

National Community Action Partnership

2021 Management & Leadership Training Conference (Virtual)

*Monitoring Agency Performance
Implementing the Full ROMA Cycle*

Advancing Equity, Building Resilience, Sustaining Hope



Monitoring Agency Performance

MLTC

FRIDAY, FEBRUARY 5, 2021

12:15 - 1PM ET

Presented by the Association of Nationally
Certified ROMA Trainers and Implementers

Dr. Barbara Mooney
Carey Gibson

Workshop Topics

- ✓ Implementing the full ROMA cycle includes periodic monitoring of the status of essential operational processes.
- ✓ Keeping track of the data that documents the status is an important function.
- ✓ Analysis of the data is one way to assure continuous quality improvement and full ROMA implementation.

What does it mean to be results oriented?

'**Results orientation**' is a term used to describe a person's ability to recognize that achieving **results** is important – and understand what steps need to be taken to achieve them.



Building Blocks of a ROMA Culture



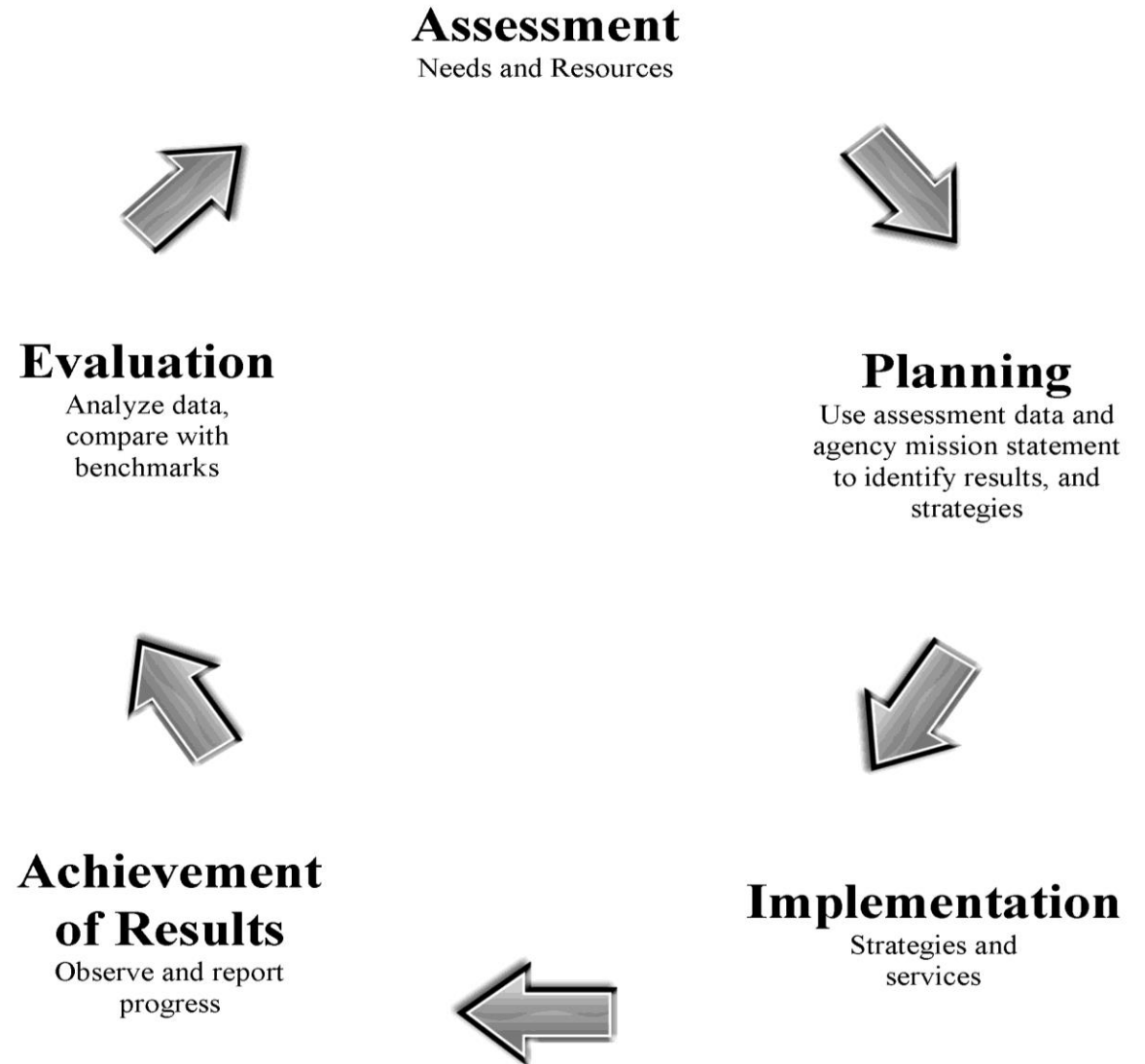
1. Recognition of a Results Orientation
2. Broad exposure to Introduction to ROMA
3. Executive Staff and Board acceptance and participation in ROMA and Performance Management
4. Trained staff in trusted position
5. Employing a shared language
6. Includes the whole agency (not just CSBG)
7. Incorporated into existing regular activities



Changing Organizational Culture

Results Oriented Management and Accountability - ROMA – is a system for continuous quality improvement to enable the network to measure, analyze, and communicate performance.

