Results Oriented Management & Accountability (ROMA)

Phase III of the

Nationally Certified ROMA Implementer

Training Program

2016 Pilot

NCRI Portfolio

Candidate Name

Agency Name

Date Submitted

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<u>Introduction:</u>

Certification Expectations

In granting a national certification, the Association of Nationally Certified ROMA Trainers (ANCRT) has certain expectations

1) ROMA Certification explicitly states that the bearer of the certificate understands the full ROMA cycle. Certified Implementers therefore are to demonstrate ability to implement the full ROMA Cycle, addressing all five phases of the cycle.

2) Each candidate must present unique material for evaluation. For example: A group of candidates cannot produce a single portfolio. As each certification is acknowledgement that a person has demonstrated knowledge and skills, so each portfolio must be unique.

Additionally, the granting of certification is based on a universal understanding of professional ethics. Professional and ethical performance of duties requires that all candidates for certification understand that they are each responsible to maintain the integrity and quality learning experience of this program.

<u>In Phase I</u>: It is expected that each candidate for certification will complete an on-line course that will develop knowledge – specifically standard language and identification of key principles and practices.

It is expected that each candidate will be entering his/her own responses during the e-course: thoughts, observations, comments. While some candidates have worked together to review the e-course, each candidate must enter unique responses as this is what the ANCRT Instructor is looking for to verify demonstration of knowledge and application in the on-line activities.

<u>In Phase III</u>: It is expected that each candidate will develop a portfolio documenting his/her application of ROMA Principles and Practices at their workplace (their own agency or in the larger state/region network). Some work may be done by multiple candidates at an agency who are working together to review the agency's documents. However, the portfolio must include unique reflections and examples of understanding that will allow the ANCRT Master Trainer to verify competency.

Portfolios must be unique. The candidate must assert that s/he understands this and will not intentionally use someone else's observations or other materials to fulfill the portfolio requirement. Additionally, the candidate must assert that s/he will not provide material to another candidate to use in the other person's portfolio. (exception: it has been suggested that a checklist of activities be developed. If this is developed by one or more candidates together, the completed document may be used by multiple candidates. However, the completion of the checklist must be individually done, so no two "finished" checklists would be exactly the same. And the reflections about the experience of using the checklist would be unique to each candidate). Finally, the candidate will not submit fabricated information in the portfolio (such as reference to a plan document that does not exist).

In Phase IV: Each candidate will take an on-line exam as the final activity of the NCRI certification process. Each candidate must do their own work, submitting answers to the exam that demonstrate their knowledge and understanding of ROMA. This is not an open book test.

Portfolio Guidelines

When developing the portfolio, it is important to remember:

- The portfolio should document the candidate's competence with the principles and practices related to the full ROMA Cycle, using the standardized information found in the *Introduction to ROMA* participant manual.
- The portfolio must address all phases of the ROMA Cycle.
- The portfolio will include identification of examples of how the ROMA Cycle is (or is not) used to inform the decision-making, implementation, and analysis of its programs or funding.
- The portfolio must include recommendations about how to improve ROMA implementation in agency

It is expected that each candidate will develop a portfolio documenting his/her own application of ROMA Principles and Practices at their workplace (which could be their own agency or in the state, region, or network).

Some work may be done by multiple candidates at an agency who are working together to review the agency's documents. However, each portfolio must include unique reflections and examples of understanding that will allow the ANCRT Master Trainer to verify competency for each candidate.

The portfolio should demonstrate the candidate's ability to identify how to apply ROMA. The portfolio is NOT to demonstrate

- If the agency does something or not, or
- How well the agency applies ROMA principles

