



Baseline Data for The Quilt Self-Assessment Tool

Background on the Self-Assessment Tool

The formal Quilt Peer Reviews (QPRs) that have been undertaken by The Quilt over the years have been very successful. But for some members a formal peer review was not a good fit. Those with an interest in assessing their organization against a community standard needed another way to do it. In an effort to meet this need, a team of Quilt members developed a stand-alone tool called The Quilt Self-Assessment Tool. This assessment tool is standard collection of identified best practices that are central to operate as an effective research and education network.

The Self-Assessment Tool's outcomes are self-directed and as such can be used outside a formal QPR or as a precursor to a QPR. The results can be used to identify areas of the organization's focus or as a foundation for strategic planning. Members may use the tool at any time outside of a formal QPR to determine specific elements/practices within the organization to focus attention.

The Self-Assessment Tool is designed so that an organization can have any number of stakeholders complete the assessment. If the organization chooses to have more than one person complete the assessment, the results are returned anonymously, but can be displayed as a composite average or they can be categorized by stakeholder group: executive leadership, board of directors, engineering staff, marketing, stakeholders, etc. Responses are presented as a summary scorecard (see Appendix A).

Since the release of the Self-Assessment Tool, members have used the tool to assist in strategic planning, prepare for a formal QPR, and to assess progress in areas they had focused on the previous year.

The Baseline

As the community gained additional experience with the self-assessment tool, interest was expressed in establishing a self-assessment baseline from data provided by all of The Quilt membership. In response to this interest, The Quilt undertook a membership baseline effort in the fall of 2015 with summary results presented here. The Quilt envisions this baseline as another management tool for our member organizations. Note that access to the tool is available at any time to support member interest.

Twenty Quilt members have completed the entire assessment as part of this baseline effort. The charts on the following pages represent the composite responses for each practice within the 10 elements. Note responses of Not Applicable (NA) are not shown on the charts. In all but one of the elements, Governance, these responses were non-existent or so small, they did not affect the overall score. In the Governance element, there was not enough supplemental information given to draw any conclusions. In the charts to follow, some practice statements may be truncated.

Quilt Self-Assessment Tool

Welcome to The Quilt's organizational-assessment tool. As an introduction, this tool is organized into nine elements that involve 89 practices towards organizational effectiveness. Within each element the practices have two discreet clusters; one cluster contains practices with an "external focus" i.e., how the organization interacts with and relates to important external entities. The other cluster contains practices with an "internal focus" i.e., how the organization manages and organizes itself. Each practice is categorized as either a "Basic" or "Advanced" level practice within each element.

Given your focus, do your best to evaluate your organization on each element and practice. Remember it is impossible to address ALL nine elements and 89 practices, that is why you have the ability for you to "skip" an element or practice--not all of the practices or even elements will relate to your organization's review. Rather, the nine elements and 89 practices are presented to demonstrate the range of complexity required to operate as an effective R & E network.

Note: If you check N/A on any of the questions, you will find a comment section on the next screen that will enable you to clarify or explain your response and help us to continue development of the survey.

1. Your Name

2. Your Organization

3. Organizational Structure

- ☐ Non-profit Corporation (501c3)
- ☐ University-Based
- ☐ Department of State Government
- ☐ Other (please specify)

4. Organizational History - Number of Years in Business

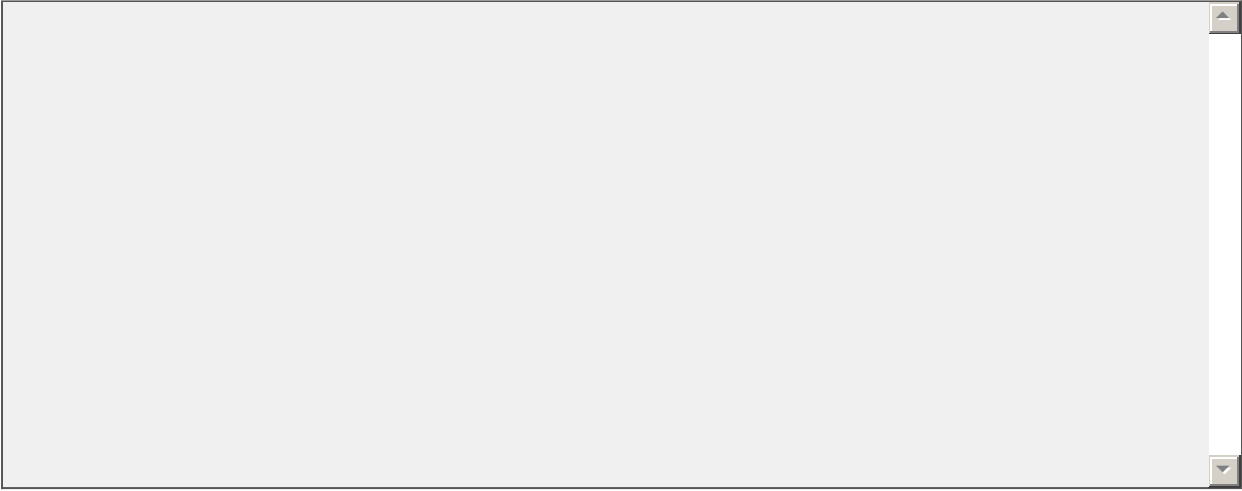
- ☐ 0-3 Years
- ☐ 3-7 Years
- ☐ 7-10 Years
- ☐ 10-15 Years
- ☐ 15-20 Years
- ☐ 20+ Years

5. Number of Organizational FTE

***6. User Relations: Users are organizations who directly pay for and use the technology and services.**

[illegible]

7. If you answered N/A, please help us by stating the reason behind your answer(s).



*** 8. Stakeholder Relations: For this assessment, a stakeholder is any one touched, in some way, by the organization. Your stakeholders include your users, staff, and board and may include legislators, business leaders, community leaders, citizens, vendors, partners, etc.**

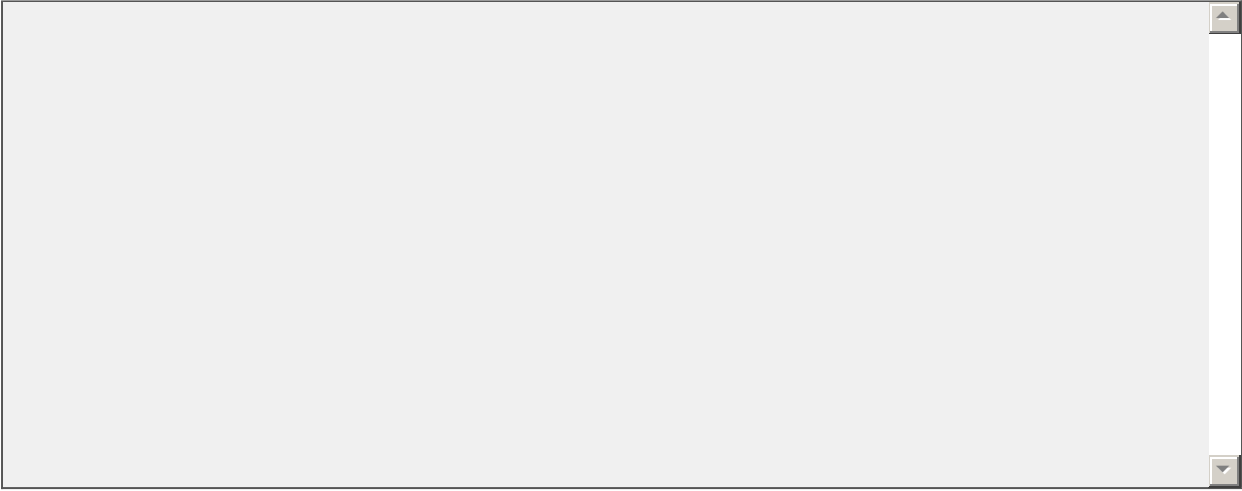
	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: The organization knows the audience it is trying to influence is composed of both supporters and detractors among government officials and others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: A written protocol articulates key messages for targeted stakeholders and identifies the staff or board member that is accountable for relationships with those stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 3: The organization continuously evaluates opportunities to use new media to communicate with stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 4: The organization proactively engages local stakeholders (members, constituents, etc.) in strategy discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 5: The organization uses a formal stakeholder map to articulate the exchanges between the regional technology network and the stakeholder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 6: Operate a network of key stakeholders and identify successors/back-ups for access when a key person leaves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 7: Surveys all stakeholders to provide input, make contributions, and influence the planning process to gain their perspective and document their expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. If you answered N/A, please help us by stating the reason behind your answer(s).

