



CAP Management &
Leadership Training
Conference

data governance
tool kit

JANUARY 8, 2020

THE ANNIE E. CASEY FOUNDATION

Definitions

- Data Governance
 - the overall management of the availability, usability, integrity and security of the data used by an organization
- Data Governance Plan
 - written blueprint for organizing and executing data governance strategies for an organization
- Data Governance Tool Kit
 - guide for developing a data governance plan

Nonprofit World Challenges

- There is a direct correlation between a nonprofit's budget and data capacity with larger budgets associated with greater data capacity.
- Majority of two-generation programs are developing elements of data governance ad hoc in response to needs as they arise or become urgent.
- “Our” first step is different from “your” first step.
 - There are existing data governance tool kits; however, they assume a level of knowledge and expertise that exceeds that of most nonprofits.

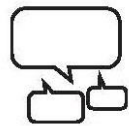
Two-Generation Program Context

DATA

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VITA
(Volunteer
Income Tax
Assistance)

DATA



Speech therapy



Child care



Job skills

Housing assistance

DATA



DATA



Food pantry

DATA

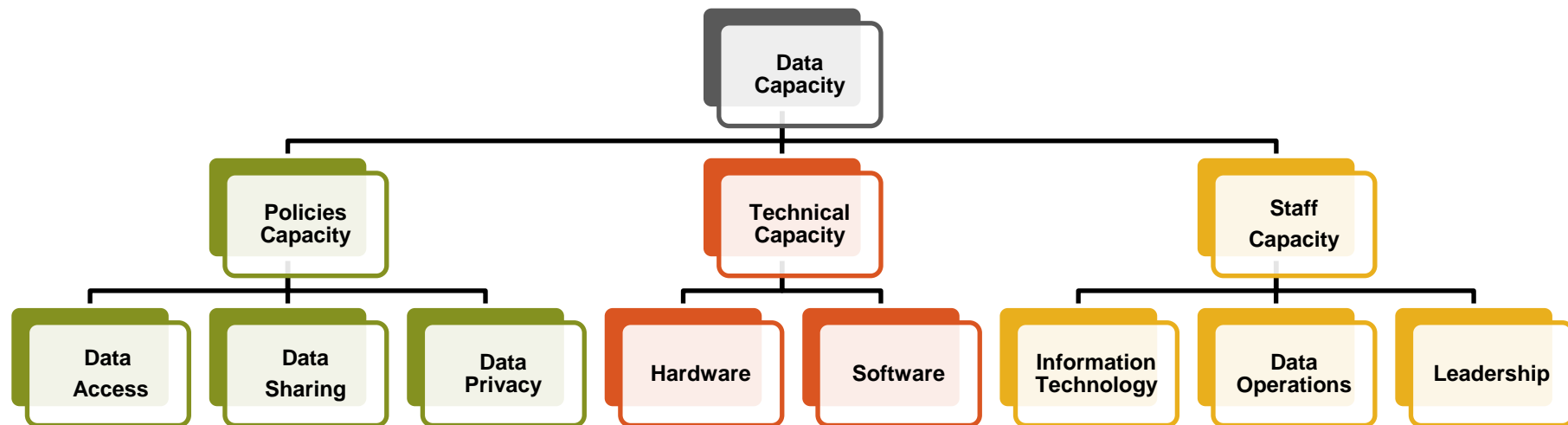
ESOL classes

DATA

DATA



Defining Data Capacity



Tool Kit Module: The Six Core Components of a DG Protocol

- Data Security and Privacy
- Data Collection
- Data Change Management
- Staff Training and Retraining
- Communications Plan
- Stakeholder Engagement

Small Group Discussion

1. What is/are the data capacity building priorities for your organization?
2. Which organizational priorities could be aided by stronger data capacity?

PILOT EVALUATION: LESSONS LEARNED

The Goals of the Evaluation

**Understand
the process**

**Refine the
tool kit**

Research Questions

1. How well does the tool kit meet the needs of users?
2. What support is necessary for completing the tool kit?
Where do users require additional scaffolding?
3. What process do organizations take to complete the tool kit? What are the time and burden expectations?

