

Strengthening Our Culture of Using Data for Learning and Improvement

Organization or Program Self-Assessment: _____
(indicate if for a particular department or program)

STRATEGIES	Rate Your Org. or Program 1-5 5 = Strong	COMMENTS <i>Add Clarifications, Examples or Questions</i>
<i>FOCUS ON THE DATA THAT MATTERS TO YOU (not just the funders)</i>		
1. Active Involvement of Leadership with Data: Senior leaders communicate and model the expectation of using data as a resource for learning and improvement at all levels of the organization – not just for accountability.		
2. Clear Vision and Visible Success Measures: Leadership works with managers and staff to create core “dashboard indicators” that reflect mission success (how much, by when). These measures are kept visible and there is transparency about progress on them (or lack thereof).		
3. Aligned Progress Milestones: Managers work with individuals and functional teams to identify useful interim progress measures that contribute to org / program target goals and can drive real-time improvement efforts.		
4. Meaningful Data Comparisons: Reports on outcome measures compare results to target goals, past results and peer organizations (where possible)		
5. Strong Customer Feedback Processes: There are regular, systematic opportunities for participant and employer customers to provide feedback on their experience and results, and that feedback is shared with staff and board.		
<i>SUPPORT AN “INQUISITIVE MIND” ENVIRONMENT</i>		
6. Frequent, Regular Dialogue on Data: Staff review and discuss quantitative and qualitative data as an ongoing part of organization, team and supervisory meetings.		

<p>7. Engagement in Testing Hunches: Staff are engaged to identify issues, test hunches and gather data about potential factors influencing performance, and leadership supports teams of managers and line staff to address priority challenges.</p>		
<p>8. Customer Involvement in Generating Improvement Ideas: Participants, referral sources, employers and other partners are engaged in discussing factors that influence outcomes and ideas for improvement.</p>		
<p>9. Struggle and Failure Seen as Opportunity: Staff are encouraged to share struggles and failures as opportunities to learn and improve how processes work, rather than blaming individuals or avoiding the situation.</p>		
<p>10. Improvement Celebrated: Senior leaders and managers regularly recognize individuals or teams for their improvement efforts and progress in using data – through emails, newsletters and storytelling in meetings.</p>		

HELP STAFF EXPERIENCE DATA’S BENEFITS

<p>11. Broad Access to Data: As appropriate, staff have broad access to the real-time data that they need to do their work.</p>		
<p>12. Reports Useful for the Job: Organization uses line staff and manager input to create data reports and tools that are easy to understand and help them work more productively.</p>		
<p>13. Training, Training, and more Training: Organization provides ongoing training--both formal and informal—so that staff feel confident with data and are able to demonstrate competency in its use. Managers receive the training they need to use data as part of their staff coaching.</p>		

BUILD SYSTEMS TO ENHANCE DATA QUALITY

<p>14. Data Quality & Timeliness Tied to Job Performance Ratings: There are clear expectations for data and documentation: “If it’s not there, it didn’t happen.” These expectations are reinforced in job descriptions, meetings and performance evaluations.</p>		
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<p>15. Clear Data Quality Control Processes: <i>A clear system is in place to ensure data completeness and accuracy, including staff data monitoring strategies as well as integrated software features.</i></p>		
<p><i>INVEST ORGANIZATIONAL RESOURCES CONTINUOUSLY</i></p>		
<p>16. Responsive, User-Friendly Software: <i>The organization provides staff with software that meets varied data needs and is configured and customized to be easy to use. Budgets include resources for upgrades of hardware and software.</i></p>		
<p>17. Continuous Improvement Resources (staff time, staff allocation, and community networking): <i>Leadership and staff allocate the time and resources needed to support ongoing reflection and continuous improvement work.</i></p>		