***10. Advocacy: An organizational process for strategic communication which normally aims to inform about the organization and its work and potentially influence public-policy and resource allocation decisions within political, economic, and social systems and institutions.**

	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: The organization knows the audience it is trying to influence is composed of both supporters and detractors among government officials and others	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: There is a method for developing clear and concise policy goals and campaign messages, including effective answers to the tough questions people will ask	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 3: Able to make a firm case that communicates to the community the positive impact of technology	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 4: Identified and document core constituents and messengers to mobilize as supporters, activists and opinion leaders	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 5: The organization consistently develops and executes an advocacy communications plan in advance, aimed at targets using a clear campaign timeline to achieve expected outcomes; events are executed and the media is involved	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 6: The organization reviews, assesses and adjusts as each campaign progresses, accepting outcomes and preparing for the next round	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 7: Conduct active conversations with legislatures and external decision makers so they can readily and quickly be mobilized when the situation warrants it	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 8: Possess significant capacity and power to win over the long-term not just win isolated victories	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. If you answered N/A, please help us by stating the reason behind your answer(s).



*12. Long Term Strategy and Plan Implementation

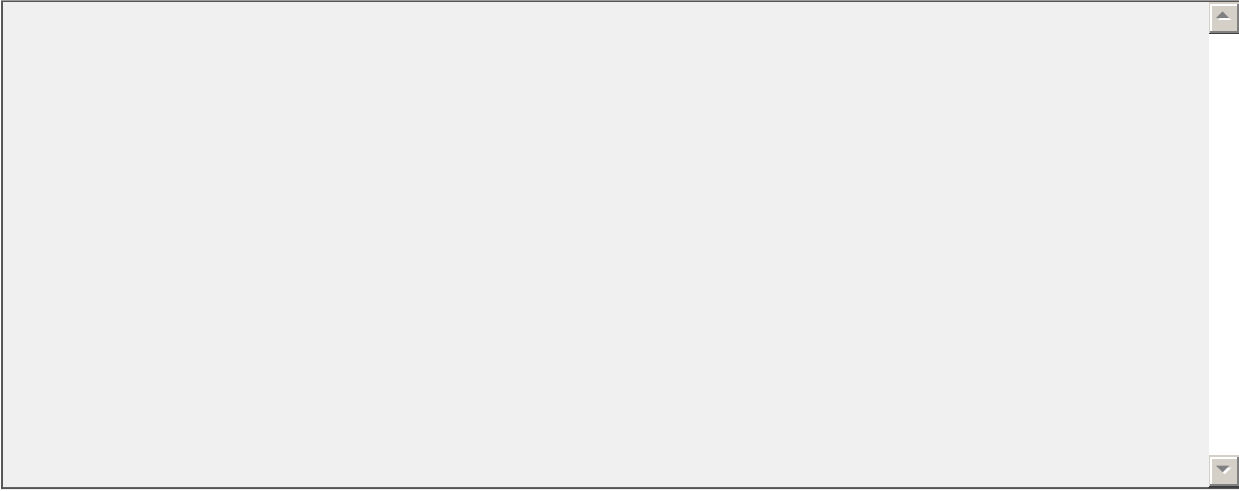
	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: Organizational strategic planning is part of the culture and is expected/used effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: Organization wide strategic plan exists and is published	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 3: Strategic plan is updated at least annually	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 4: Strategic priorities determine budget priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 5: Progress reports, against the plan, are generated at least quarterly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 6: Staff responsibilities and duties are aligned with the strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 7: Department goals and objectives are tied to the strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 8: Based on the strategic plan priorities, develops a marketing plan based on market research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 9: As part of strategic planning, reviews the five elements of the marketing mix (product, pricing, placement, promotional mix and people) on an annual basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 10: Develops a concise description of products/service that includes features and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 11: Conducts a comprehensive Strengths/ Weaknesses/ Opportunities/ Threats (SWOT) analysis on an annual basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 12: Conducts analysis of industry and non-industry trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. If you answered N/A, please help us by stating the reason behind your answer(s).

* 14. Operating Strategy

[illegible]

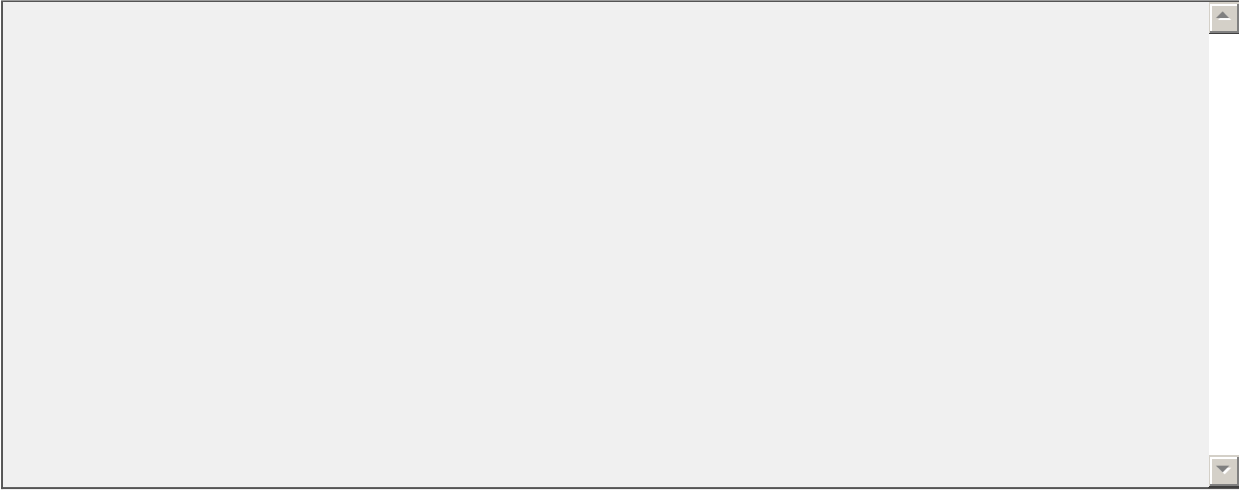
15. If you answered N/A, please help us by stating the reason behind your answer(s).