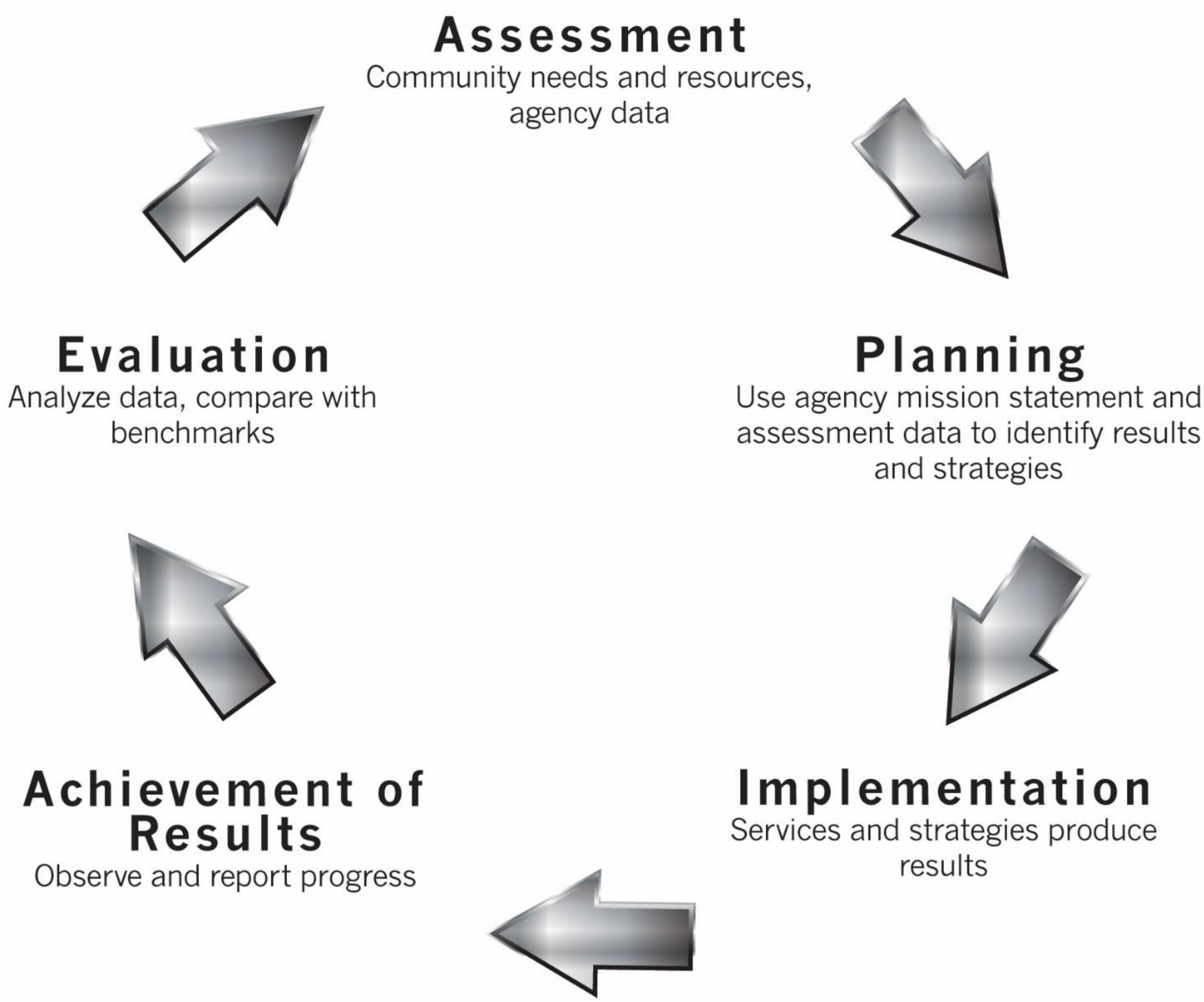
While the candidate must use critical reflection skills to compare what they observe in their agency with ROMA principles and practices, this is not to be a judgment of the agency in any way.

Some suggestions to develop a good portfolio:

- Provide actual examples if they exist or propose examples if they do not.
  If you say "the agency's CAN identifies family level needs" follow that with an example, such as "families have trouble finding affordable housing."
- Make recommendations for how things may be done differently.
- Express your own insight regarding what you are observing.