Evaluation Design: Mixed-Method

Quantitative

Qualitative

Lessons Learned

Lesson 1: What we learned from the baseline survey

- Data are critical to the work.
- Not everyone was able to access data and use it with ease.
- People want more training!

Lessons Learned

Lesson 2: What we learned about format

- The process isn't quite linear, so the tool kit format shouldn't be either.
- This process is new, so examples and real-world experiences can enhance the experience.

Lessons Learned

Lesson 3: What we learned about getting started

- You need teamwork!
 - Teams with an average size of three to four people were working on the tool kit.
- Executive directors were involved at all sites.
- Prework is important.
 - Gathering available resources and “taking stock” of what is already in place can help.

Lessons Learned

Lesson 4: What we learned about the process of completing the tool kit

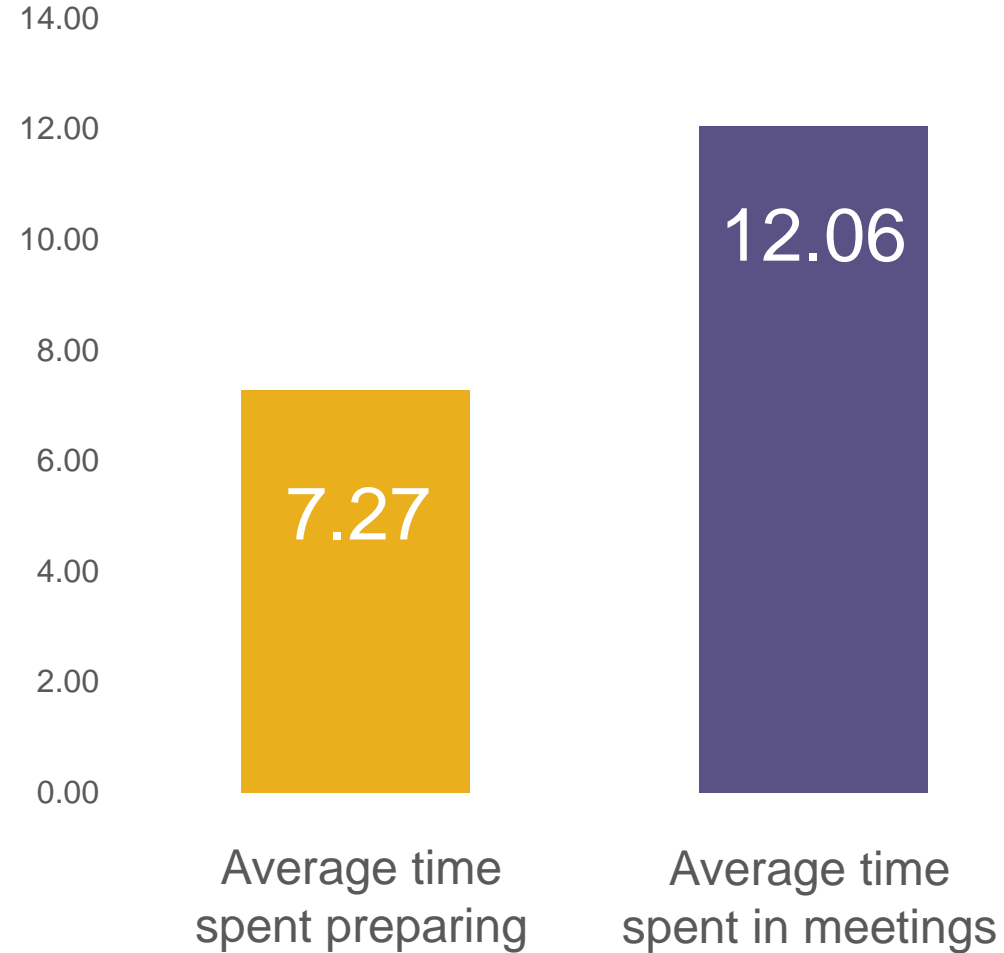
- Tool kit work takes time

Total time spent on the tool kit across all sites over nine months



Lessons Learned

Average time
by site spent
preparing or in
meetings per
month
(across all staff)



Lessons Learned

Lesson 4: What we learned about the process of completing the tool kit

- Tool kit work takes time
- Meetings are important, but work must continue outside meetings as well.
- Creating timelines helps keep everyone on track and focused on the goal.