***16. Governance: Describing the management or leadership processes which govern an organization which are in place to ensure the organization carries out its mission and does so with focus on fiduciary responsibility as well s responsibility to the public trust.**

[illegible]

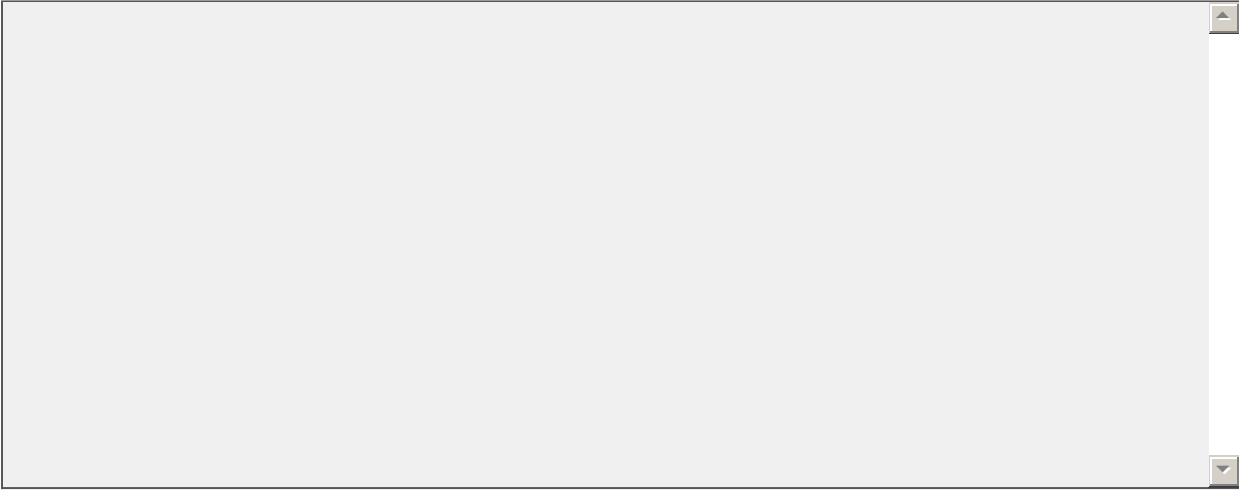
17. If you answered N/A, please help us by stating the reason behind your answer(s).



***18. Revenue and Finance: Open and transparent formal written accounting policies exist and are adhered to. The organization designs cost recovery models and strategies for individual services and acknowledges its fiduciary responsibilities to its customers.**

[illegible]

19. If you answered N/A, please help us by stating the reason behind your answer(s).



*** 20. Innovation: For the purposes of this assessment, innovation is defined as an activity that introduces new ideas, services, processes, and methods to an organization. As such, innovation applies to all aspects of the organization including operation and management of the network.**

	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: The organization actively seeks opportunities, methods, services, technologies, and programs to constantly evolve and adapt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: The organization's staff members are encouraged to engage in dialogue about ideas for new areas of services, technologies, programs, and others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Best Practice3: The organization actively engages in dialogue with peer organizations about ideas for new areas of services, technologies, programs, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 4: The organization tracks the current industry landscape regarding current trends and innovative practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 5: The organization has a formal, but agile process to explore, assess and incorporate new methods, services, technologies and programs opportunities into operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 6: The organization accepts failure as a possible outcome of an innovative project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. If you answered N/A, please help us by stating the reason behind your answer(s).

***22. Risk Management: The systematic process of understanding, evaluating and addressing risks to maximize the probability of objectives being achieved and ensuring organizations are not only sustainable, but prepared to exploit opportunities.**

	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: The organization has a process for identifying and assessing risks and creating a management plan for identified risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: As part of strategic planning, the organization recognizes potential risks while assessing likelihood and impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 3: Risk mitigation strategies are developed as part of strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 4: When implementing a new idea or method into the organization, attention is paid to risk mitigation strategies in the event assumptions regarding the new idea or method do not prove to be valid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 5: The organization has a risk management model that translates strategic challenges into specific risks to take and provides rules, parameters, and measurements to guide both the financial investment and the process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. If you answered N/A, please help us by stating the reason behind your answer(s).

***24. Culture: The collective behavior of people that are part of an organization, formed by the organization's values, visions, norms, working language, systems. Organizational culture affect the way people and groups interact with each other, and with stakeholders.**

	Understands but, does not apply the practice	Understands and uses the practice to a limited degree	Applies major elements of this practice most of the time	Fully and consistently applies this practice all of the time	Pioneers with innovation to deepen this practice	N/A
Basic Practice 1: Staff know their accountability and authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 2: Uses a written statement of core values that animate the culture and are publicly distributed to staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Practice 3: Formal meetings among all staff occur to continuously assess progress against core values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 4: Structure is agile and tailored to pursue strategy and respond to changing external demands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 5: Formal team building among staff is a continuous process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 6: Staff balances: 1. Attending to maintenance of current offerings and 2. Innovating to develop new offerings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 7: Staff know the risk taking quotient* of the culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced Practice 8: As part of a customer service culture, employees are empowered to do what's right for members/ clients based on their level of authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. If you answered N/A, please help us by stating the reason behind your answer(s).

