and gender-specific indicators for measurement in program evaluation Supervises or coaches others involved in program development, implementation and evaluation Writes final reports in accordance with evidence-informed standards Reviews funding proposals and clearly conveys review decisions Demonstrates an understanding and application of change management, process and implementation principles Initiates or conducts sex- and gender-sensitive research: <ol style="list-style-type: none"> On trends in program development, implementation and evaluation To support the development of funding proposals Creatively applies new learning to reflect evidence-informed approaches to program development, implementation and evaluation

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		<ul style="list-style-type: none">10. Applies relevant policies, such as those that govern privacy and confidentiality, and relevant theories or research to program development, implementation and evaluation projects11. Analyzes or participates in the analysis of program evaluation findings12. Shares evaluation findings with others and promotes on-going knowledge exchange about program development, implementation and evaluation	<ul style="list-style-type: none">10. Establishes and maintains positive and professional communications with funding organizations to maintain awareness of upcoming initiatives11. Leverages knowledge exchange opportunities to roll-up multi-disciplinary findings