

Excellence In Community Action



Re-Launch of the
Pathways to Excellence
Initiative

April 23, 2015

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What is Excellence?

***Compliance
is not
Excellence!***

What is Excellence?

Compliance
is the starting point for
Excellence!

Continuum of Excellence

From Good...

...to GREAT

**The Excellence Program in
Community Action uses the**

**Malcolm Baldrige Criteria for
Performance Excellence**

***tailored to the language and operations of
the CAA system***

What Are the Standards of Excellence?

- The ***Community Action Standards of Excellence*** represent 35 of the very best practices of the very best agencies.
- They represent real-world administrative and operational ***benchmarks*** that every agency can strive for.

The Standards of Excellence - Seven Categories -

1. Organizational Leadership
2. Strategic Planning and Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resource Focus
6. Organizational Process Management
7. Organizational Results

Pathways to Excellence is a Capacity-Building Initiative

- ❖ Getting Started at Getting Better – the process starts where you are today
- ❖ Diagnostic process using 35 National CAA Standards in a guided Self-Study Process
- ❖ Feedback reports identify Strengths and Opportunities for Improvement

Why Go Through the Pathways Process?

- ❖ Prepare for assessment of organizational standards in FY2016
- ❖ Build your organization's management and leadership capacity
- ❖ Strengthen internal capacity to apply ROMA
- ❖ Distinguish your agency on grant applications
- ❖ Recent updates to the Standards of Excellence

The Pathways Process

- ❖ 2 day Self-Study training for your Pathways team of 5-6 senior leadership staff on the Standards of Excellence and the Self-Study process
- ❖ 9 months to complete the Self-Study, with Partnership Technical Assistance monthly by web meetings and/or conference calls
- ❖ 3 months for the expert peer review and Feedback Report process

The Self-Study – the Heart of Pathways

- ❖ The organization responds to 99 questions organized within the 7 categories and 35 Standards of Excellence.
- ❖ The agency describes what it does and documents how well it **currently** meets each of the 35 Standards.

The 10 Step Agency-Wide Self-Study Process

1. Establish/engage a leadership team
2. Charter the team
3. Conduct an overview/orientation
4. Adopt a communication plan
5. Ground the team: complete the Organizational Profile
6. Conduct the self-study/gather data/document facts
7. Draft initial category responses
8. Conduct independent reviews/solicit comments
9. Reach final team consensus
10. Compile/review/edit 55 page self-study report

The Feedback Process & Report

- ❖ A team of trained peer reviewers studies the Self-Study in *great* depth.
- ❖ They participate in a consensus call to discuss each and every response.
- ❖ The reviewers submit written strengths and opportunities for improvement, which are folded into the written Feedback report.

And Afterwards? Keep it Simple!

- ❖ Use the Feedback Report to identify gaps between where you are and where you want to be.
- ❖ Set priorities and next steps.
- ❖ Set a structured path to continuous improvement.
- ❖ Set measures to track agency progress.

How Do I Enroll?

❖ State-based Cohort:

- Sponsored by State Association and/or State CSBG Office
- 5-7 agencies go through Pathways together
- Location and time of training are flexible

❖ Individual Enrollment:

- Join with 5-7 CAAs from around the country
- Next training – June 23rd and 24th in Dallas, Texas

The Cost – State-Based Program

- ❖ Costs payable to the Partnership:
 - Training: \$3,600 + travel for 2 trainers and meeting facility expenses
 - \$1,500 per agency enrollment fee
- ❖ Other costs:
 - Travel for your leadership teams to training
 - Staff time to complete the Self-Study

The Cost – Individual Enrollment

- ❖ Costs payable to the Partnership:
 - Sliding scale \$750 - \$1,800 per agency enrollment fee
 - Act now to get the lower rate enabled by grant support

- ❖ Other costs:
 - Travel for your leadership team to training
 - Staff time to complete the Self-Study

Become a Peer Reviewer

- ❖ \$350 cost for a two day training offered before the Partnership's Annual Convention on August 24th and 25th
- ❖ Requires a minimum of five years management experience
- ❖ Participation on peer review teams is voluntary, and excellent professional development opportunity, and an important service to the broader Community Action Network

Category 1 – Leadership

This category examines the CAA’s leadership system, and how senior leaders guide the agency.

It examines how your agency is governed, and how senior leaders support the achievement of the organization’s mission, values, direction, and overall performance.

It examines how your leadership system sustains the agency, promotes community advocacy, focuses on addressing poverty, and achieves low-income involvement.

Core Value: Visionary Leadership



Category 1 – Leadership

- 1.1 Leadership Focus
- 1.2 Mission Statement, Code of Ethics,
Community Action Promise
- 1.3 Board Structure/Function
- 1.4 Advisory Group Roles/Actions
- 1.5 Maximum Feasible Low-Income
Involvement
- 1.6 Community Advocacy

Core Value: **Visionary Leadership**



Category 1 – Leadership Best Practices

- Succession Plan and Policy
- Ethics Policy and Code of Ethics
- Mission Statement
- Promise of Community Action

Core Value: **Visionary Leadership**



Category 2 – Strategic Planning

This category examines how your agency sets strategic direction.

