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
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

- Housing assistance
- Child care
- Speech therapy
- Job skills
- Food pantry
- ESOL classes
- VITA (Volunteer Income Tax Assistance)

This program is designed to address various supportive services including housing assistance, child care, speech therapy, job skills training, and financial assistance through VITA. Each service is represented by a data tag, indicating the availability of data for each program component.
Defining Data Capacity

- Data Capacity
  - Technical Capacity
    - Hardware
    - Software
  - Staff Capacity
    - Information Technology
    - Data Operations
  - Policies Capacity
    - Data Access
    - Data Sharing
    - Data Privacy
  - Leadership
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
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
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
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!
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.
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.
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:

- Time in meetings: 62%, 694.25 hours
- Time preparing: 38%, 419.75 hours
Lessons Learned

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

Average time spent preparing: 7.27
Average time spent in meetings: 12.06
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
• 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
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• https://communityactionpartnership.com/results-oriented-management-and-accountability-roma/
The Results Oriented Management and Accountability Cycle

**Assessment**
Community needs and resources, agency data

**Evaluation**
Analyze data, compare with benchmarks

**Planning**
Use agency mission statement and assessment data to identify results and strategies

**Implementation**
Services and strategies produce results

**Achievement of Results**
Observe and report progress

**DISCOVERY PHASE**
- Analyzing data systems
- Assessing readiness
- Conducting baseline survey
- Mapping of programs
  - Service and flow of families
  - Data points and pain points (where things are harder than they should be)

**PREPPING PHASE**
- Selecting the team
- Setting priorities
- Developing shared language
- Determining a process

**COMPILATION PHASE**
- Completing relevant sections of data governance tool kit

**ASSESSMENT PHASE (COMPLETE AFTER EACH MODULE)**
- Reviewing and updating progress
- Identifying what is achievable
- Revising priorities
- Sharing progress with relevant stakeholders

**REVISION PHASE**
- Revising and revising
DATA GOVERNANCE TOOL KIT
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
• 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
• 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