Planning
Tool Kit

DATA GOVERNANCE FOR
TWO-GENERATION PROGRAMS

THE ANNIE E. CASEY FOUNDATION

DATA GOVERNANCE FOR TWO-GENERATION PROGRAMS is a tool kit for programs serving families and children together. The tool kit is for nonprofit or social change organizations that support a community of program participants. Ideally, organizations that use the tool kit seek to better harness data in their decision making, funding strategy and service delivery.

PURPOSE AND VISION

Required reference materials

- Prior data governance materials, like protocols or fact sheets, or organizational guiding statements regarding the management of data

What topics and questions will this module explore?

- Reflecting on your organization's data governance practices as they exist, and understanding how your organization performs with regard to key data governance guiding principles

- Reaching a point of agreement on the big picture of why and how a data governance plan is important for your organization

GUIDING PRINCIPLES FOR DATA GOVERNANCE

Reviewing these guiding principles will help you understand why having a data governance plan is essential to your work and what the plan needs to address or solve. Work in groups to discuss these six guiding principles, while jotting down ideas reflecting how you currently fulfill each principle as well as ideas for how you could do better.
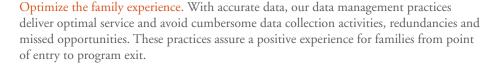
GUIDING PRINCIPLES

Focus on awareness and learning. Our current data management practices heighten our awareness and increase our understanding and learning of how programs and services affect the families we serve.

Make data useful and visible. Our current data management practices enable us to effectively use and share what we are learning with and among our implementers and key stakeholders. Stakeholders include families served, partner organizations, funders and policymakers.

Optimize the family experience. With accurate data, our data management practices deliver optimal service and avoid cumbersome data collection activities, redundancies and missed opportunities. These practices assure a positive experience for families from point of entry to program exit.

Understand data barriers to service delivery, funding and sustainability. Our current data management practices help to illuminate barriers or challenges for service delivery. These barriers or challenges, if not promptly identified and adequately addressed, hamper our capacity to meet our intended outcomes, which limits our ability to grow and sustain funding.

Reduce burden on two-generation program implementers. Our current data management practices are not burdensome for staff. Program implementers value and skillfully leverage data to increase efficiency of service delivery.

Reflect equitable practices in the collection, analysis and use of data. Our current data management practices ensure racial and ethnic equity and inclusion are an integral part of continuing improvement efforts, quality assurance, supervision and accountability processes.

What do you most want to see in these areas?

THINK BIG – LONG TERM
(Identify a target month and year. Long-term visions can be five years or more.)

START SMALL – SHORT TERM
(Identify a target month and year. Short-term visions can be from six months to a year.)

Implementation

Reflecting on the six guiding principles and your notes, work through the following exercise. First, rate your organization's current performance for each statement. Second, note how you can better fulfill each guiding principle.

FOCUS ON AWARENESS AND LEARNING. Our current data management practices heighten our awareness and increase our understanding and learning of how programs and services affect the families we serve.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM	THINK BIG – LONG TERM

MAKE DATA USEFUL AND VISIBLE. Our current data management practices enable us to effectively use and share what we are learning with and among our implementers and key stakeholders. Stakeholders include families served, partner organizations, funders and policymakers.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM	THINK BIG – LONG TERM

OPTIMIZE THE FAMILY EXPERIENCE. With accurate data, our data management practices deliver optimal service and avoid cumbersome data collection activities, redundancies and missed opportunities. These practices assure a positive experience for families from point of entry to program exit.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM

THINK BIG – LONG TERM

UNDERSTAND DATA BARRIERS TO SERVICE DELIVERY, FUNDING AND SUSTAINABILITY. Our current data management practices help to illuminate barriers or challenges for service delivery. These barriers or challenges, if not promptly identified and adequately addressed, hamper our capacity to meet our intended outcomes, which limits our ability to grow and sustain funding.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM

THINK BIG – LONG TERM

REDUCE BURDEN ON TWO-GENERATION PROGRAM IMPLEMENTERS. Our current data management practices are not burdensome for staff. Program implementers value and skillfully leverage data to increase efficiency of service delivery.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM	THINK BIG – LONG TERM

REFLECT EQUITABLE PRACTICES IN THE COLLECTION, ANALYSIS AND USE OF DATA. Our current data management practices ensure racial and ethnic equity and inclusion are an integral part of continuing improvement efforts, quality assurance, supervision and accountability processes.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
We haven't focused much attention on this principle, and it is not reflected in our current practices.	Our current practices do not fully reflect this principle, but we could get there with a few revisions.	This principle may or may not be reflected in our current practices.	We do quite well to ensure this principle is reflected in our current practices, but there are a few areas where we could do better.	Our current practices meet or exceed the principle exemplified in the statement.

Note how you can better fulfill this guiding principle:

START SMALL – SHORT TERM	THINK BIG – LONG TERM

CREATING A PURPOSE STATEMENT

In developing your data governance plan, a singular, focused purpose statement is the first step.

To develop a purpose statement, first create three to five critical reasons you need a data governance plan. After creating your bulleted list, draft a purpose statement that reflects each of your critical reasons. For additional guidance, please see sample below:

Create three to five bullets describing the most critical reasons you need a data governance plan.

1. _____

2. _____

3. _____

4. _____

5. _____

Sample Reasons:
1. To collect and use data effectively
2. To inform decision making
3. To support families in meeting their goals

Draft a purpose statement that reflects each of the critical reasons listed above.

Sample Purpose Statement:

Our purpose is for all programs to have the tools to collect and use data effectively to inform decision making and support families in meeting their goals.

This is useful content to include as a part of your final data governance protocol.

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

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Notes:

Resources and references:

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MODULE: GET STARTED

2 ▶ GETTING READY

Required reference materials

- An inventory of any existing tools, such as software, hardware and database systems

- Current evaluation-related documents that clearly articulate your organization's performance measures (e.g., logic models, theory of change)

- Research/policy reports that include your organization or program

- Any training materials regarding data management and collection currently in use

- Any intake sheets for data collection used by program staff

- Program design documents that detail how your programs work

What topics and questions will this module explore?

- Developing a thought process to complete this tool kit conscientiously and productively

- Leveraging available tools in support of the data governance planning effort

- Reflecting on available tools and what more would be needed to address any existing gaps in data collection or management
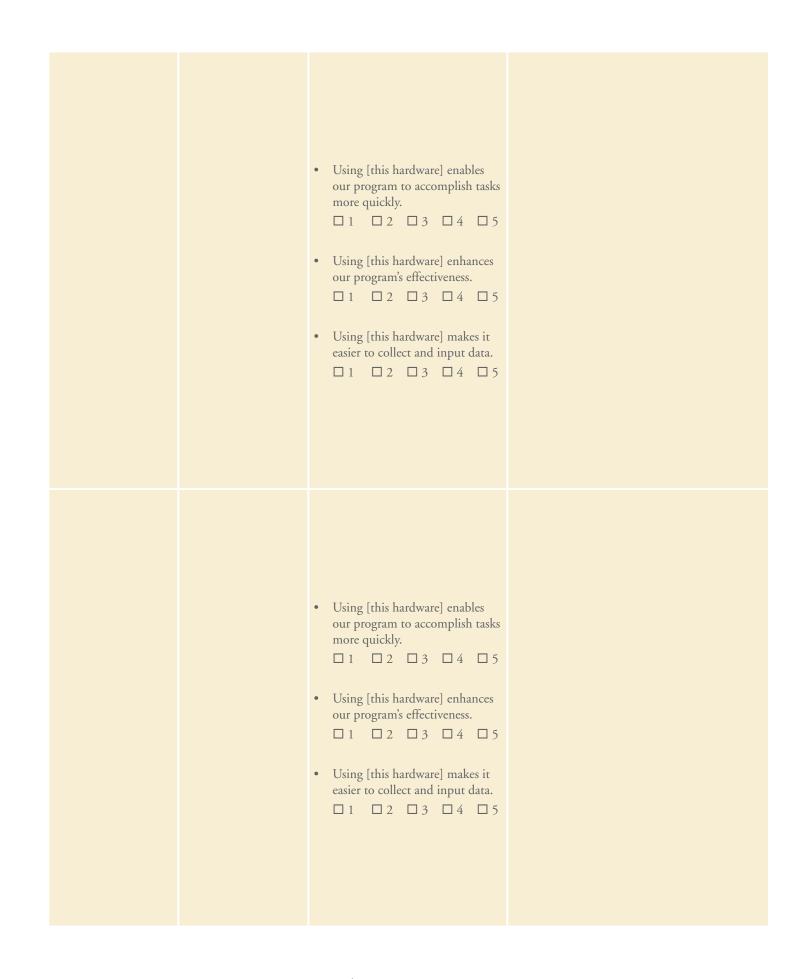
DATABASE SYSTEMS SOFTWARE AND HARDWARE

List all database systems software and hardware currently used.