If you have questions, please send them to ncri.ancrt@gmail.com or to barbaramooney@windstream.net

The Results Oriented Management and Accountability Cycle



The ROMA Cycle graphic was developed by the National Peer to Peer (NPtP) ROMA Training Project, based on guidance regarding Core Activities for States and CSBG Eligible Entities provided by OCS Information Memo 49. From Planning for Results © 2006, J. Jakopic and B. Mooney, Association of Nationally Certified ROMA Trainers, Curriculum developed with funding from the US Department of Health and Human Services – Office of Community. *Use is permitted with this footer. All other rights reserved.*

<u>#1 - Prompts for reviewing agency material related to Assessment</u>

1. When was the most recent Community Needs Assessment (CNA) done? When was the previous CNA done? (OS 3.1)
2. Who was involved in the planning for doing the Community Needs Assessment? Include the Names and Titles or relationship to agency.
    a. Who was involved in the data collection process? (OS Categories 1 and 2)
    b. Who was involved in the data analysis process?
3. Describe the community that is being assessed. How was the community identified?
4. Give an example of <u>qualitative data</u> presented in the Needs Assessment. (OS 1,2, 3.3, 6.4)
    a. Were representatives from many different sections of the community included?
    b. Is it complete or would you advise your agency to expand on the data presented?
        i. If you would expand: who, additionally, would you suggest they seek input from? How should they ask them?
        ii. If you feel it is complete: why do you feel it is inclusive enough?
5. Give an example of <u>quantitative data</u> presented in the Needs Assessment. (OS 3.3)
    a. Would you advise your agency to expand on the data presented?
        i. If yes, what other statistical data would you suggest they collect that might help you examine the needs of your community?
        ii. If no, why do you feel it is sufficient?
6. Consider the information provided regarding <u>community resources</u>. (OS 2.2)
    a. Would you advise your agency to expand on the data presented?
        i. If yes, what other data would you suggest they collect that might help you understand the resources of your community and improve the community profile?
        ii. If no, why do you feel it is sufficient?
7. Explain the importance of gathering data from a wide range of sources.
    a. How will data gathered from a variety of segments of the community provide a more comprehensive profile?
    b. Are there segments of the community currently not being included that you feel would provide useful input? If yes, what are they.
8. Does the data include information on threats to existing services – related to either community resources or own agency? What additional information would help identify threats?
9. Are the needs correctly identified as Family, Agency or Community Needs?
    a. If yes, provide examples at each level.
    b. If not, how would you suggest they change the information so that it would identify level of need? Provide example of a need at each level.
10. Does the data identify the population in need? (e.g.: gender, age, ethnicity, etc and/or specific geographic area that demonstrates the need)
11. Does the needs assessment include key findings on the causes and conditions or poverty related to the needs of the community assessed? (OS 3.4)
    a. If yes, is it sufficient to understand the causes and conditions of poverty in your community?

   b. If no, what additional information would you need to identify causes and conditions of poverty related to the top needs?
12. Does the Needs Assessment include analysis of the data? (OS 3.3)
   a. Discuss your reaction to the analysis of the data.
   b. Is the data presented in a way that makes it easy to understand? If yes, give example. If no, give example.
   c. Is it sufficient to help establish priorities? Why or why not?
   d. What method or methods would you suggest that would develop information from the collected data?
13. Describe the techniques that are used to prioritize the needs.
   Give examples.
14. Did the assessment include the agency's own annual report data? (OS 9)
   a. If yes, how was the agency's annual report data incorporated?
   b. If no, how could this be incorporated in the future?
15. What evidence is there related to the Board's involvement in the CNA process and analysis? (OS 3.5)

<u>Reflection for the Assessment Phase:</u>

- Provide an example of something you feel demonstrates strong ROMA implementation at the Assessment Phase.
- Provide any ideas/suggestions you have to improve ROMA implementation in the Assessment Phase.
- Any other comments or observations:

<u>**# 2 - Prompts for reviewing agency material related to Strategic Planning**</u>