Chart 1 – User Relations

USER RELATIONS

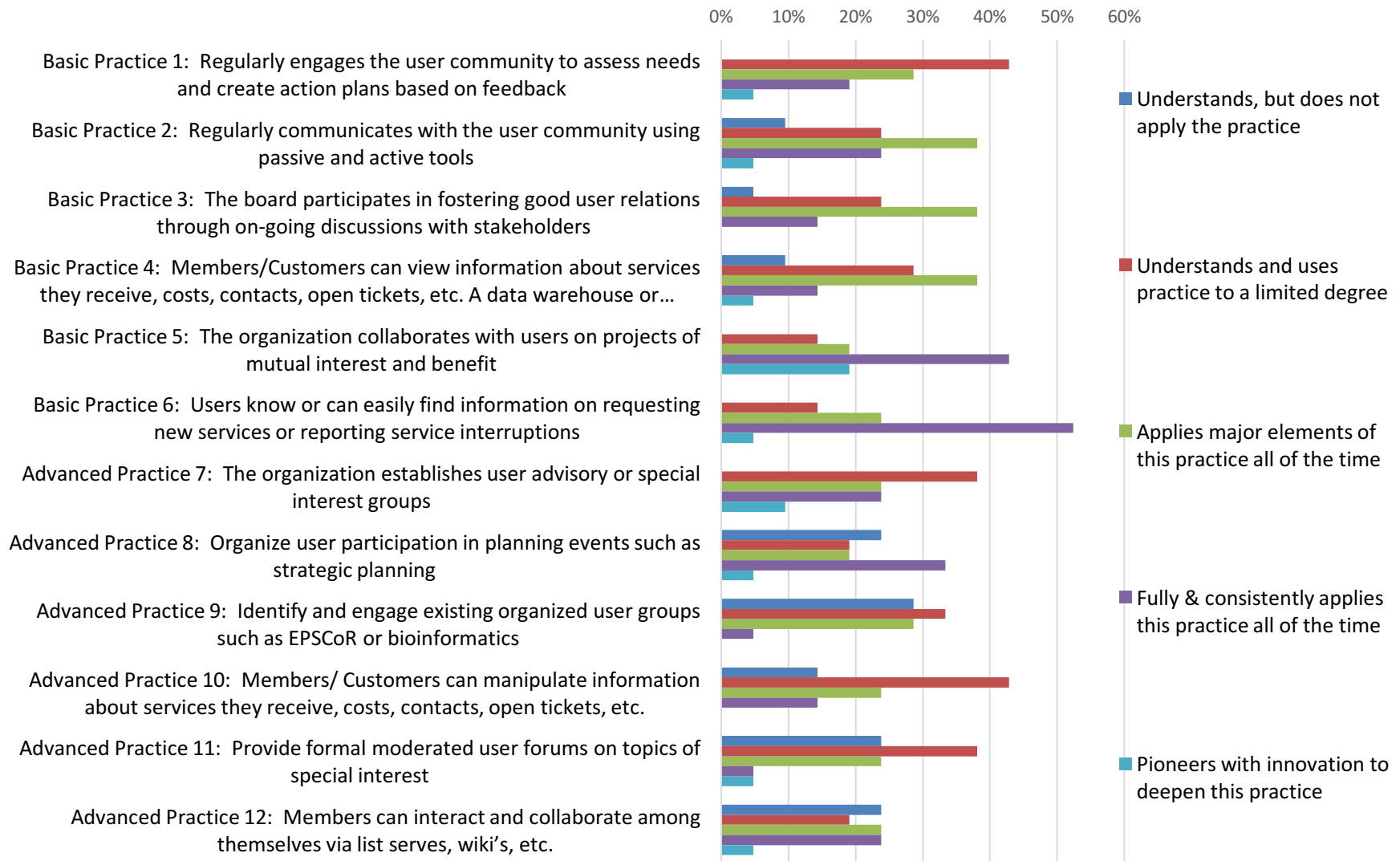


Chart 2 – Stakeholder Relations

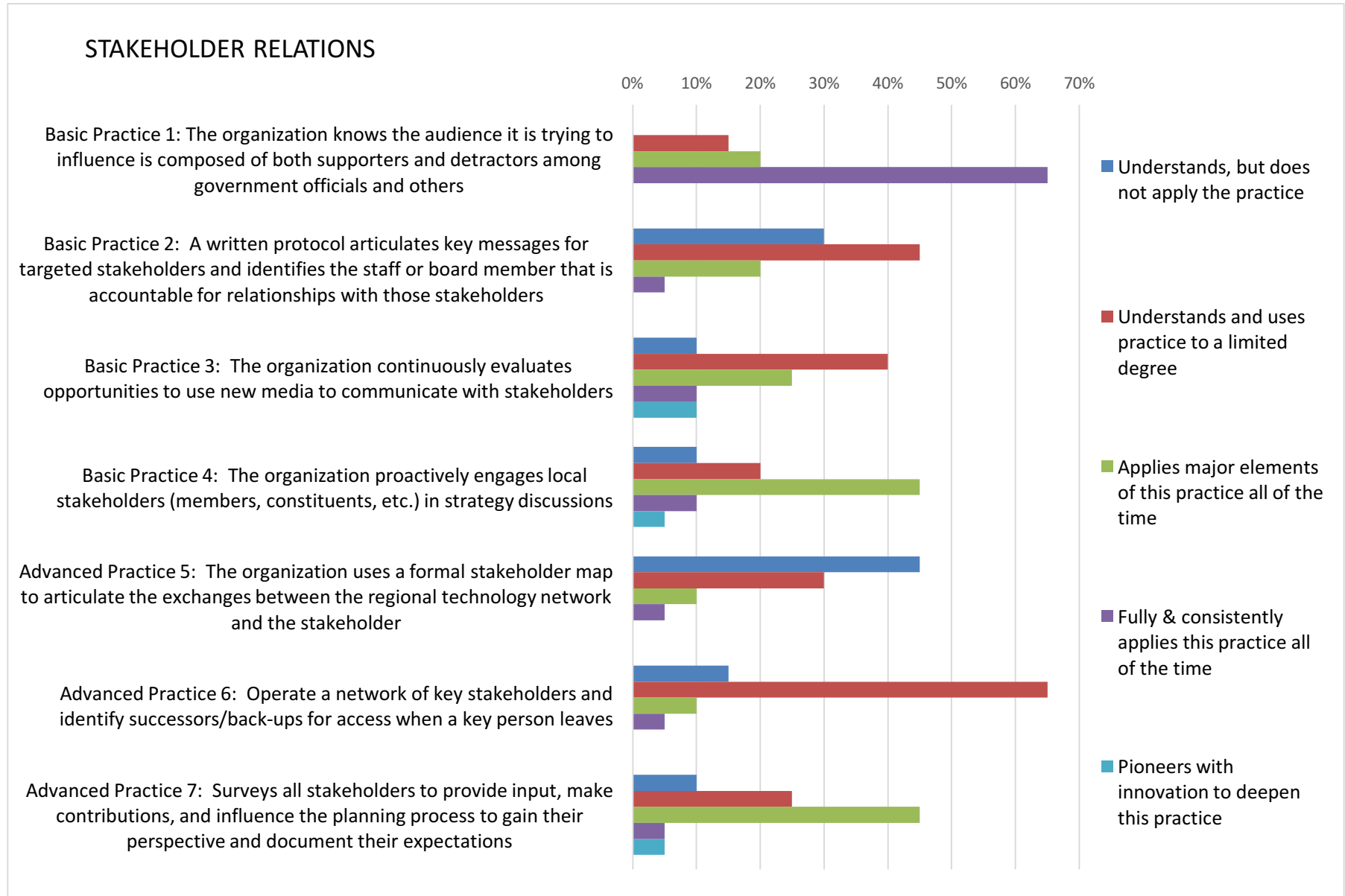


Chart 3 – Advocacy

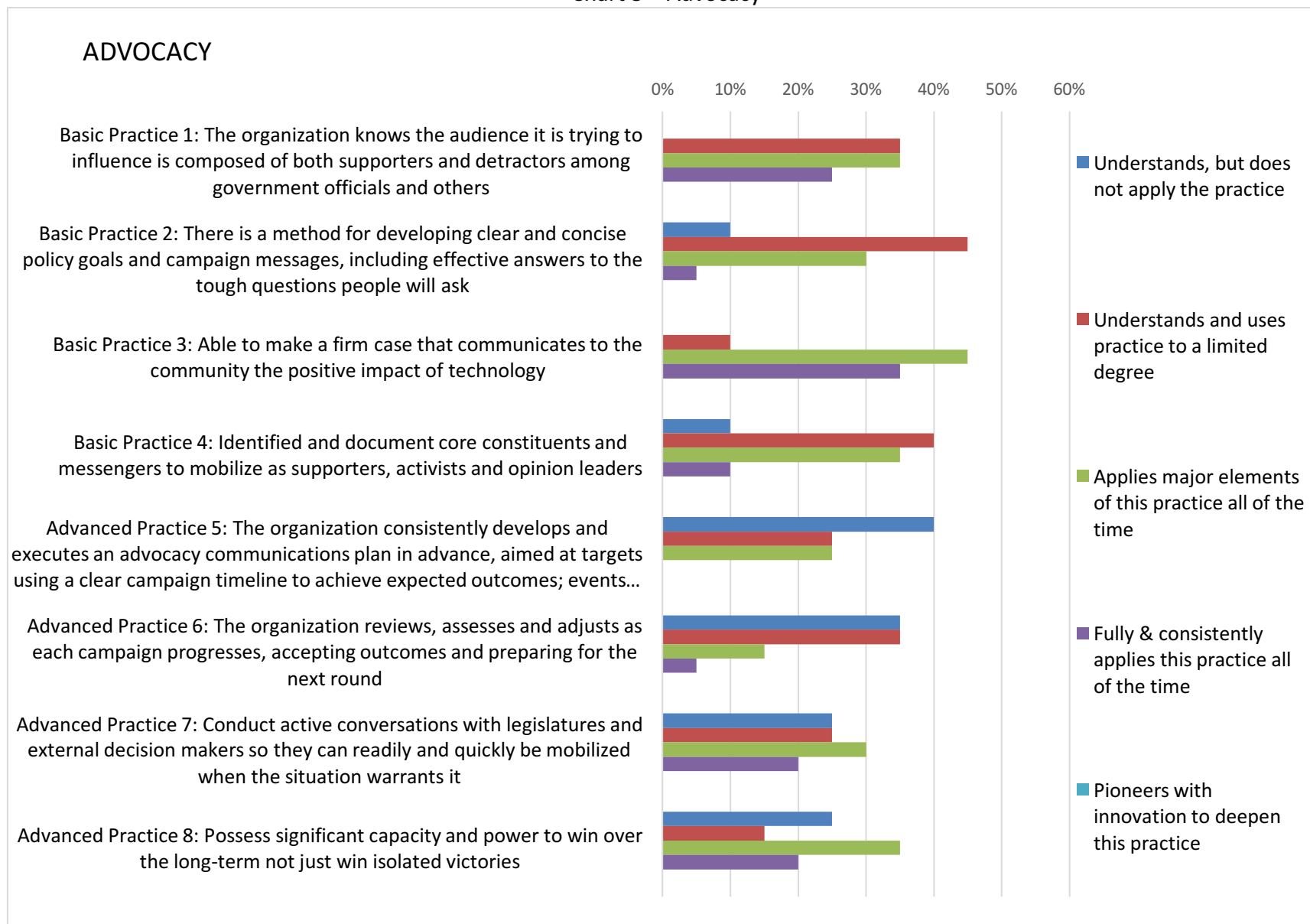


Chart 4- Long-Term Strategy & Plan Implementation

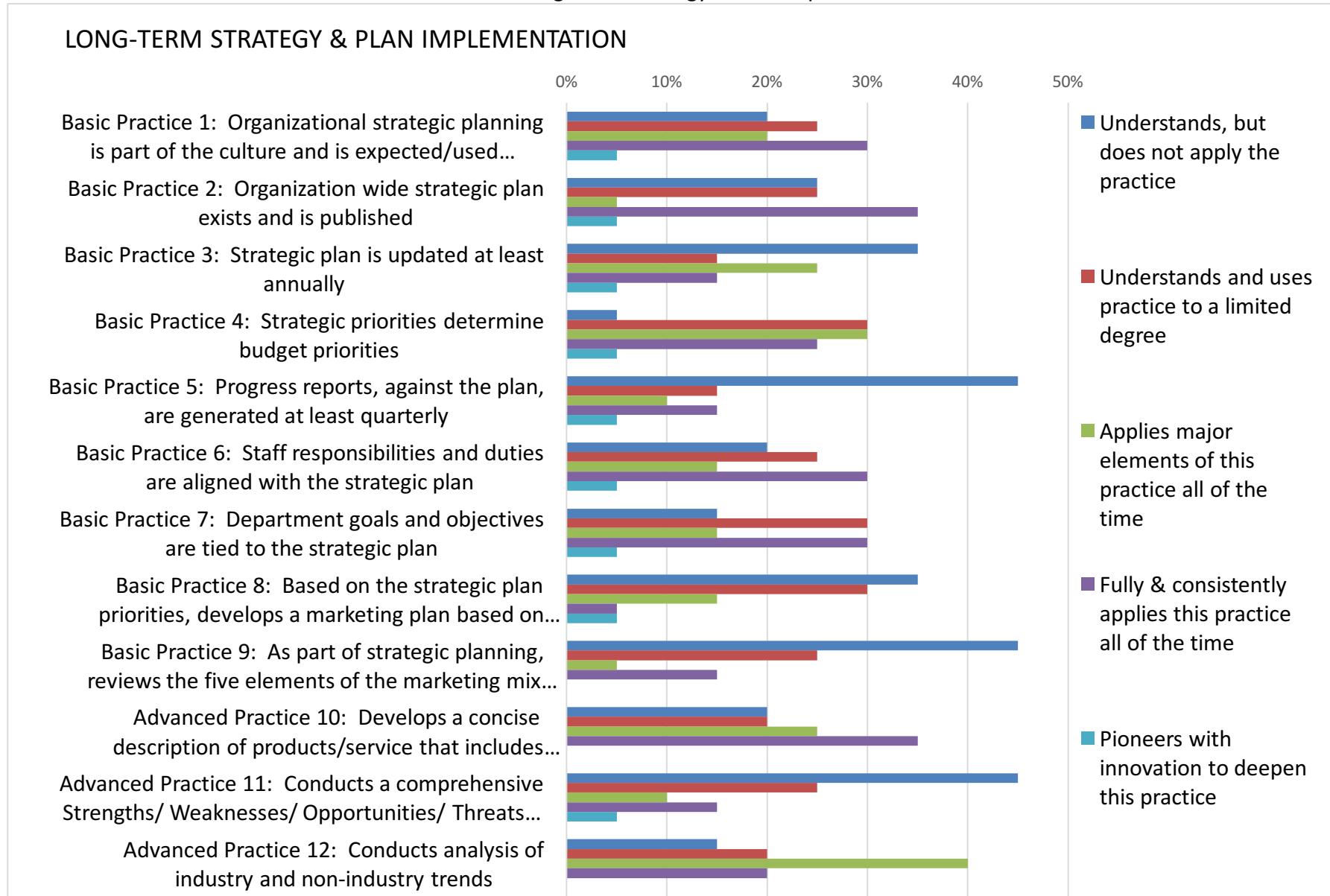


Chart 5 – Operating Strategy

OPERATING STRATEGY

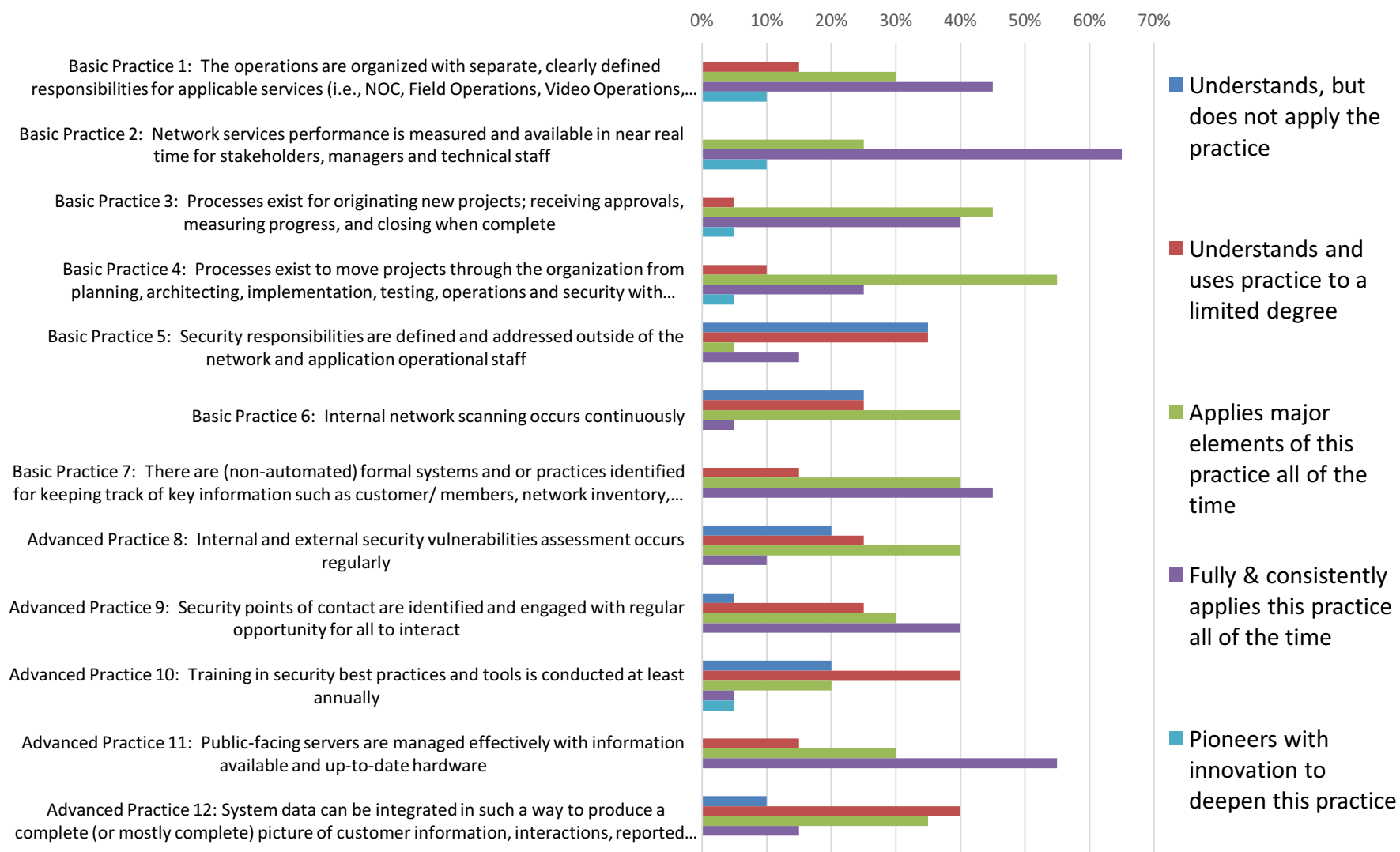