Name of software	Software purpose	On a scale from 1–5, rate your level of agreement (1 = strongly disagree and 5 = strongly agree) for each of the statements below.	If you ranked any of these prompts lower than 3, use these spaces to take notes on why this aspect is not as successful as it could be and what are some general initial steps you could take toward solutions.
		• Using [this software] enables our program to accomplish tasks more quickly. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this software] enhances our program's effectiveness. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this software] makes it easier to collect and input data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this software] makes it easier to analyze data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this software] makes it easier to secure and protect the privacy of client data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

- Using [this software] enables our program to accomplish tasks more quickly.
  ☐ 1　☐ 2　☐ 3　☐ 4　☐ 5

- Using [this software] enhances our program's effectiveness.
  ☐ 1　☐ 2　☐ 3　☐ 4　☐ 5

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  ☐ 1　☐ 2　☐ 3　☐ 4　☐ 5

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  ☐ 1　☐ 2　☐ 3　☐ 4　☐ 5

- Using [this software] makes it easier to secure and protect the privacy of client data.
  ☐ 1　☐ 2　☐ 3　☐ 4　☐ 5

- Using [this software] enables our program to accomplish tasks more quickly.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] enhances our program's effectiveness.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] makes it easier to collect and input data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] makes it easier to analyze data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] makes it easier to secure and protect the privacy of client data.
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  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] makes it easier to analyze data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this software] makes it easier to secure and protect the privacy of client data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

Name of hardware	Hardware purpose	On a scale from 1–5, rate your level of agreement (1 = strongly disagree and 5 = strongly agree) for each of the statements below.	If you ranked any of these prompts lower than 3, use these spaces to take notes on why this aspect is not as successful as it could be and what are some general initial steps you could take toward solutions.
		• Using [this hardware] enables our program to accomplish tasks more quickly. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this hardware] enhances our program's effectiveness. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • Using [this hardware] makes it easier to collect and input data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
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- Using [this hardware] enables
our program to accomplish tasks
more quickly.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this hardware] enhances
our program's effectiveness.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this hardware] makes it
easier to collect and input data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this hardware] enables
our program to accomplish tasks
more quickly.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this hardware] enhances
our program's effectiveness.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

- Using [this hardware] makes it
easier to collect and input data.
  ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

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	• Using [this hardware] enhances our program's effectiveness. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
	• Using [this hardware] makes it easier to collect and input data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

DOCUMENTS RELATED TO EVALUATION

Checklist	On a scale from 1–5, rate your level of agreement (1 = strongly disagree and 5 = strongly agree) for each of the statements below.
☐ LOGIC MODEL	• The logic model is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The logic model helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The logic model is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ PROGRAM EVALUATIONS (i.e., measures the organization pursues to internally assess how well programs are performing in service delivery, meeting outcomes or related performance measures)	• The program evaluations are documents commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The program evaluations help staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The program evaluations are a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

☐ ANNUAL REPORT (EXTERNAL)	• The annual report is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The annual report helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The annual report is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ DATA DASHBOARD OR BENCHMARK REPORT	• The data dashboard or benchmark report is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The data dashboard or benchmark report helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The data dashboard or benchmark report is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ END-OF-YEAR ASSESSMENT (INTERNAL)	• The end-of-year assessment is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The end-of-year assessment helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The end-of-year assessment is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ PARTICIPANT SURVEY RESULTS REPORT	• The participant survey results report is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The participant survey results report helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The participant survey results report is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ Other _____ _____	• The _____ is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The _____ helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The _____ is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Refer to checklist:

Is there any item(s) on the checklist not checked off that would be useful to have?

If yes, is there a plan to develop the item(s)?

If yes, please estimate when this item(s) will be available for use.

DOCUMENTS RELATED TO PROGRAM DESIGN

Checklist	On a scale from 1–5, rate your level of agreement (1 = strongly disagree and 5 = strongly agree) for each of the statements below.
☐ **THEORY OF CHANGE** (What is the organization's vision regarding the social change or broader impact you would like to instill?)	• The theory of change is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The theory of change helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The theory of change is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ **THEORY OF ACTION** (Relating to the theory of change, what is the organization's vision with regard to how it will enact this change? What concrete actions does the organization commit to in order to effect change?)	• The theory of action is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The theory of action helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The theory of action is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ **STRATEGIC PLAN**	• The strategic plan is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The strategic plan helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The strategic plan is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

☐ **LIST AND DESCRIPTION OF PROGRAMS**	• The list and description of programs is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The list and description of programs helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The list and description of programs is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ **LIST AND DESCRIPTION OF STRATEGIC PARTNERSHIPS**	• The list and description of strategic partnerships is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The list and description of strategic partnerships helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The list and description of strategic partnerships is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ **ORGANIZATIONAL BUDGET**	• The organizational budget is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The organizational budget helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The organizational budget is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
☐ Other _____	• The _____ is a document commonly referenced by staff. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The _____ helps staff understand WHY we collect certain data. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 • The _____ is a helpful framework or tool for reporting to stakeholders the difference our work makes. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Refer to checklist:

Is there any item(s) on the checklist not checked off that would be useful to have?

If yes, is there a plan to develop the item(s)?

If yes, please estimate when this item(s) will be available for use.

Insert links to data governance materials you have used previously, such as protocols or fact sheets, or organizational guiding or mission statements regarding the management of data.

Links	Purpose of document
1.	
2.	
3.	
4.	
5.	
6.	

This is useful content to include as a part of your final data governance protocol.

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

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Notes:

Resources and references:

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DATA GOVERNANCE TEAMING STRATEGY

Required reference materials

- Organizational charts showing the roles and responsibilities within the organization's structure and how they relate to one another

- Materials pertaining to how data are used and by whom across programs

What topics and questions will this module explore?

- Understanding and establishing who in the organization is responsible for various roles required within the data governance protocol

DATA GOVERNANCE TEAMING

The data governance team may include multiple stakeholders, including program staff, program or organizational leadership and partnering organizations. The data governance team will engage in a three-phased process to plan, develop and implement the data governance plan. Please note that you may have a stable core team, but other team members may need to be brought in depending on which phase (i.e., planning, development, implementation) of the data governance tool kit you are currently working on. The tool kit lays the groundwork for both the planning and development phase.

RESPONSIBILITIES FOR THE DATA GOVERNANCE PLANNING TEAM AT EACH PHASE:

- **PLANNING** – The data governance team will establish the purpose and vision for the data governance plan and support the getting ready phase by conducting an organizational audit to make available all tools and documents needed to inform the development of the data governance plan.

- **DEVELOPMENT** – The data governance team will create a working session calendar to create adequate opportunities to work on the data governance planning tool kit to develop a data governance plan.

- **IMPLEMENTATION** – The data governance team will continue to convene to support the overall data and learning agenda of the organization and subsequent iterations and application of the data governance plan.

PART I: HOW DO WE IDENTIFY THE RIGHT PEOPLE AT THE RIGHT TIME FOR THE RIGHT TASKS?

1. Consider the following:

   a. Who from our internal team has the most need for individual- or family-level data?

   b. Who from our internal team has the most need for aggregated data?

c. Who from our internal team is primarily responsible for the systems, processes and tools that support data collection?

d. Who from our internal team is primarily responsible for analyzing and disseminating data to internal and external stakeholders?

e. Who from our internal team has decision-making authority?

f. Who from our group of external stakeholders most frequently request data from us?

g. Who from our group of external stakeholders are most skilled at researching the types of data we aim to track and understand?

2. Reflecting on the answers above and the responsibilities of the team at each phase, complete the grid below.

Phase	Which skill sets, knowledge or experience would be helpful at each phase?
PLANNING	
DEVELOPMENT	
IMPLEMENTATION	

3. What are examples of all types of key decisions and who makes them?

4. What are examples of key data governance scenarios that would help inform data governance policies?

5. Reflecting on your answers to questions 1–4 above, complete the grid below.

Phase	Who should serve on the planning team at each phase?
PLANNING	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
DEVELOPMENT	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
IMPLEMENTATION	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):
	Name: Title: Organization (if external):

This is useful content to include as a part of your final data governance protocol.