The Results Oriented Management and Accountability Cycle



CQI is the systematic process of identifying and describing what has happened.

It includes:

- Analyzing the strengths and problems of the situation
- Figuring out something different that can be done - and then putting the new action to the test.
- Following up the implementation with more describing and analyzing and learning and revising solutions.

In each
phase of the
ROMA cycle:



Who is involved and what do they do?



What is expected to be achieved in this phase?



How will you know if it is done well (successfully)?



How do you collect, aggregate, and analyze the data in each section?



What makes the process useful?

What do we need to prove
we are implementing the
full ROMA cycle?

IDENTIFYING THE CORRECT MEASUREMENT TOOLS AND PROCESSES

Identifying Measurement Tools

You can look at Measurement tools in different ways:

- Output or Outcome
- Progress or End Result
- Qualitative or Quantitative
 - All of the above!

What is your 'proof'?

AGENCY LEVEL

OUTPUT INDICATORS

Number of certified ROMA Professionals on staff

Number of staff meetings related to ROMA topics

Number of times ROMA topics are presented to the board

Conducting surveys to collect data

Number of reports completed

OUTCOME INDICATORS

Increased capacity to apply ROMA principles.

Increase in knowledge of community needs

Effective use of mission statements to guide decision making

Fully engaged board members

Increased capacity to provide services

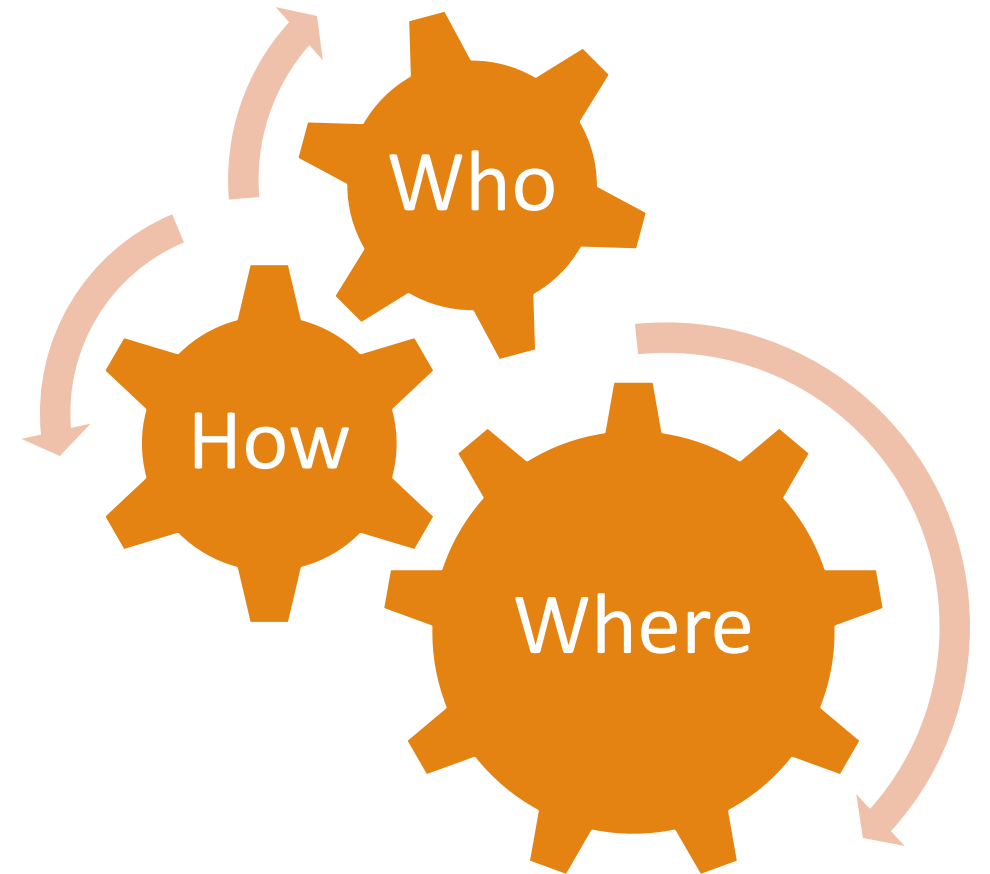
Increased resources



Good Data Relies on Good Measurement Practices



When?
How often?