Chart 6 – Governance

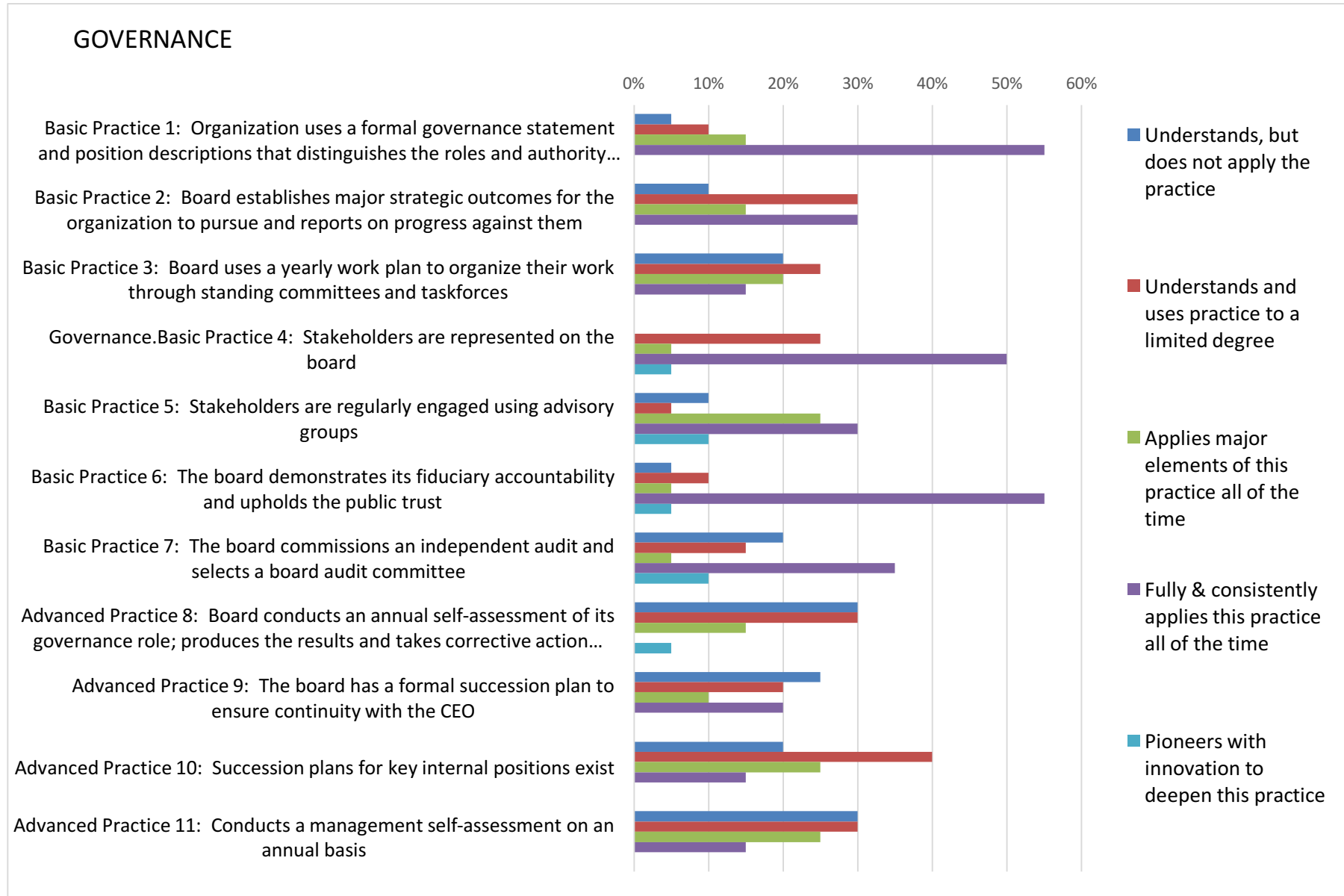


Chart 7 – Revenue & Finance

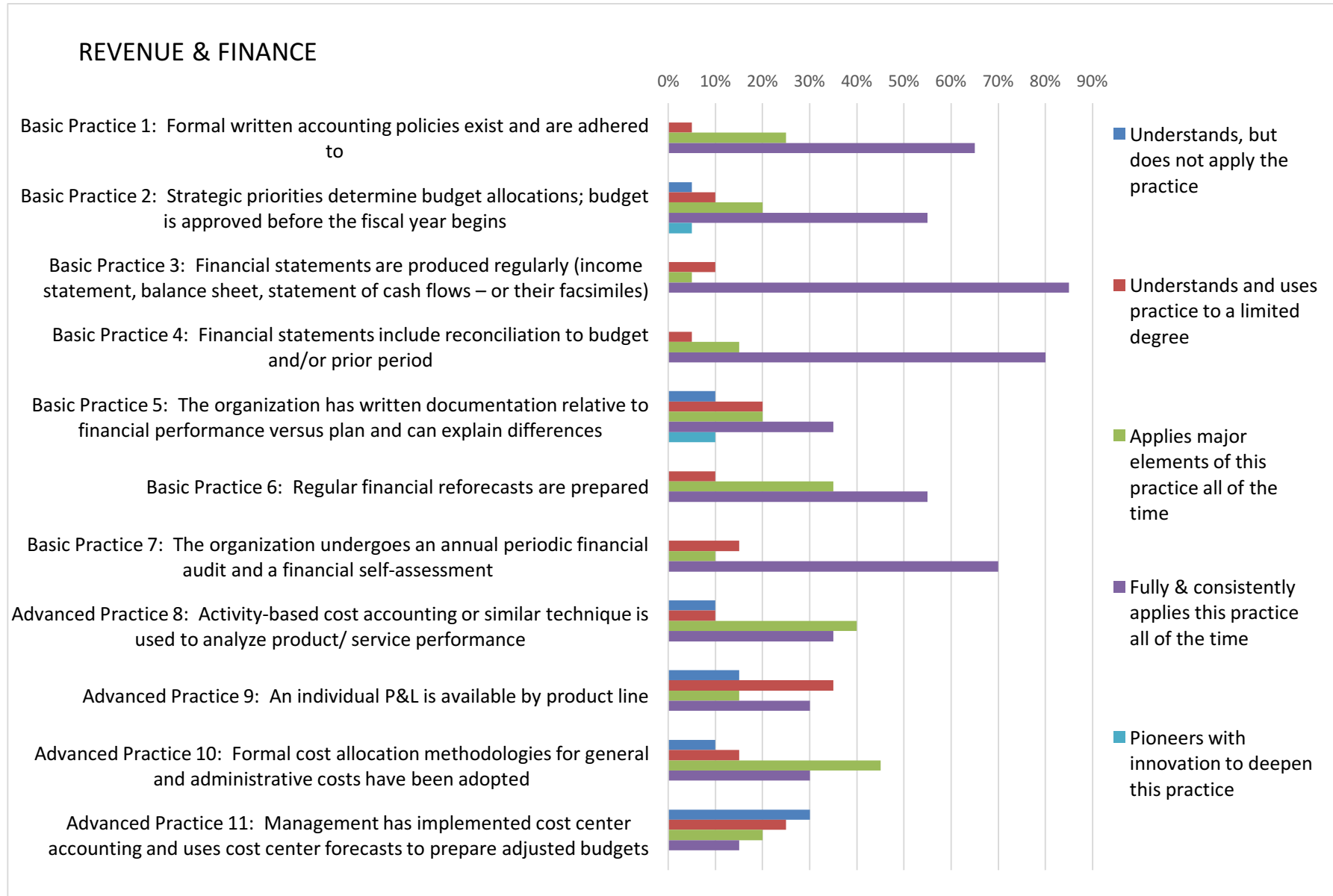


Chart 8 – Innovation

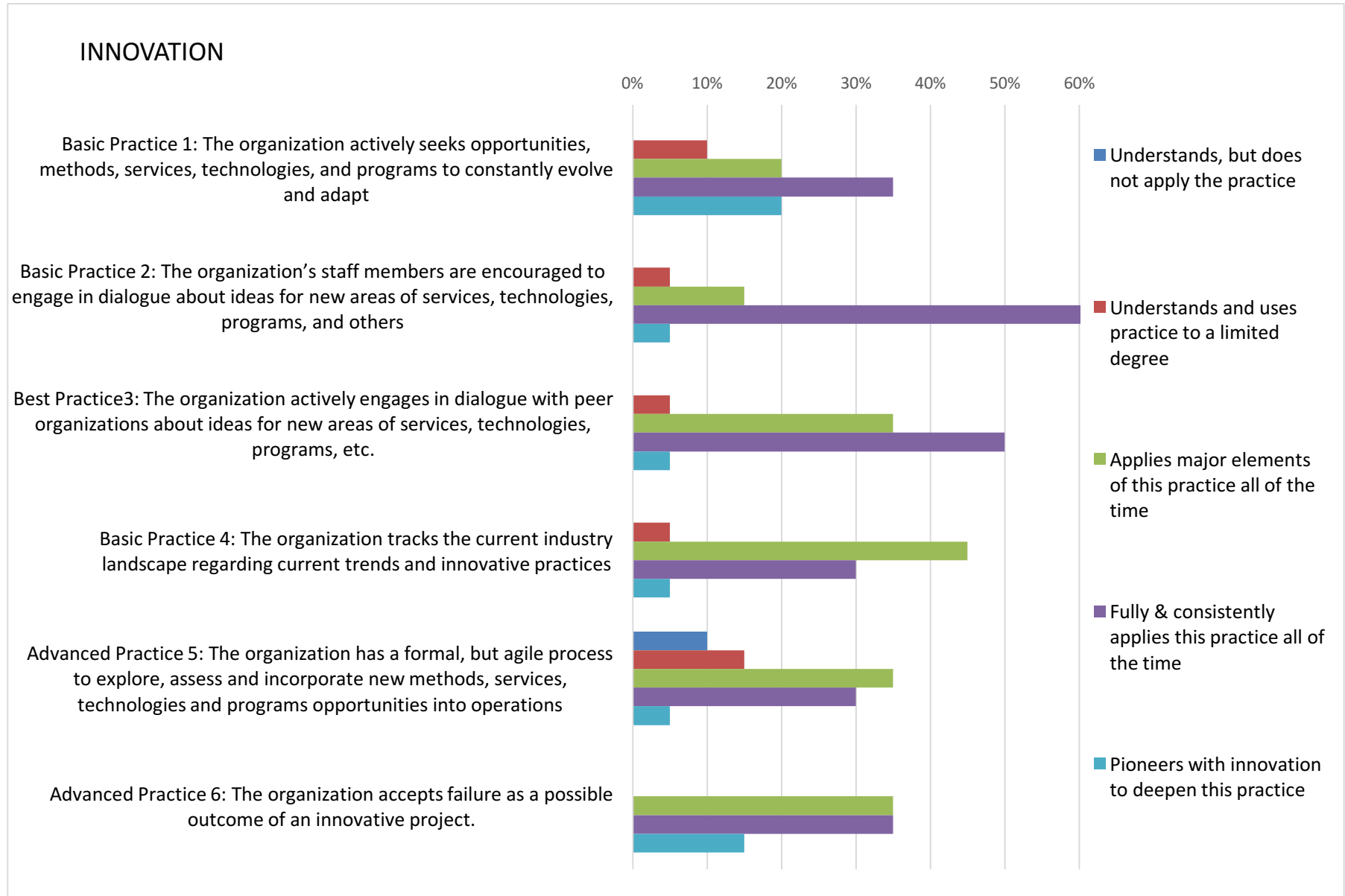


Chart 9 – Risk Management

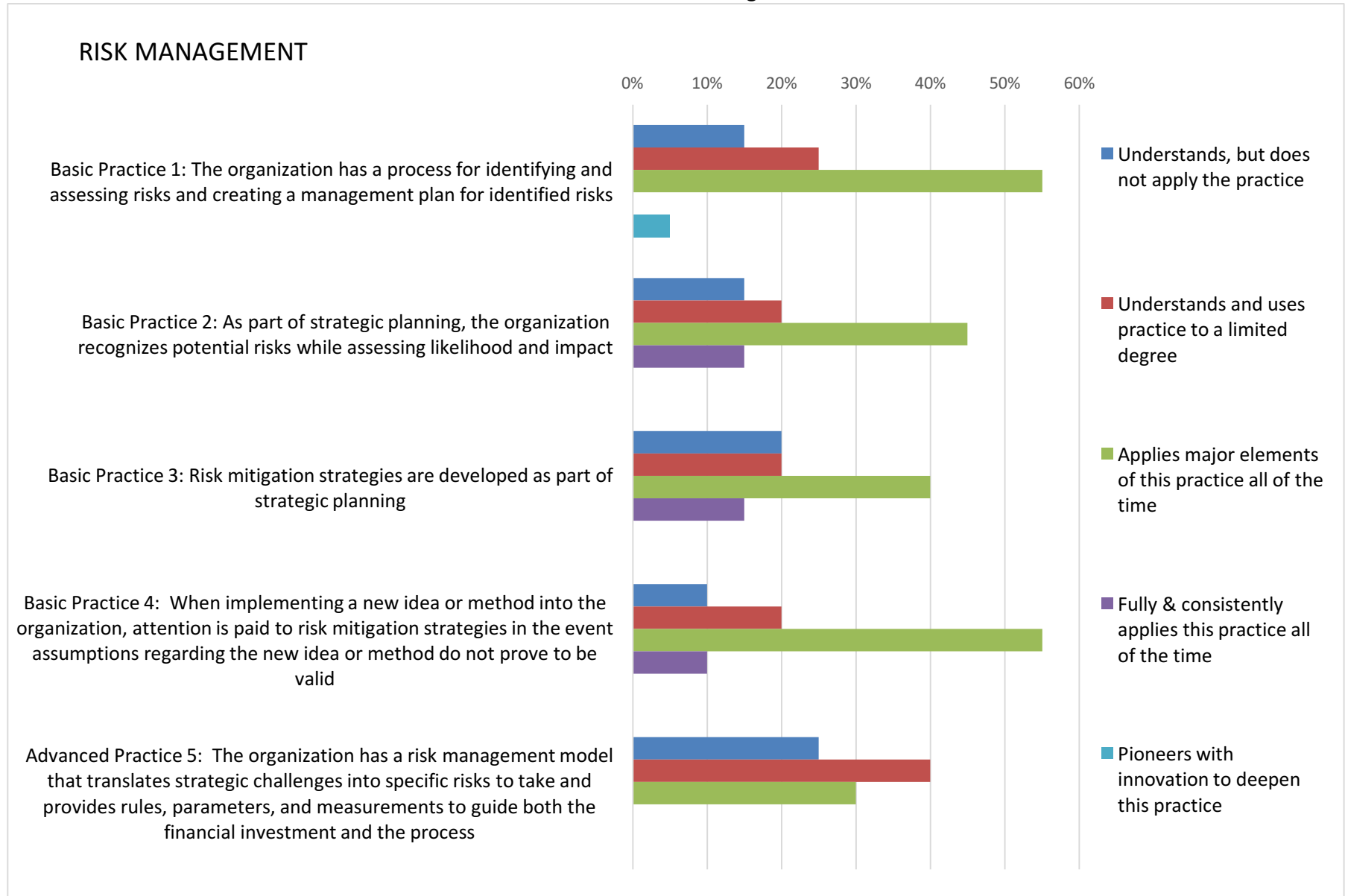
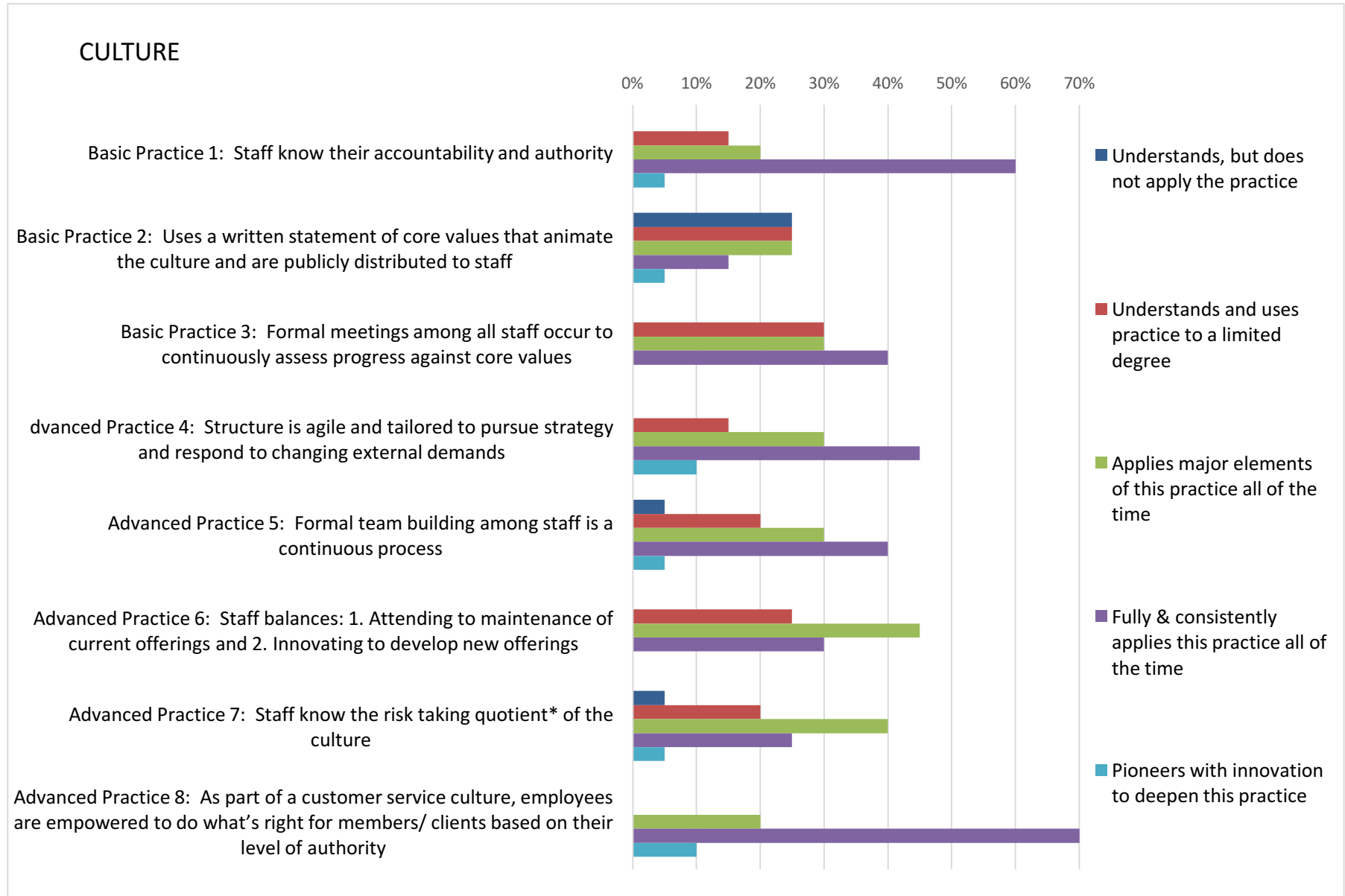



Chart 10 – Culture



Appendix A- Self-Assessment Scorecard