6. Reflecting on the responsibilities of the data governance planning team at each phase, complete the grid below.

Phase	How often will the data governance planning team meet during each phase (weekly, monthly, bimonthly, etc.)?
PLANNING	
DEVELOPMENT	
IMPLEMENTATION	

💡 This is useful content to include as a part of your final data governance protocol.

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

1

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Notes:

Resources and references:

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1 → DATA GOVERNANCE CAPACITY ASSESSMENT

Required reference materials

- Data governance materials used previously, such as protocols or fact sheets, or organizational guiding or mission statements regarding the management of data

What topics and questions will this module explore?

- Reflecting on your organization's data governance performance as it pertains to your technical and staff capacity and knowledge of data policies

- Beginning to think about the areas in which your organization's capacity can be improved

STAFF CAPACITY

Data governance capability	Checklist	How do we improve our capabilities in each area?
STAFF CAPACITY	☐ Data stewards and managers are trained and deployed for two-generation data governance. ☐ Weak (we don't have this item in place) ☐ Moderate (we are trying to get this item in place, but have some work to do) ☐ Strong (we have this item in solidly in place)	☐ Data stewards and managers are trained and deployed for two-generation data governance. _____ _____ _____
	☐ Staff are dedicated and capable of working on data collection and analysis. ☐ Weak (we don't have this item in place) ☐ Moderate (we are trying to get this item in place, but have some work to do) ☐ Strong (we have this item in solidly in place)	☐ Staff are dedicated and capable of working on data collection and analysis. _____ _____ _____
	☐ Staff has access to regular trainings on data collection and management tools. ☐ Weak (we don't have this item in place) ☐ Moderate (we are trying to get this item in place, but have some work to do) ☐ Strong (we have this item in solidly in place)	☐ Staff has access to regular trainings on data collection and management tools. _____ _____ _____
	☐ Hiring practices consider data collection, management and/or utilization as an important requirement, skill or interest for new staff members. ☐ Weak (we don't have this item in place) ☐ Moderate (we are trying to get this item in place, but have some work to do) ☐ Strong (we have this item in solidly in place)	☐ Hiring practices consider data collection, management and/or utilization as an important requirement, skill or interest for new staff members. _____ _____ _____

Data governance capability	Checklist	How do we improve our capabilities in each area?
	☐ Leadership demonstrates a commitment to implementing an effective data governance protocol. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Leadership demonstrates a commitment to implementing an effective data governance protocol. _____ _____ _____
	☐ Leadership ensures adequate data management systems are available to staff. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Leadership ensures adequate data management systems are available to staff. _____ _____ _____
	☐ Leadership facilitates use of data in program design. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Leadership facilitates use of data in program design. _____ _____ _____
	☐ Other _____ 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Other _____ _____ _____

	Things we're good at	Things we need to improve
PROCESS Is it seamless, cost effective, flexible?		
SYSTEMS Do we leverage our systems — use them in our day-to-day work practices? Do they enable the process? Do we have regular and productive check-ins?		
ORGANIZATION/ROLES Are the handoffs few and necessary to complete process? Do the roles collaborate? Are we skilled?		

Focus ONLY on insights and improvements for STAFF capacity

Notes:

TECHNICAL CAPACITY

Data governance capability	Checklist	How do we improve our capabilities in each area?

TECHNICAL CAPACITY	☐ Software vendor for data collection and reporting is selected.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ Software vendor for data collection and reporting is selected.

	☐ Accurate and valid paperless system is selected.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ Accurate and valid paperless system is selected.

	☐ Data management systems, software and platforms are centralized and/or easily accessible across programs.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ Data management systems, software and platforms are centralized and/or easily accessible across programs.

	☐ Data can be accessed and analyzed across the various systems, software and platforms.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ Data can be accessed and analyzed across the various systems, software and platforms.

	☐ The necessary hardware (e.g., computers, tablets, phones, internet network, etc.) is available.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ The necessary hardware (e.g., computers, tablets, phones, internet network, etc.) is available.

	☐ The technical infrastructure to share data reports, annual reports, updates, funder reports, etc., electronically on a regular basis is in place.
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ The technical infrastructure to share data reports, annual reports, updates, funder reports, etc., electronically on a regular basis is in place.

	☐ Other
	  _____
	  ☐ Weak (we don't have this item in place)
	  ☐ Moderate (we are trying to get this item in place, but have some work to do)
	  ☐ Strong (we have this item in solidly in place)
		☐ Other

	Things we're good at	Things we need to improve
PROCESS Is it seamless, cost effective, flexible?		
SYSTEMS Do we leverage our systems — use them in our day-to-day work practices? Do they enable the process? Do we have regular and productive check-ins?		
ORGANIZATION/ROLES Are the handoffs few and necessary to complete process? Do the roles collaborate? Are we skilled?		

Focus ONLY on insights and improvements for TECHNICAL capacity

Notes:

Data governance capability	Checklist	How do we improve our capabilities in each area?
MANAGEMENT DATA STANDARDS COMPILED AT THE EXECUTIVE LEVEL	☐ A governance body for the two-generation data system is identified. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ A governance body for the two-generation data system is identified. _____ _____ _____
	☐ Partnership and data-sharing agreements across like-minded programs that provide two-generation data are developed. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Partnership and data-sharing agreements across like-minded programs that provide two-generation data are developed. _____ _____ _____
	☐ A policy regarding database updates is established. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ A policy regarding database updates is established. _____ _____ _____
	☐ Common data standards for protecting the privacy of participants are in place. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Common data standards for protecting the privacy of participants are in place. _____ _____ _____
	☐ Working sessions for two-generation data governance execution are planned. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Working sessions for two-generation data governance execution are planned. _____ _____ _____
	☐ Consistent security and back-up policies are established. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Consistent security and back-up policies are established. _____ _____ _____
	☐ Established and consistent feedback loops for ongoing performance measurement and implementation are in place. 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Established and consistent feedback loops for ongoing performance measurement and implementation are in place. _____ _____ _____
	☐ Other _____ 　☐ Weak (we don't have this item in place) 　☐ Moderate (we are trying to get this item in place, but have some work to do) 　☐ Strong (we have this item in solidly in place)	☐ Other _____ _____ _____

Note: Please skip prompts as needed if certain database policy procedures do not pertain to your agency's responsibilities and/or scope.

	Things we're good at	Things we need to improve
PROCESS Is it seamless, cost effective, flexible?		
SYSTEMS Do we leverage our systems — use them in our day-to-day work practices? Do they enable the process? Do we have regular and productive check-ins?		
ORGANIZATION/ROLES Are the handoffs few and necessary to complete process? Do the roles collaborate? Are we skilled?		

Focus ONLY on insights and improvements for POLICY capacity

Notes:

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

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Resources and references:

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2 ▶ SETTING PRIORITIES

Required reference materials

- Materials reflecting your organization's key objectives, projects and programmatic aims

- Prior performance measure reports and documents that reflect policy implications your organization has worked on

What topics and questions will this module explore?

- Reflecting on how crucial it is for your organization to create a data governance protocol that incorporates and bolsters program impact, performance measures and policy change

PERFORMANCE MEASURES

How important is having a systematic, feasible data governance protocol to:

a) Ensuring our organization <u>meets its performance measures</u> with regard to the population(s) we serve?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Why did you pick this priority level? Does this topic area's priority level affect progress on any other topic area?

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b) Helping develop <u>programmatic plans, activities and structure?</u>

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance protocol affect your program development? Why is, or why isn't, this important to you?

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c) Strengthening performance measures related to program evaluation?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance plan help strengthen performance measures related to program evaluation?

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POLICY

How important is having a systematic, feasible data governance protocol to:

a) Bolstering our ability to inform policy and legislative measures that sustain the positive results our organization achieves?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance protocol impact your ability to inform policy and legislation? Why is, or why isn't, this important to you?

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b) Informing our ability to identify national-level indicators that correspond with our work as well as enhance our program development and performance?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance protocol impact your ability to identify national-level indicators in program development and performance? Why is, or why isn't, this important to you?

c) Informing our ability to identify state-level indicators that correspond with our work as well as enhance our program development and performance?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance protocol impact your ability to identify state-level indicators in program development and performance? Why is, or why isn't, this important to you?

d) Informing our ability to identify city-level indicators that correspond with our work as well as enhance our program development and performance?

☐ Low priority; we have other data governance protocols to address first.