1. Consider the differences between the agency Strategic Plan and the Community Action Plan. There may also be other funding requests/plans that area a part of the overall agency planning process.
   a. Provide some of your ideas about how these plans are different and how they are similar. (OS 6.1)
2. Who was engaged in the planning process that produced the agency's Strategic Plan and the Community Action Plan documents?
   a. Are any of these the same people as those engaged in the CNA?
3. Describe how the agency's mission statement is used to guide the planning process. Give examples.
   a. What changes, if any, would you recommend in order to better use the mission statement to guide planning?(OS 4.1)
4. Identify how the Strategic Plan document introduces the major needs presented in the CNA needs assessment. (OS 4.3)
   a. If it does not make reference to the needs identified in the CNA, provide some suggestions about how this could be accomplished to improve the connections between the CNA and the Plan.
5. Describe how the plan identifies the selection of the needs the agency will be addressing in this planning period.
   a. What recommendations do you have related to the selection of needs to be addressed?
6. Does the agency use customer satisfaction as a guide? (OS 6.4)

    a. What recommendations do you have related to use of customer satisfaction data?

7. Provide examples of <u>one or two outcomes</u> identified in the plan that are connected to the needs identified in the CNA. (OS 6.2)
    a. Are the outcomes clearly stated as changes (rather than describing services or outputs)? If yes, provide examples. If they are not clearly stated, provide examples of what could be included here.
    b. Are the outcomes at the same level as the needs? (family, agency, community) (OS 6.3) If yes, give examples. If they are not at the same level, please identify that and give examples of what might be a better match.
    c. What suggestions do you have to <u>improve the connection</u> between the identified needs and the outcomes stated in the plan?
8. Provide examples of <u>one or two services and/or strategies</u> that the agency will do to meet the needs identified in the CNA to accomplish the outcomes (from the previous question) that were identified in the Plan. (OS 4.3)
    a. Are the services/strategies at the same level as the needs? If yes, provide examples. If no, suggest what might be a better match.
    b. At the same level as the outcomes proposed? If yes, provide examples. If no, suggest what might be a better match.
    c. What suggestions do you have to improve the connection between the services or strategies and the identified needs and outcomes?
9. Is there anything in the plan that is an example of how the agency has considered strengthening or abandoning a service or strategy?
    a. If so please describe.
    b. If not, provide an example of when this type of decision making is important.
10. Give an example of an existing service that is being maintained.
    a. Describe the rational for maintaining it.
11. Consider: Are there missing strategies that the CNA indicates they may consider? (For example: Do they need to use more community level strategies? Need to create or expand services for a specific target population that expressed a need?)
12. How does the agency document the Board Review? Is there a board resolution that indicates that the Board has been involved in the development, review, approval of the plan?
13. Does the Plan include who will be responsible for implementing the action steps? Or does it give broad responsibilities only?
    a. Does it include action steps and time frames?
    b. Does it include measurement tools and processes?
    c. If not, where is this kind of information found?

<u>Reflection for the Planning Phase:</u>

- Provide an example of something you feel demonstrates strong ROMA implementation at the Planning Phase.
- Provide any ideas/suggestions you have to improve ROMA implementation in the Planning Phase**.**
- Any other comments or observations:

<u># 3 - Prompts for reviewing agency material related to Implementation of Services and Strategies</u>

1. Describe how a customer or prospective customer would know what services are available from the agency. For instance are there agency wide brochures, web site, or other outreach documents that identify what the agency does? (O S 2.3)
2. Is there any information regarding the qualifications of staff who are assigned to implement services and strategies?
   a. If so, where is the information located? Is it available to the public?
   b. If not, are there any suggestions you might offer to enable greater transparency related to the staffing of agency activities?
3. How many clients are you serving?
   a. How are the target numbers to be served identified? How is the target number used? (or how could it be used?)
   b. Can your agency get an unduplicated count of individuals/families served? Why is this important for the agency to know? How is it (or would it be) useful?
4. Who do you serve?
   a. Is the population served clearly identified? Discuss the demographic characteristics that are collected
   b. How are these characteristics (or how could they be) used to improve implementation of services.
5. What services do you give them?
   a. Describe the system in the agency to track service delivery. Do you know how many services (and which services) each customer receives?
   b. Give examples of how you <u>connect the services to a specific population</u>
   c. Are the services provided <u>correctly matched to the identified needs</u>? In other words, are the services able to address an identified need?
   d. Discuss the importance of tracking services and connect them to specific populations.
6. What happens to customers as a result of the services?
   a. Is the goal of the program clearly stated? Does everyone working on the program know what is expected to happen as a result of their work?
   b. How are the target numbers expected to achieve an outcome identified? How is the target number used? (or how could it be used?)
7. One of the elements of a ROMA Logic Model is the “indicator.”
   a. Provide an example (including the appropriate numbers) of how an indicator can be used during implementation to assure that the service is being provided according to expectations. <u>Use the formula on page 58</u> of *Introduction to ROMA* in the example.
8. When you consider the community level work being done by the agency, can you identify if the strategies for community work are done by the agency independently, in partnership or in a collective impact process? Please explain.
9. Is the amount of work (and use of resources) sufficient to address identified community level needs? Why or why not?
   a. What would you suggest that might lead to success in addressing identified community level needs?