It examines how CAA's develop action plans and strategies, how it updates its plan and utilizes it as an integrated *living document* that guides the agency.

Category 2 stresses customer input and emphasizes the need for specific implementation and performance measures that are used by the staff and board to track progress and success over time.

Core Value: Focus on the Future



Category 2 – Strategic Planning

- 2.1 Strategic Plan and Deployment
- 2.2 Plan Development/Updates
- 2.3 Mobilizing New Resources/New Programs/New Partnerships
- 2.4 Strategic Measures of Success

Core Value: Focus on the Future



Category 2 – Strategic Planning Best Practices

- Strategic Plan
- Plan Development Policy/Timeline
- Agency Performance Scorecard

Core Value: **Focus on the Future**



Category 3 – Customer Focus

This category examines how your agency seeks to understand the voices of customers, constituents and stakeholders in the community.

It stresses relationships as an integral part of an overall listening and learning strategy and examines how your organization builds relationships with customers, partners and other stakeholders.

Core Value: Customer Driven Excellence



Category 3 – Customer Focus

- 3.1 Customer/Constituent/Community Knowledge
- 3.2 Customer/Constituent Feedback System
- 3.3 Internal Improvement
- 3.4 Partnership System

Core Value: Customer Driven Excellence



Category 3 – Customer Focus Best Practices

- Customer Focus Policy and Process
- Partnership Plan/Policy
- Approach and Process for Measuring Partnerships
- Employee Feedback Policy and Process

Core Value: **Customer Driven Excellence**



Category 4 –Performance Management

This category examines your agency’s information and performance measurement systems and how you select, gather and manage data, information and knowledge assets.

It examines how your agency uses data/information and technology to manage and improve performance, and aligns strategic operational goals with day to day operations.

Core Value: Management by Fact



Category 4 – Performance Management

- 4.1 Information System Technology
- 4.2 Information and Knowledge Management
- 4.3 Performance Management and Improvement System

Core Value: Management by Fact



Category 4 –Performance Management Best Practices

- Agency-Wide Data System
 1. Monitor and analyze administrative and program performance
 2. Track agency strategies and operational program measures
 3. Ensure agency progress and improvements
 4. Systematically track overall outcomes, results and success over time.
 5. Links financial and program data.

Core Value: Management by Fact



Category 5 – Human Resource Focus

This category examines how your agency's staff learning and work systems enable all employees to develop and utilize their full potential, aligning with your organization's overall mission, strategies, and action plans.

It also examines how your organization seeks to build and maintain a healthy and safe work environment.

Core Value: Valuing Employees and Partners



Category 5 – Human Resource Focus

- 5.1 Policies, Procedures, and Personnel Systems
- 5.2 Employee Performance Management
- 5.3 Employee Engagement/Participation/Well-Being
- 5.4 Staff Development and Learning System
- 5.5 Low-Income on Staff

Core Value: Valuing Employees and Partners



Category 5 – Human Resource Best Practices

- Personnel Policies and Procedures
- Living Wage Plan
- Formal Employee Performance Management System
- Job Descriptions Linked to Strategic Plan Goals
- Low-Income on Staff

Core Value: Valuing Employees and Partners



Category 6 – Organizational Process

This category examines the efficiency and effectiveness of your agency's key administrative support and program/service delivery process.

It evaluates your organization's management of them in relation to achievement of overall agency results and success.

Core Value: Systems Perspective



Category 6 – Organizational Process

Administrative Support Processes

6.1 Financial Systems

6.2 Infrastructure Support

6.3 Purchasing/Procurement

6.4 Communications/Public Relations

Program/Service Delivery Processes

6.5 Intake, Eligibility, Assessment, Case Management, and Follow-up

6.6 Project Management

Core Value: **Systems Perspective**



Category 6 – Organizational Process Best Practices

- Broad Financial Policies and Procedures
- Risk Assessment Policy and Process
- Building and Equipment Policies and Procedures
- Procurement Policies and Procedures
- Agency-Wide Client Intake Process
- Project Management Process

Core Value: **Systems Perspective**



Category 7 – Organizational Results

This area examines your agency's performance trends, results, and improvements in six areas critical to the success of the agency.

In addition, the agency's implementation of ROMA and its integration into everyday operations is stressed.

Core Value: Focus on results and creating value



Category 7 – Organizational Results

7.1a Leadership and Governance Outcomes

7.1b Strategic and Operational Results/
Outcomes

7.2 External Customer Results

7.3 Internal Customer/Human Resource Results

7.4 Partner/Stakeholder Results

7.5 Advocacy Results

7.5 Financial Accountability and Health

7.6 Definitive or Noteworthy Community
Recognition and Innovation

Core Value: Focus on results and creating value



Category 7 – Organizational Results Best Practices

- Trended Data Over Time
- Implementation and Integration of ROMA

Bottom Line: Are we making progress toward achieving our mission and *can we prove it?*

Core Value: Focus on results and creating value



Final Points to Ponder

- What gets measured gets done.
- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government, David Osborne & Ted Gaebler, 1992

Questions?

www.communityactionpartnership.com

Click on: Excellence

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