☐ Medium priority; a data governance protocol could be beneficial and is important but does not require immediate attention.

☐ High priority; it is very important that we have a data governance protocol for this, and it should be addressed immediately.

Please elaborate briefly on your answer selection. In what ways would the data governance protocol impact your ability to identify city-level indicators in program development and performance? Why is, or why isn't, this important to you?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

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DATA SECURITY AND PRIVACY

Required reference materials

- Existing protocols concerning the data protection and confidentiality of the families and children your organization serves

- Materials pertaining to the organization's ethical commitments to program participants, communities, and staff members

What topics and questions will this module explore?

- 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?

> #### How does this relate to data governance?
>
> A crucial component of any data governance protocol requires an organization to outline how data security and privacy will be upheld. There are five key principles of data security and privacy that you should take into account, which will help ensure that your organization's approach to data governance respects the identities and information of program participants.

KEY PRINCIPLES FOR DATA SECURITY AND PRIVACY

Reviewing these key principles for security and privacy will help you discuss some of the main components that need to be a part of your organization's data ethics protocol. Work in groups to discuss these five principles, while writing down ideas reflecting on how you currently fulfill each principle as well as ideas for how you could do better.

1. Limited Access

Access to data should be limited to staff members who need to work directly with those data. In addition, data should be stored securely (e.g., on password-protected devices, on locally accessible networks or in encrypted files).

2. Confidentiality

Data collection records, including notes, should only contain personally identifiable information if absolutely necessary. If necessary, personally identifiable information should be obscured or stored separately from sensitive information whenever possible.

3. Informed

Staff should be trained on appropriate data collection practices, in addition to federal, state and local laws regarding data collection and storage.

4. Documentation

Maintain an updated list of internal practices and principles regarding data security and privacy, and ensure all members of the organization have access to this document to refer to whenever needed. This document should be circulated throughout staff levels: frontline, administrative and executive.

5. Respect

When collecting and maintaining data, staff should take special consideration to note how comfortable the participant is in the process. This involves ensuring explicit and continued consent while working with the participant, being sensitive toward particular personal issues and being cognizant of any cultural standards that may shape one's work with the participant.

Implementation

Reflecting on the five key principles and your notes, work through the following exercise. First, rate your organization's current performance for each statement. Then, write down at least three ways that you could do better, as well as what principle your improvement pertains to. These responses can be used to develop specific practices for your data governance policy.

Our organization has a standardized data collection practice, which our leadership and designated frontline staff consistently review and update at least twice a year.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
We don't have a practice to execute this principle, or the practice we have needs to be completely revised.	Our current practice on this idea does not meet the standard in the statement, but we could get there with a few revisions.	We haven't really thought about this idea, but it may be a part of our current practices.	We do quite well to meet the statement, but there are a few areas where we could do better.	We meet or exceed the standard exemplified in the statement.

Three ways we could do better (and what principle they correspond to) are…

1.   *Which principle?*

2.   *Which principle?*

3.   *Which principle?*

We ensure that prior to any data collection participants are provided with information on all risks and implications of the process and that they provide explicit informed consent, ideally written using a standardized form.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
We don't have a practice to execute this principle, or the practice we have needs to be completely revised.	Our current practice on this idea does not meet the standard in the statement, but we could get there with a few revisions.	We haven't really thought about this idea, but it may be a part of our current practices.	We do quite well to meet the statement, but there are a few areas where we could do better.	We meet or exceed the standard exemplified in the statement.

Three ways we could do better (and what principle they correspond to) are…

1.	*Which principle?*
2.	*Which principle?*
3.	*Which principle?*

Staff are regularly trained on data collection practices and any materials used. Intake sheets are revised regularly to ensure only absolutely necessary personal information is being collected and that cultural sensitivity standards are being upheld.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
We don't have a practice to execute this principle, or the practice we have needs to be completely revised.	Our current practice on this idea does not meet the standard in the statement, but we could get there with a few revisions.	We haven't really thought about this idea, but it may be a part of our current practices.	We do quite well to meet the statement, but there are a few areas where we could do better.	We meet or exceed the standard exemplified in the statement.

Three ways we could do better (and what principle they correspond to) are…

1.	*Which principle?*
2.	*Which principle?*
3.	*Which principle?*

We store our data in secure ways; for example, on password-protected devices, in encrypted files or on only locally accessible networks (or some combination).

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
We don't have a practice to execute this principle, or the practice we have needs to be completely revised.	Our current practice on this idea does not meet the standard in the statement, but we could get there with a few revisions.	We haven't really thought about this idea, but it may be a part of our current practices.	We do quite well to meet the statement, but there are a few areas where we could do better.	We meet or exceed the standard exemplified in the statement.

Three ways we could do better (and what principle they correspond to) are…

1.	*Which principle?*
2.	*Which principle?*
3.	*Which principle?*

If our data were to be publicly shared by mistake, participants would not be at risk of becoming personally identified. They would not face theft or identity theft because of a data breach or face stigmatization or any other kind of harm.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
We don't have a practice to execute this principle, or the practice we have needs to be completely revised.	Our current practice on this idea does not meet the standard in the statement, but we could get there with a few revisions.	We haven't really thought about this idea, but it may be a part of our current practices.	We do quite well to meet the statement, but there are a few areas where we could do better.	We meet or exceed the standard exemplified in the statement.

Three ways we could do better (and what principle they correspond to) are…

1.	*Which principle?*
2.	*Which principle?*
3.	*Which principle?*

DATA GOVERNANCE PROTOCOL TEMPLATE:
DATA SECURITY AND PRIVACY

Finally, use the improvement measures you have highlighted for each core principle of data security and privacy to develop language for a data security and privacy protocol. You could consider organizing your thoughts in a table like the one below.

Key data security and privacy principle	How do we plan to improve on this principle? Reflect on the concrete plans you just identified in the activity above.	Notes on how we plan to frame this in our data security and privacy protocol. Work together to develop the language that reflects the ideals and practices you have established.
LIMITED ACCESS	1. 2. 3.	
CONFIDENTIALITY	1. 2. 3.	
INFORMED	1. 2. 3.	
DOCUMENTATION	1. 2. 3.	
RESPECT	1. 2. 3.	

This is useful content to include as a part of your final data governance protocol.

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

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2 ▶ DATA COLLECTION
The Process to Achieve Data Quality

Required reference materials

- Any materials used for data collection, such as intake forms, surveys and progress reports

What topics and questions will this module explore?

- Ensuring 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

- Thinking about the children and families you empower, are data collection materials focused on the specific goals, issues and outcomes that your organization works on?

How does this relate to data governance?

Data collection, integration and disaggregation represent important steps in data management that reflect directly on data governance practices. Outlining methods of data collection is important for obtaining meaningful information from program participants and other organizational metrics. Integrating your data systems and programmatic outcomes to "speak to one another" enhances organizational capacity, and allows an understanding of programs as a whole. For example, being able to understand a child's learning outcomes as related to (or integrated within) their parent's employment situation provides greater insight into your program's performance, which reflects effective data governance. Finally, being able to analyze and communicate disaggregated data is a crucial component of contextualizing the unique circumstances of program participants using descriptive categories such as race, ethnicity, household income and gender. This reflects the race equity and inclusion values necessary for a responsible data governance protocol.

COLLECTING HIGH-QUALITY DATA

Collecting appropriate data about participants at intake, is crucial to ensuring that data quality is preserved down the line. This involves ensuring that those collecting data are well trained to do so, that data collection questions target the range of information and outcomes your organization needs to collect to successfully support families and that collection materials are regularly updated to reflect the organization's and families' needs.

1. What are characteristics of good data?

    First, discuss with your team some reasons collecting high-quality data might be important to your organization's success and ability to serve the families and children you work with. Note three to five of the most important reasons below.

    1.

    2.

    3.

    4.

    5.

2. How does collecting good data help us?

Discuss with your team some reasons collecting high-quality data might be important to your organization's success and ability to serve the families and children you work with. Note three to five of the most important reasons below.

1

2

3

4

5

3. How do you collect data at intake?

Describe how your organization collects data from participants upon first engagement. Consider the following prompts and use the space below to take notes on any other relevant details.

a. How is intake conducted? Is it in person? Is this an interview, a survey?

b. Who conducts intake data collection? Do participants fill out forms on their own, or is there a staff member collecting the information?

c. How are staff members or volunteers taught the processes of data collection?

d. What are some main points of information your organization collects at intake?

e. Do these align with the three to five main objectives for high-quality data collection your team identified in "characteristics of good data" (see responses at the beginning of Module: The Six Core Components, 2. Data Collection)?

f. Are there some other pieces of information you need to collect at intake, but currently don't?

g. Are there any requirements from funders that you need to consider making a part of your intake questionnaire?

h. Are there certain questions and topics that participants would be more comfortable reporting on in a confidential survey, rather than to a staff member conducting intake, for example?

i. How does your organization utilize the information collected at intake? Is it entered into a database? Is it used in regular data reports, or analyzed for programmatic needs? Does it allow you to identify all services a family qualifies for?