10. How is service data presented to the board?
    a. Is there a guide for the board so they understand what they are seeing? How is the organized for board consideration?
    b. How often is the data presented to the board?
    c. Is there evidence related to the Board's involvement in assessing quality and quantity of service and strategies?
    d. How does the board use the service data to make decisions?

<u>Reflection for the Implementation Phase:</u>

- Provide an example of something you feel demonstrates strong ROMA implementation at the Implementation Phase.
- Provide any ideas/suggestions you have to improve ROMA implementation.
- Any other comments or observations:

<u>**# 4- Prompts for reviewing agency material related to Achievement of Results/Reporting**</u>

1. Describe how the agency's expected outcomes relate (or do not relate) to the National Community Action Goals and the National Performance Indicators
    a. Is there anything you could suggest to make connections clearer? Easier to report?
    b. Consider the NPIs that the agency reports on. Do you report at both family and community levels? (goals 1 and 6 and goals 2 and 3) If not, describe how your reporting could be more complete.
2. Is data collected on <u>both the outputs</u> that the agency provides and the <u>outcomes</u> that are achieved?
    a. If yes, give examples of both outcome data and output data that is collected. If no, give examples of both outcome and output data that you believe should be collected.
    b. Explain the value of reporting of both outcomes and outputs.
    c. Describe how the output and outcome data are connected (if they are) or could be connected (if they are not) and why this is important.
3. Identify <u>measurement tools</u> and processes that are used (or could be used) to prove that outcomes have been achieved (or progress toward the outcomes is documented).
    a. Who is responsible for doing follow up to determine changes?
4. Consider the use of <u>scales or matrices</u> to track progress toward an outcome.
    a. If the agency uses scales or matrices, provide examples of how they are used.
    b. If the agency does not use these tools, discuss the value in using them.
5. Describe the system for reporting <u>outcomes</u>.
    a. Who does the tracking and reporting of <u>outcome data</u>?
    b. How often does a supervisor review the data?
    c. Is the outcome data shared with all staff? How, how often?
    d. Discuss your reflections on this system.
6. Provide examples of how the actual outcomes are compared to the targets established in the plan.
    a. Discuss the <u>performance calculations</u> that result from this kind of comparison. Provide examples. <u>Use the formula on page 66</u> of *Introduction to ROMA* to provide examples of the calculations.

    b. Discuss why performance calculations are important.
7. Consider if there are any community level changes being tracked by your agency.
    a. What would you suggest that could improve tracking of agency involvement in community work and the outcomes/changes produced by that work?
8. Consider all of the kinds of reporting that the agency is responsible to produce.
    a. How are the different reports managed in the agency? *(e.g.: by a "planning" or "grants management" department, each department produces its own reports)*
    b. Discuss your observations related to the various reporting requirements.
9. How is the report data reviewed for accuracy and completeness?
    a. How is accuracy and completeness verified? Who is involved?
    b. Are the reports easy to understand?
10. How is <u>outcome data</u> presented to the board?
    a. Is there a guide for the board so they understand what they are seeing? How is the organized for board consideration?
    b. How often is the data presented to the board?
    c. Does the board review and/or approve reports to funding sources?
    d. How does the board use the <u>outcome data</u> to make decisions?