Challenges

- Lack of time
- Employee turnover

ROMA & DATA GOVERNANCE

Intersection of ROMA & Data Governance

- Performance Measurement
 - ROMA is the system for performance measurement
 - Data are the evaluative components for performance measurement
- ROMA and data governance are comprehensive in scope
 - data governance – the overall management of the availability, usability, integrity, and security of the data used by an organization
 - ROMA – sound management practice that integrates outcomes/results into a Community Action Agency's administration, management, operation, and evaluation of programs and services

Intersection of ROMA & Data Governance

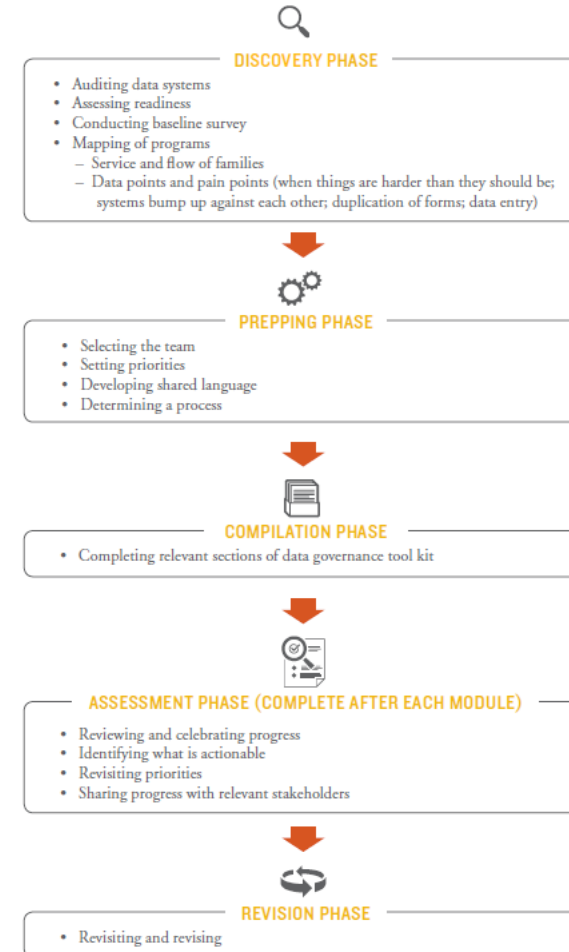
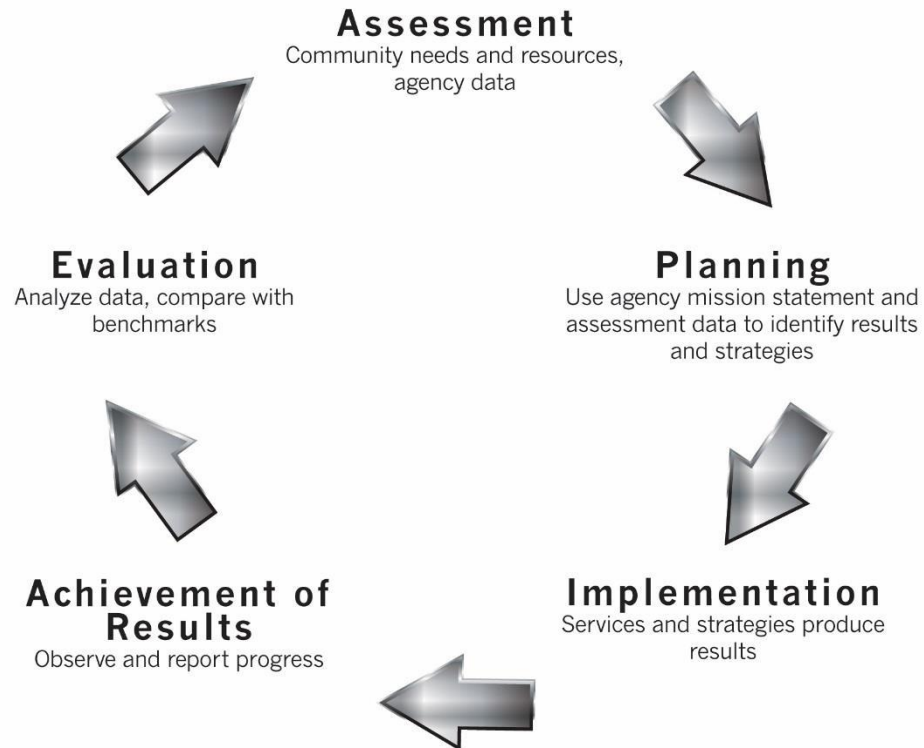
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Data-Centric