Additional notes:

4. How do you collect data on a regular basis?

    Now, let's consider how data collection happens on a regular basis. Reflect on the ways in which your organization collects data during the course of the year; for example, to meet reporting needs, develop internal progress reports or stay abreast of your target population's strengths and needs. Consider the following prompts and use the space below to take notes on any other relevant details.

    a. For what purpose(s) does your organization collect data on an ongoing basis? If your organization does not regularly collect data, think of some reasons that you might consider doing so.

    b. At what points in time does your organization collect data on existing participants during the course of the year? Describe whether this is regular enough or if you think you require more collection points.

    c. Who is responsible for collecting data at regular points in time, and how are they trained to do so?

    d. What kinds of questions are posed during ongoing data collection? Do these differ across various programs and target populations?

e. Do these questions cover the breadth of information you would like to collect on a regular basis?

f. Do these questions align with your intake questionnaire in a way that you can track participants' progress? Or are questions framed around key outcomes your organization is aiming to measure?

g. How does your organization harness the data collected at regular points in time? How are the data stored? Are the data used in internal data reports or analyzed for programmatic needs?

Additional notes:

DATA GOVERNANCE PROTOCOL TEMPLATE:
DATA COLLECTION AND QUALITY

> ☀ This is useful content to include as a part of your final data governance protocol.

5. What are your data collection methodologies?

Now, let's consider data collection methodologies, diving deeper into two main areas:

a. Is your organization collecting data in a way that supports participants giving you the information you need?

A main concern when collecting data is whether those providing information are doing so in a way that is honest and accurate. Sometimes, individuals may not feel comfortable disclosing sensitive, yet crucial, information when being interviewed. There are also instances when participants may be able to confidentially fill in surveys, when they feel their information and identity is more protected, and when they may feel more comfortable disclosing a range of information. However, having a trained staff member or volunteer conducting data collection may also be helpful, so that participants feel supported and guided through the interview process.

Keeping such concerns in mind, consider your organization's collection methodology (e.g., self-report survey, interview, etc.) and reflect on the advantages and disadvantages of these strategies.

Method 1: _____

Advantages	Disadvantages

How can your organization improve this collection method?

Which data does this method work best with?

Method 2: _____

Advantages	Disadvantages

How can your organization improve this collection method?

Which data does this method work best with?

Method 3: _____

Advantages	Disadvantages

How can your organization improve this collection method?

Which data does this method work best with?

b. **Is your organization asking questions that directly inform the outcomes you are trying to measure?**

Questions and prompts to collect data should be carefully designed to elicit information most relevant to the outcomes you seek. For example, if your organization is interested in learning about a child's health status, you may pose a series of questions, such as: How often the child has been taken to medical services in the past 12 months? How often, on average, has the child been sick? Is the child up to date on necessary medication, supplements and/or vaccinations?

This requires you to consider your organization's purpose in benefiting families and children, specific reporting needs required by funders and the outcomes you are trying to measure to show change and improvement in participants' lives.

What are main objectives (or points of improvement) for participants that your organization should collect data on? Organize these into two areas: what you already collect and what you should collect but currently don't.

Outcomes or objectives already measured in data collection	Outcomes or objectives that ideally need to be measured in data collection

Do you have a thorough understanding of what data need to be collected based on funder requirements? Describe some of the main points of data collection for funders below:

-
-
-
-
-
-
-

Based on your responses to the above questions, work with your team to draft a series of questions around three to five key outcomes for data collection. These could be a revision of questions you already pose to be more accurate and targeted, or new topics and objectives you seek to explore.

#1 Key Outcome for Data Collection:

_____

Targeted data collection questions:

1

2

3

4

5

#2 Key Outcome for Data Collection:

_____

Targeted data collection questions:

1

2

3

4

5

#3 Key Outcome for Data Collection:

_____

Targeted data collection questions:

1
2
3
4
5

#4 Key Outcome for Data Collection:

_____

Targeted data collection questions:

1
2
3
4
5

#5 Key Outcome for Data Collection:

_____

Targeted data collection questions:

1 [ ]

2 [ ]

3 [ ]

4 [ ]

5 [ ]

6. What are points of change and improvement in data collection quality?

Finally, based on your responses and reflections from this Module: The Six Core Components, 2. Data Collection, identify three to five areas for assuring data collection quality that your organization can improve. For example, these could include providing better training for staff to collect data, changing collection methodologies, reframing collection questions to better reflect the outcomes you need to report on or collecting data at more regular points in time.

a. _____

Consider how your organization can go about implementing this change. What needs to be done in order for this change to take place? Who will be responsible for making sure this happens? When would be a feasible time to make this change? Why is making this change important for your organization and the families and children you serve?

[ ]

b. _____

Consider how your organization can go about implementing this change. What needs to be done in order for this change to take place? Who will be responsible for making sure this happens? When would be a feasible time to make this change? Why is making this change important for your organization and the families and children you serve?

[ ]

c. _____

Consider how your organization go about implementing this change. What needs to be done in order for this change to take place? Who will be responsible for making sure this happens? When would be a feasible time to make this change? Why is making this change important for your organization and the families and children you serve?

d. _____

Consider how your organization can go about implementing this change. What needs to be done in order for this change to take place? Who will be responsible for making sure this happens? When would be a feasible time to make this change? Why is making this change important for your organization and the families and children you serve?

e. _____

Consider how your organization can go about implementing this change. What needs to be done in order for this change to take place? Who will be responsible for making sure this happens? When would be a feasible time to make this change? Why is making this change important for your organization and the families and children you serve?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

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Notes:

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DATA COLLECTION: DATA DISAGGREGATION

Disaggregation refers to the breaking down of data into smaller groupings, often based on characteristics such as sex, income or racial and ethnic group. Generally speaking, data are disaggregated for the purpose of revealing underlying trends, patterns or insights that would not be observable in aggregated data sets, such as disparities in income or child health outcomes across different racial and ethnic groups.

Having access to only disaggregated numbers isn't enough though, it's the combination of both the aggregated and the disaggregated that gives a more complete story. Disaggregated data improve an organization's ability to respond to the unique needs and issues that might exist for varying subgroups.

Disaggregated data can assist in...

- evaluating how specific groups of participants are doing in programs;
- considering participants' perspectives and program delivery methods that address the differences among gender, racial and ethnic subgroups, etc.;
- revealing patterns that can be concealed by aggregate data;
- identifying needs so that human and financial resources are allocated more accurately and equitably;
- acknowledging the racial and ethnic heritage of children and families; and
- monitoring equity in programmatic resources and outcomes.

DEVELOPING A DISAGGREGATED DATA STRATEGY: GUIDING QUESTIONS

1. What current issues might be addressed by disaggregating data?

2. What data collections and systems currently obtain racial and ethnic data?

3. What subgroups are growing in your area? What subgroups are projected to grow in the future?

4. Will there be additional costs to your organization to disaggregate data?

☐ Yes   ☐ No

If yes, what will it cost? Will the cost yield a return on investment?

5. What, if any, technical changes are needed?

6. What changes do you propose to make to data systems, data structures, data processes and related technical support and services?

7. What additional training will be provided to personnel who will be tasked with collecting, managing or using the disaggregated data.

8. What needs design, development and testing?

Important considerations:

- Privacy and confidentiality should always be considered when collecting personal information, disaggregated data may, in some cases, indirectly reveal the identities of specific individuals even when the data seemingly contain no personally identifiable information — i.e., information that might, directly or indirectly, reveal the identity or personal information of specific individuals.

- For this reason, organizations may not publicly report or share certain data when subgroups are small enough to potentially connect otherwise anonymous data to specific individuals.

  - Data suppression is used whenever there is chance that the information contained in a publicly available report could be used to reveal or infer the identities of specific individuals.

3 ▶ DATA CHANGE MANAGEMENT

Required reference materials

• Any materials related to your data management infrastructure

What topics and questions will this module explore?

• How should we modify decision making processes as well as timelines for making those decisions?

• How do we go about identifying 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?