<u>Reflection for the Reporting of Results Phase:</u>

- Provide an example of something you feel demonstrates strong ROMA implementation at the Reporting or Results Phase.
- Provide any ideas/suggestions you have to improve ROMA implementation at the Reporting of Results Phase.
- Any other comments or observations:

<u># 5 - Prompts for reviewing agency material related to Analysis of Data/Evaluation</u>

1. Describe what is done with agency service and outcome data
    a. After it is collected, how is it compiled?
    b. How often is it reviewed by various levels of the agency (by direct service staff? Supervisors? Upper management? Board?
    c. What suggestions do you have about this process?
2. How does the agency learn from the comparison of their plans with what actually happened? (Use formula on page 72 to consider your targeting ability)
    a. Who is responsible for doing analysis of data?
    b. What suggestions do you have to strengthen this process?
3. Provide examples of information that has been or could be found in the analysis of the comparison between planned and actual service and outcome.
    a. Provide your thoughts on what you see when comparing these data elements.
    b. What additional data or analysis would be helpful?
4. What elements are or could be included in analysis (turning raw data into information)?
    a. Is fiscal data connected to units of service?
    b. Is fiscal data connected to outcomes achieved?
    c. Is individual staff performance identified? compared?
5. Discuss how analysis of agency data could contribute to <u>development of "industry standards"</u> for Community Action work.
    a. Include your thoughts on how our work compares with other well established standards (from other "industries")

6. Discuss how the information (once analyzed) is/could be useful to direct service staff? supervisors? Upper management?
    a. What can you suggest to improve the use of this information?
7. Consider all of the kinds of reporting that the agency is responsible to produce.
    a. Discuss how cross analysis of these reports and other agency-wide analysis processes improve (or could improve) the agency's performance.
    b. Include your observations about the challenges related to gathering and analyzing data for different funding sources, while also viewing the data from an agency-wide perspective.
8. Discuss the relationship between the outcomes achieved by families and individuals who have received services and the needs identified in the CNA and Plan
    a. How would you suggest the connections be clarified?
    b. Are results being achieved by specific populations? How is this kind of information useful (or could be useful)?
9. Discuss the relationship between the community level outcomes achieved and the needs identified in the CNA and Plan.
    a. How would you suggest the connections be clarified?
10. Discuss your ideas for including agency service and outcome data in the next assessment and planning cycle
    a. Provide examples of how it is already or could be included.
    b. Explain how this could improve or support the CNA and Plan.
11. What processes are in place to decide what service and outcome data is included in agency annual reports?
    a. What processes are in place to analyze this data at the end of program period?
    b. How does the agency use its annual report data?
12. What evidence is there related to the Board's use of the analysis of data to make decisions?

Reflection for the Analysis/Evaluation Phase:

- Provide an example of something you feel demonstrates strong ROMA implementation at the Analysis/Evaluation Phase.
- Provide any ideas/suggestions you have to improve ROMA implementation.
- Any other comments or observations

 # 6 – Overview Summary

Think back over all the phases of the ROMA Cycle. Reflect on your general thoughts about the implementation of ROMA and consider how ROMA impacts the entire agency.

- Explain how the ROMA principles and practices affect all aspects of the management of a CAA, future funding and relationships to funders
- Explain the value of agency-wide acceptance of a Results Orientation. Provide any ideas/suggestions you have to improve your agency's "Results Orientation."
- Compare the overall agency practices with the full ROMA Cycle
- Provide an example of something you feel demonstrates a strong overall ROMA implementation at the agency level.
- Identify one thing that could improve agency wide ROMA implementation
- Discusses any practices that should be considered to determine if they would best be maintained, strengthened, adapted in some way or abandoned
- Any other comments or observations:

SUBMISSION INFORMATION

Please submit your portfolio to ncri.ancrt@gmail.com

This is an email address we set up just for portfolios, so they will not get lost in other messages delivered to a personal email account.

When you save your portfolio use this format:
LastName_FirstInitial_2letterstateabreviation (for example: Mooney_B_PA)

If you are submitting a portion of the portfolio, also include the activity number (or numbers). So for example if I was going to submit Assessment and Planning, I would use this title for my document: “Mooney_B_PA_1_2

If you have any questions, please send them to my regular email address: barbaramooney@windstream.net You can cc the ncri.ancrt@gmail address as well.