ROMA Implementation Example

ROMA Cycle	ROMA Action Item	date	date	date	date	Comments
		June 2018	Dec. 2018	June 2019	Dec. 2019	
Mission Local TOC	Documentation that current Mission statement has been reviewed within the past 3 years.	Yellow	Green	Green		
	Evidence that the mission statement is used in guiding the agency's decisions and actions.	Green	Green	Green		
	If the agency has a Local Theory of Change, evidence of how is it used in decision making, communications, etc.	Red	Red	Yellow		agency does not have local TOC
Assessment	Identifies the community being assessed	Green	Green	Green		
	The Community Needs Assessment includes a variety of data from reliable sources:					
	Quantitative Data	Green	Green	Green		
	Qualitative Data	Red	Green	Green		
	Customer Input about their needs and the community needs	Green	Green	Green		
	Customer Satisfaction Data	Red	Yellow	Yellow		
	Resources (in the community)	Yellow	Yellow	Yellow		
	Agency Report Data	Red	Yellow	Yellow		
	Identifies the population in need	Red	Red	Red		
The needs are identified as <i>family, agency, and community levels</i>	Red	Red	Red			

ROMA Cycle	ROMA Action Item	Date	Date	Date	Date	Measurement Tool	Process
		Jan-20	Jul-20	Jan-21	Jul-21		
Mission	Documentation that current Mission statement has been reviewed within the past 3 years.					Board Minutes with date of review	
	Evidence that the mission statement is used in guiding the agency's decisions and actions.					<ul style="list-style-type: none"> Posted in waiting room, included on back of business card. We have a scoring guide for new/renew proposals that asks how the project will impact the agency mission. Minutes from meetings documenting that Agency Mission statement is read at the beginning of every meeting and attendees are asked to keep mission in mind throughout discussion. 	
Local TOC	If the agency has a Local Theory of Change, evidence of how is it used in decision making, communications, etc.					Agency does not yet have local TOC. A committee is being formed.	

	ROMA Action Item	Date	Date	Date	Date	Measurement Tool	Process
		Jan-20	Jul-20	Jan-21	Jul-21		
Assessment	Identifies the community being assessed					A description of the Community is on page 4 of the CNA.	
	The Community Needs Assessment includes a variety of data from reliable sources:					Evidence is in the CNA document.	
	Quantitative Data					CNA shows statistical data from US Census	
	Qualitative Data					CNA shows quotes from forums and interviews with customers, partners, staff and board	
	Customer Input about their needs and the community needs					Dated minutes from forums and interviews with customers	
	Customer Satisfaction Data					We are revising our customer satisfaction survey to include open ended questions.	
	Resources (in the community)					We have a separate resource directory, but do not refer to resources in the CNA document itself.	
	Agency Report Data					We do not include Agency Report Data in our CNA.	

Analysis of data

ANALYSIS OF DATA HELPS TO IDENTIFY THE DECISIONS YOU NEED TO MAKE AND PROVIDES THE INFORMATION NEEDED FOR DECISION MAKING

Using Data for Decision Making



- Data Analysis is the **process of exploring data** in order to extract **meaningful insights**, to better understand and **improve agency performance**.
- Analysis focuses on tasks including questioning, examining, interpreting, comparing, confirming, and testing with the goal of **discovering useful information, conclusions, and supporting decision making**.
- The goal of analysis is to answer questions by **interpreting the data at a deeper level, identifying findings, and providing actionable recommendations**.

Data analysis

It is how we understand:

- *What we are doing*
- *How well we are doing it*
- *And what is happening*

It is how we answer the big questions:

- *Are we fulfilling our purpose?*
- *Are we doing it in a way that is efficient and effective?*

A Series of Questions You Want To Answer With Your Data

- Are we doing what we need to do for maximum agency capacity?
 - Can we tell what strategies produce the best results?
- Are some parts of the agency implementing practices better than others?
 - Can we make an impact on areas of performance that are weak?
 - Do we need additional resources?
 - Did we find something unexpected in the data?

What Can You Change or Maintain?

- **Change** is usually considered to be **POSITIVE** if it is an improvement in a condition.
- We also identify a **NEUTRAL** change when we have prevented something from getting worse. So if something is working well, you will want to **maintain** it.
- As you are considering the data you have to think about what is in your power to change.

Activity

Think about what agency level changes have been made recently with regards to documenting the full use of the ROMA Cycle.



POSITIVE



NEUTRAL



NEGATIVE

Questions to consider as you make a plan for assessing ROMA implementation in your agency:

What do we want to see change?

What has worked in the past?

What do you want to strengthen?

What do you want to abandon?

In your prior experience with change what worked and what did not?

What was hard? What was easy?

Who helped you?

What resources did you use?

Next Steps?

Review building blocks of ROMA Culture.
Form a committee
Put your ROMA Professionals to work!





Contacts

Barbara Mooney, Ed. D., NCRP

Director

Association of Nationally Certified ROMA Professionals

barbaramooney@windstream.net

Carey Gibson, MSW, NCRP

Project Manager

National Peer to Peer NCRI Project

careylgibson@gmail.com