How does this relate to data governance

Many organizations already have data systems and management protocols that they rely on. However, your organization may be looking to improve, adapt and perhaps even add aspects to your current data management infrastructure. This module will guide you through thinking about changes to existing practices and developing a system for how to continually change your data governance practices to reflect organizational priorities.

HOW DO I IDENTIFY WHAT NEEDS TO BE CHANGED?

1. Consider your current data management systems:

   a. How do data get collected and put into these systems?

   b. What are three to five things you like about the way these systems work?

   i. Does it allow you to collect a particular type or topic of data that is pertinent to your organization's work? Can you describe this more?

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   Notes and comments:

2. Think about the following areas of concern and whether they apply to your organization. Rate each statement on the agree/disagree scale and utilize the notes section for any additional comments.

   a. The data collected are directly relevant to the type of work our organization does. If our organization is interested in improving students' school outcomes, the organization collects data on their test scores.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Somewhat True**	**Agree**	**Strongly Agree**
This statement does not reflect our practices at all; we need to build this practice from scratch.	This statement does not reflect our practices; we could do much better here in terms of building out our practice and implementing critical changes.	This statement somewhat reflects our practices, but we have some important changes that need to be made to get where we want to be.	This statement is true of our organization; we just need to adjust a few small things to get it the way we want, but these changes are not pressing or necessary for functionality.	Our organization reflects this statement and we do not need to make any changes.

Notes and comments:

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   i. If you don't agree, how can you adapt the topics/questions/data points your organization collects in order to be directly relevant to your work?

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b. Data collection occurs at regular time points, frequent enough to continually inform our work.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Somewhat True**	**Agree**	**Strongly Agree**
This statement does not reflect our practices at all; we need to build this practice from scratch.	This statement does not reflect our practices; we could do much better here in terms of building out our practice and implementing critical changes.	This statement somewhat reflects our practices, but we have some important changes that need to be made to get where we want to be.	This statement is true of our organization; we just need to adjust a few small things to get it the way we want, but these changes are not pressing or necessary for functionality.	Our organization reflects this statement and we do not need to make any changes.

Notes and comments:

i. If you don't agree, are there particular areas of interest where you'd like more regular data collection? How frequently?

c. The data collected is comprehensive in terms of what our work requires, including data required by our reporting mandates and funders.

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Somewhat True**	**Agree**	**Strongly Agree**
This statement does not reflect our practices at all; we need to build this practice from scratch.	This statement does not reflect our practices; we could do much better here in terms of building out our practice and implementing critical changes.	This statement somewhat reflects our practices, but we have some important changes that need to be made to get where we want to be.	This statement is true of our organization; we just need to adjust a few small things to get it the way we want, but these changes are not pressing or necessary for functionality.	Our organization reflects this statement and we do not need to make any changes.

Notes and comments:

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i. Considering your organizational needs, what other topics/questions/data points do you need to collect?

---

ii. Consider your current reporting mandates. Which of these required reporting areas is your organization <u>not</u> fulfilling in the ways that you need to? What kind of data would you need to collect in order to fulfill this mandate?

---

d. We often refer to data outcomes to improve our programming and organizational practices. (This also means that data are efficiently analyzed and reports are shared throughout the organization.)

☐	☐	☐	☐	☐
Strongly Disagree	**Disagree**	**Somewhat True**	**Agree**	**Strongly Agree**
This statement does not reflect our practices at all; we need to build this practice from scratch.	This statement does not reflect our practices; we could do much better here in terms of building out our practice and implementing critical changes.	This statement somewhat reflects our practices, but we have some important changes that need to be made to get where we want to be.	This statement is true of our organization; we just need to adjust a few small things to get it the way we want, but these changes are not pressing or necessary for functionality.	Our organization reflects this statement and we do not need to make any changes.

Notes and comments:

i. If you don't agree, what measures does your organization need to take so that staff find it helpful to refer to data reports in order to continually improve organizational practices?

You might consider:
- Do data need to be analyzed differently?
- Do the data reports need to capture certain topics that they don't capture now?
- Do reports need to be made more accessible?
- Do you need a structured space to collaborate on how to make lessons learned from data a part of improving programming?

3. Based on your answers to Q2, what are three to five things that you want your data system to do better? Try to be as detailed and thoughtful as possible in this answer.

- _____
- _____
- _____
- _____
- _____

a. Why are these changes important to your organization's success? In addition to organizational functionality, consider how these changes will benefit the families and children you work with.

b. Are there any reporting mandates that you are currently <u>not</u> fulfilling as efficiently as you'd like to?

c. Is there anyone else you need to consult or inform about these areas for improvement?

d. Think about <u>feasibility</u>. How can this change to data collection and management be implemented? (For example, change wording of a particular question on the intake sheet to directly target the organization's area of work.)

e. What is a <u>realistic</u> time frame for implementing these changes?

☐ One month

☐ Six months

☐ One year

☐ Two years

☐ Five years

☐ 10 years

☐ Other: _____

**DATA GOVERNANCE PROTOCOL TEMPLATE:
DATA CHANGE MANAGEMENT**

> ☀ This is useful content to include as a part of your final data governance protocol.

Now, let's consider how you would go about implementing a system to continually strengthen data collection and management, based on the areas for improvement you identified above. **A good rule of thumb is to review data and collection systems at least once every six months.**

- If your organization does this already, think about what works and what doesn't.

- If your organization doesn't do this, consider making this a key aim of your data management protocol. (Write down notes for how this could benefit your practice.)

A regular check-in (at least every six months) will align all staff members to organizational goals, identify gaps in data collection and develop more thorough and precise measures for data collection, which in turn enables continued organizational success. If your team does not already have regular check-ins in place, discuss implementing at least a six-month check-in system.

When developing a protocol for data change management, consider the following questions:

1. With whom do you need to communicate during this check-in (frontline staff, directors, data or IT teams, leadership)?

   - _____

   - _____

   - _____

   - _____

   - _____

   - _____

   - _____

2. What will be an effective data change check-in meeting structure and objective(s) for your organization's needs?

Before filling in your answer, consider *how* your organization's individuals and teams need to be presented with data change information that can later be dispersed effectively. Think about the following prompts in order to establish what these data change check-in meetings could look like:

a. Will frontline staff have already discussed suggested changes with directors?
☐ YES   ☐ NO

- Does this need to happen at the data change check-in meeting?
☐ YES   ☐ NO

- What is the best way of communicating this?

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b. Will these directors have already communicated with data/IT teams about changes?
☐ YES   ☐ NO

- Does this need to happen at the data change check-in meeting?
☐ YES   ☐ NO

- What is the best way of communicating this?

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c. Will directors and data/IT have already discussed necessary changes with leadership?
☐ YES   ☐ NO

- Does this need to happen at the data change check-in meeting?
☐ YES   ☐ NO

- What is the best way of communicating this?

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Use the space below to provide a complete picture of the structure and objective(s) of your data change check-ins:

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3. How will you communicate necessary areas of change to the organization? Consider the following before providing your response:

  a. Who needs to know? How will you tell them?

  - _____

  - _____

  - _____

  - _____

  - _____

  b. What organizational materials need to be updated accordingly (e.g., data governance protocol, training manuals, data reports)?

  - _____

  - _____

  - _____

  - _____

  - _____

Use the space below to provide additional notes on your data change communications plan:

4. What aspects of your data do you need to review during this meeting? Key areas include those below, but you should feel free to add more or expand on these categories.

☐ Data collection relevance (Are you collecting data that directly relate to your organization's programming target population and vision/mission?)

☐ Regular data collection

☐ Data collection comprehensiveness (including required reporting mandates)

☐ Continual improvement practices (including analytical strategy and data management)

- _____
- _____
- _____
- _____
- _____

5. Are there any changes or areas for improvement?

- _____
- _____
- _____
- _____
- _____

a. Why are these changes important to your organization? In addition to organizational functionality, consider how these changes will benefit the families and children you work with.

b. When can the changes feasibly happen?

☐ One month

☐ Six months

☐ One year

☐ Two years

☐ Five years

☐ 10 years

☐ Other: _____

6. At the end of this meeting, what are the three to five most important aspects of data collection and management your organization needs to focus on improving or changing?

1. _____

2. _____

3. _____

4. _____

5. _____

a. Who is responsible for overseeing the changes?

- _____

- _____

- _____

- _____

- _____

b. Who is responsible for updating the data governance protocol (and/or any other materials identified) with these modifications?