- <https://communityactionpartnership.com/results-oriented-management-and-accountability-roma/>

Iterative Process

The Results Oriented Management and Accountability Cycle



DATA GOVERNANCE TOOL KIT

DG Tool Kit: Big Picture

- The tool kit includes four modules focused on:
 - Establishing the why (Getting Started)
 - Building your team
 - Assessing needs and setting priorities
 - Reviewing the six core components of data governance.

Module: Get Started

- Reflection on existing data governance practices
- Performance assessment on key data governance guiding principles
- Building consensus on the big picture of why and how a data governance plan is important for your organization

Module: Build Your Team

- Assigning responsibilities for the data governance team at each phase:
 - Planning - establish the purpose and vision for the data governance plan and support the getting ready phase.
 - Development – create a working session calendar to create adequate opportunities to work through the tool kit and develop a data governance plan.
 - Implementation – continue to support subsequent iterations and application of the data governance plan.

Module: Needs & Priorities

- Assess your organization's data governance performance as it pertains to your policies, technical and staff capacity
 - Policies – Data Access, Data Sharing & Data Privacy
 - Technical – Hardware & Software
 - Staff – IT, Data Operations & Leadership
- Prioritize - leveraging the findings from assessment

Module: The Six Core Components of a DG Protocol

- Data Security and Privacy
- Data Collection
- Data Change Management
- Staff Training and Retraining
- Communications Plan
- Stakeholder Engagement

Data Security and Privacy

- Understanding the key principles of data security and privacy and ensuring these are upheld in your data governance protocol
- How does the organization currently perform with regard to security and privacy of data, and in what ways can these principles be incorporated more strongly into your data protocol?

Data Collection

- Ensure the organization has systems in place to collect high-quality data that can be used for further objectives, such as evaluation, program development and meeting funding requirements
- Ensure data collection materials are focused on the specific goals, issues and outcomes that your organization works on

Data Change Management

- How should we modify decision making processes as well as timelines for making those decisions?
- How do we identify the necessary changes and implementing these changes in a way that is feasible, predictable, productive and well communicated?
- How will changes to our data management benefit our organization and the families we serve?

Staff Training and Retraining

- Frequencies at which staff should be trained and retrained and expectations of each new staff person
- How to regularly identify professional development opportunities to support key personnel engaged with the data

Communications Plan

- Ensure your findings, lessons learned, and impact are shared:
 - internally with staff
 - externally with stakeholders including funders and the families served by the organization.

Stakeholder Engagement

- How to cultivate higher stakeholder buy-in for your data governance plan
- How to strengthen partnership and data-sharing agreements to ensure greater reciprocity between us and our partners
- Reflecting on the key guiding principle of making data useful and visible

DGTK SLACK CHANNEL



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