- _____

- _____

- _____

- _____

- _____

Moving forward:

- At the beginning of the next check-in, make sure to circle back to the points identified in your protocol template for data change management.

- Discuss where you stand with each area of improvement.

- Most importantly, make sure your protocol has been updated.

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

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4 ▶ TRAINING AND RETRAINING

Required reference materials

- Any materials used for staff training opportunities

- Job descriptions, employee handbooks or other materials that outline staff expectations

What topics and questions will this module explore?

- 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

> **How does this relate to data governance?**
>
> Developing an effective data governance protocol requires organizations to have the necessary personnel to implement the protocol and build on governance practices as needed. As such, when it comes to data governance, staff training is an important component of getting new employees oriented to the skills, expectations and work culture of their new roles. Furthermore, retraining staff on a regular basis is important to ensure they can continually work on improving their practice, remain aligned with organizational expectations and learn new best practice information being circulated in the field. Staff should be trained and retrained on the expectations related to collecting, analyzing, understanding and making use of data in a way that benefits the organization and families served, while helping staff perform at the highest potential in their roles.

1. Begin by considering what your current staff training expectations look like, focusing on how staff are trained on topics surrounding data. Consider the following specific questions and take additional notes in the space provided.

   a. How, by whom and when are new staff trained to collect data? Are all staff trained in data collection? If not, do they need to be?

   b. Are there consistent retrainings to update existing staff on best practices and new developments? How are these retraining opportunities developed or identified? Who provides them? How regular are these retraining opportunities?

   c. How and by whom are staff trained to assist with inputting data collected into the data management system(s)? Are they trained on ways to make this process easier or more streamlined? Do all staff need to know how to do this?

d. How and by whom are staff trained to adhere to ethics standards when collecting and managing data? How do you ensure ethics standards in collection and management of data are upheld? How are any issues that arise around ethics standards addressed?

e. How are staff trained to assist with data analysis? Are they encouraged to identify areas where more analysis is needed? Are they trained to support analytic processes or focuses in any way?

f. How are staff trained to adequately read data reports or similar materials? How are staff trained to incorporate lessons from data reports into their daily practices? Are there spaces (such as monthly meetings) where staff teams come together to collaborate and share ideas on this?

Additional notes and comments:

2. Based on your responses above, what are some data collection and management areas where you think staff could use more training? Consider the following suggestions and rate your organization's current performance. Use the additional notes space to write down any other thoughts on where you think more training could be beneficial. You can also use the additional space to write in and rate other areas of data governance.

a. Use of the data collection instrument [/ 5]

b. Ethical management/procedures for data collection and management/processing [/ 5]

c. Introductory training for new staff [/ 5]

d. Consistent retrainings to keep staff abreast of new developments/best practices [/ 5]

e. Data analysis and processing once it has been collected and entered into the system(s) [/ 5]

f. Ability of staff across the organization to read and understand data reports and similar materials [/ 5]

g. Ability of key staff members across the organization to guide the use of data into daily programming and practice [/ 5]

h. Ability of staff across the organization to understand the data management system, its uses, its advantages, its limitations and its potential [/ 5]

i. Others

_____ [/ 5]
_____ [/ 5]
_____ [/ 5]
_____ [/ 5]
_____ [/ 5]
_____ [/ 5]

RATING SCALE

[1] **POOR**
The organization currently does not provide any training for this area, but it is crucial to doing our work well.

[2] **NEEDS IMPROVEMENT**
The organization provides little training in this area; we need to build more trainings around this to ensure our best functionality.

[3] **MODERATE**
The organization provides some training in this area; we could provide more, but it's not crucial at this moment.

[4] **GOOD**
The organization provides adequate training in this area; there are a few things we could do to enhance comprehensiveness.

[5] **VERY GOOD**
The organization provides thorough training in this area; this is not an area where we need improvement.

Additional notes and comments:

**DATA GOVERNANCE PROTOCOL TEMPLATE:
TRAINING AND RETRAINING**

> 🔅 This is useful content to include as a part of your final data governance protocol.

3. To draft your data governance training/retraining protocol, write down three to five of the most important aims for enhancement (and the scores you gave their current performance) that you identified in Q2. Then, explore the provided questions for each area of improvement.

Training Improvement Area #1

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #2

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #3

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #4

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #5

_____

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

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5 ▶ COMMUNICATIONS PLAN

Required reference materials

- Most recent communications materials, such as annual reports, newsletters, email update templates and circulated data reports

- Refer to the completed Module: The Six Core Components, 4. Training and Retraining

- Other communications materials, perhaps from other organizations, that you think are effective

What topics and questions will this module explore?

- How does your organization replace the habit of submitting to data governance with the habit of shaping data governance to make your experiences as practitioners known through various communications approaches, methods and tools?

How does this relate to data governance?

A key part of data governance is ensuring that your findings and lessons are shared internally throughout the organization and externally with stakeholders and funders and the families served by the organization. Being able to effectively communicate what you have learned from data ensures that staff members within the organization are on the same page about organizational strengths, participant needs and areas for improvement. In addition, effectively communicating data to funders enables them to develop an understanding of the organization's progress and areas of growth and need. Finally, being able to communicate data findings to participants as well as the broader public allows the organization to strengthen its social impact and advocacy, informing continual progress in the communities it serves.

1. Begin by thinking about three to five reasons your organization may benefit from an effective communications plan. Consider these prompts below and take notes in the space provided.

☐ Continuously improving the organization in areas including data collection, programming and data analysis

☐ Sharing data with community stakeholders, likeminded nonprofit organizations and participants/families to augment broader social impact, advocacy and community change

☐ Sharing data with funders to highlight progress and areas of persistent funding need

☐ Informing the organization's ability to stay abreast of best practices in the field

1

2

3

4

5

Additional notes and comments:

2. What are the three to five most important insights your organization and the families you work with want to learn from your data? Why are these insights important? You may want to consider these prompts below and take notes in the space provided.

   You may also want to refer to the example communications materials you brought with you, to understand the objective and/or message in each of these materials.

   ☐ Is your organization making progress on the key areas of need presented by the families and children you work with?

   ☐ What are your organization's main strengths in the programming you deliver?

   ☐ Are there any success stories you can share and celebrate?

   ☐ What are some areas where you can deliver stronger or more targeted programming?

   ☐ Are there particular strengths you can communicate to your funders to show how far their support has taken us?

   ☐ Are the families and children you work with adequately reflected and represented in your organization's communications plans? Do they have enough of a voice here?

   ☐ Are you harnessing data sharing with families to better structure your approach to case management?

LESSON 1:

- How does this help improve your organization's programmatic and/or administrative practices?

- Based on your responses to Q1, why is this change important, more broadly? For example, how can this point of data communications insight be leveraged to drive change related to your organization's best practices, policy/advocacy, social impact and the families you serve?

LESSON 2:

- How does this help improve your programmatic and/or administrative practices?

- Based on your responses to Q1, why is this change important, more broadly? For example, how can this point of data communications insight be leveraged to drive change related to your organization's best practices, policy/advocacy, social impact and the families you serve?

LESSON 3:

- How does this help improve your programmatic and/or administrative practices?

- Based on your responses to Q1, why is this change important, more broadly? For example, how can this point of data communications insight be leveraged to drive change related to your organization's best practices, policy/advocacy, social impact and the families you serve?

LESSON 4:

- How does this help improve your programmatic and/or administrative practices?

- Based on your responses to Q1, why is this change important, more broadly? For example, how can this point of data communications insight be leveraged to drive change related to your organization's best practices, policy/advocacy, social impact and the families you serve?

LESSON 5:

- How does this help improve your programmatic and/or administrative practices?

- Based on your responses to Q1, why is this change important, more broadly? For example, how can this point of data communications insight be leveraged to drive change related to your organization's best practices, policy/advocacy, social impact and the families you serve?

Additional notes and comments:

3. Who needs to know about these key features and insights from your data? Think about the following suggestions, and feel free to add more in the space provided.

- ☐ Board of directors/trustees

- ☐ Administrators/organizational leaders

- ☐ Staff members

- ☐ Participants/participants' families

- ☐ Donors

- ☐ Public officials

- ☐ Organizations with similar missions

- ☐ Others:

  ☐ _____

  ☐ _____

  ☐ _____

  ☐ _____

Now, based on your responses, brainstorm some ideas about how your organization and the communities you serve could benefit if each of these individuals/stakeholders had access to your data-sharing communications.

You may want to refer to the example communications materials you brought with you and to reflect on how the target audience may have received these and how this in turn may benefit your organization.

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____
_____
_____
_____

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____
_____
_____
_____

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____

_____

_____

_____

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____

_____

_____

_____

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____

_____

_____

_____

If _____ *(fill in based on responses above)* had access to our data communications, our organization/communities we serve *(select one)* would benefit because

_____

_____

_____

_____

Additional notes and comments:

4. What is the best approach to reaching the parties identified in Q3? You may want to think about the following strategies of communications and complete the activity below.

☐ Organizationally circulated email/report

☐ Organization meeting

☐ External email/report

☐ Annual report

☐ Multimedia (e.g., website, video, calls)

☐ Community meeting/gathering

☐ Data walk

☐ Other _____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because
_____
_____
_____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because
_____
_____
_____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because
_____
_____
_____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because
_____
_____
_____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because

_____

_____

_____

The best strategy(ies) to reach _____ *(fill in stakeholder identified in Q3)*
would be _____ , because

_____

_____

_____

Additional notes and comments:

DATA GOVERNANCE PROTOCOL TEMPLATE:
COMMUNICATIONS PLAN

This is useful content to include as a part
of your final data governance protocol.

5. Based on your responses above, let's begin drafting a communications plan for three of the most
    important strategies you outlined in Q4. In this activity, you will consider some key factors involved in
    outlining a communications plan. Begin by choosing three of the most important approaches to sharing
    communications you want to work on (e.g., annual report, website updates, email updates) based on
    your answers to Q4.

Communication Strategy #1

a. Who will receive organizational communications through this strategy?

b. Who is responsible for carrying out this communications strategy?
    • Who will draft the content?

    • Who will design the content?

    • Who will approve the finalized content?

- Who will send the communications out?

- Are there any other tasks and roles involved? What and who are they?

- Who else's assistance is needed to support these tasks?

c. At what frequency will this communications material be shared? Consider what is desirable as well as what is feasible based on the frequency of data analysis and the workloads of those responsible for the task.

d. How will you ensure that the audiences for whom the communications material is intended not only receive it, but engage with it (e.g., measuring website analytics, amplifying content on social media)?

e. How will sharing this material with the specific audiences benefit your organization's practices and/or outcomes for the communities you serve?

Communication Strategy #2

a. Who will receive organizational communications through this strategy?

b. Who is responsible for carrying out this communications strategy?

• Who will draft the content?

• Who will design the content?

• Who will approve the finalized content?

• Who will send the communications out?

• Are there any other tasks and roles involved? What and who are they?

• Who else's assistance is needed to support these tasks?

c. At what frequency will this communications material be shared? Consider what is desirable as well as what is feasible based on the frequency of data analysis and the workloads of those responsible for the task.

d. How will you ensure that the audiences for whom the communications material is intended not only receive it, but engage with it (e.g., measuring website analytics, amplifying content on social media)?

e. How will sharing this material with the specific individuals/stakeholders benefit your organization's practices and/or impact on the communities you serve?

Communication Strategy #3

a. Who will receive organizational communications through this strategy?

b. Who is responsible for carrying out this communications strategy?
    • Who will draft the content?

    • Who will design the content?

• Who will approve the finalized content?

• Who will send the communications out?

• Are there any other tasks and roles involved? What and who are they?

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e. How will sharing this material with the specific individuals/stakeholders benefit your organization's practices and/or impact on the communities you serve?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

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Notes:

Resources and references:

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6 ▶ STAKEHOLDER ENGAGEMENT

Required reference materials

- Any formal partnership agreements and/or data-sharing agreements with external stakeholders including, but not limited to, collaborating nonprofit partners, funders, local government agencies and academic partners

- A full list of both formal and informal partnerships with key individuals and organizations

What topics and questions will this module explore?

- 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 — see Module: Get Started, 1. Purpose and Vision

How does this relate to data governance?

Effective stakeholder engagement is essential to data governance because it increases the likelihood that the data system, the quality of the data and the uses of the data address the needs of those the data system is designed to serve. Stakeholder engagement increases perceived and actual value of the data and the data system to the users and supports long-term sustainability.[*] A data governance protocol is most effective in supporting program participants and organizational performance when it can be sustained through community partnerships that inform, engage with and build on the value of the data your organization collects.

Name of partner	Role of partner	Why is this partnership important?	What data do you currently share with this partner?	What support related to data collection, analysis and management does this partner currently provide?	What support related to data collection, analysis and management does this partner currently not provide that you wish they would?
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other _____				
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other _____				

[*] The DaSy Center. (2014). *DaSy data system framework*. Menlo Park, CA: Author.

Name of partner	Role of partner	Why is this partnership important?	What data do you currently share with this partner?	What support related to data collection, analysis and management does this partner currently provide?	What support related to data collection, analysis and management does this partner currently not provide that you wish they would?
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other				
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other				
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other				
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other				
	☐ Nonprofit partner ☐ Funder ☐ Local government agency ☐ Academic ☐ Key individual ☐ Other				

IMPLEMENTATION

Reflecting on the indicators of effective stakeholder engagement and your current stakeholder relationships, work through the following exercise. First, rate your organization's current performance for each statement; then jot down at least one thing you could change to improve your stakeholder relationships. These responses can be used to develop specific practices for your data governance plan.

On a scale from 1–5, rate your level of agreement (1 = strongly disagree and 5 = strongly agree) for each of the statements below.

1. We use multiple methods to maximize opportunities for stakeholder input.

   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

   If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

2. We identify individuals to represent different types of stakeholder groups and to include diversity related to language, culture and perspective.

   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

   If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

3. We articulate the expectations for stakeholder involvement, including the timeline for involvement, mechanisms for responding to requests for input and the role of stakeholders in decision making or advising.

   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

   If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

4. We provide stakeholders with the necessary information to provide input on the issues or decisions under consideration.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

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5. We periodically review and revise the methods for gathering input from stakeholders.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

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6. We periodically review stakeholder representation to ensure all relevant groups are included and participating.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

If you ranked this category lower than 3, use the space below to take notes on why this aspect is not as successful as it could be and some general initial steps you could take toward solutions.

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DATA GOVERNANCE PROTOCOL TEMPLATE:
STAKEHOLDER ENGAGEMENT

> 💡 This is useful content to include as a part of your final data governance protocol.

Reflecting on your responses to the questions above, outline some of the changes your organization can make or would like to prioritize regarding your stakeholder engagement practices around data governance. Organize these in the space provided below.

1. Is your data disaggregated by race, gender and other demographic variables?

2. Are all racial and ethnic groups that are affected by your data governance policies and practices at the table?

3. How will your data governance policies and practices affect each group?

4. How will your data governance policies and practices be perceived by each group?

5. Based on the above responses, what revisions are needed in the data governance plan?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

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GLOSSARY OF TERMS

TERM	DEFINITION
Change management	A systematic approach to dealing with the change of an organization's goals, processes or technologies, including implementing strategies for effecting change and helping people adapt to change; the tool kit focuses on change management regarding implementing a system to continually strengthen data collection and management
Dashboard	An information management tool that tracks, analyses and displays aggregated information (key data points) in a visual and understandable way (tables, line charts, bar charts, gauges)
Data	Information collected to track participant progress and help inform decision making such as program design, services and equitable practices
Data barriers	Obstacles (people, processes or technology) that are preventing timely access, analysis and use of data, which can limit your organization's ability to operate efficiently and effectively
Data governance	The overall management of your organization's information for the most effective use, including organizing and implementing policies and procedures for the availability, usability, integrity and security of your data
Data quality	The condition of your data to serve its intended uses in operations, analysis and decision making. The quality of data is determined by factors such as accuracy, completeness, reliability, relevance and how recently they were collected
Data systems	The hardware, software and other applications that enable programs to collect data about clients and services, as well as the analysis, reporting and data use practices associated with those data
Locally accessible (network)	A network of computers and associated devices within a limited area (such as an office building) that share a common communication line or wireless link to a server, as opposed to a wide area network which covers a larger geographic distance, and generally involves leased telecommunication circuits
Organizational needs	What is required to get the work done at your organization, including requirements by reporting mandates and funders
Practices	Methods, procedures, processes, rules, etc., employed or followed by an organization in the pursuit of its objectives
Program	Resources and activities geared to provide a service or closely related set of services to clients
Secure	Protected from unauthorized access, use, disclosure and destruction
Services	Work, help, advice and activities provided by the organization to assist their clients
Stakeholder(s)	Persons, groups or organizations that have an interest in your organization's success, such as families served, partner organizations, funders and policymakers
We	Your organization

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