The example below shows the composite responses to a survey. However, the Scorecard can be customized to show responses from groups; i.e. executive leadership, board of directors, engineering staff, etc.

<div><div>THE QUILT</div></div>		Requesting Member Name														
Quilt Self-Assessment Scorecard																
* Top 3 in Green & Bottom 3 in Red																
Category	Rank	Overall Avg	Basic Avg	Advanced Avg	p = practice			blue = basic			orange = advanced					
User Relations	2	2.92	3.00	2.83	P.1 3.0	P.2 3.0	P.3 3.0	P.4 3.0	P.5 3.0	P.6 3.0	P.7 3.0	P.8 3.0	P.9 3.0	P.10 2.0	P.11 3.0	P.12 3.0
Stakeholder Relations	5	2.86	3.00	2.67	P.1 3.0	P.2 3.0	P.3 3.0	P.4 3.0	P.5 2.0	P.6 3.0	P.7 3.0					
Advocacy	4	2.88	3.00	2.75	P.1 3.0	P.2 3.0	P.3 3.0	P.4 3.0	P.5 3.0	P.6 3.0	P.7 3.0	P.8 2.0				
Long Term Strategy	7	2.67	2.33	3.67	P.1 3.0	P.2 2.0	P.3 2.0	P.4 3.0	P.5 2.0	P.6 2.0	P.7 2.0	P.8 2.0	P.9 3.0	P.10 4.0	P.11 4.0	P.12 3.0
Operating Structure	9	2.33	2.00	2.80	P.1 2.0	P.2 2.0	P.3 2.0	P.4 2.0	P.5 2.0	P.6 2.0	P.7 2.0	P.8 2.0	P.9 4.0	P.10 2.0	P.11 2.0	P.12 4.0
Governance	1	3.18	3.00	3.50	P.1 4.0	P.2 3.0	P.3 2.0	P.4 4.0	P.5 3.0	P.6 2.0	P.7 3.0	P.8 3.0	P.9 4.0	P.10 4.0	P.11 3.0	
Revenue and Finance	3	2.91	2.86	3.00	P.1 3.0	P.2 3.0	P.3 2.0	P.4 4.0	P.5 3.0	P.6 2.0	P.7 3.0	P.8 3.0	P.9 3.0	P.10 3.0	P.11 3.0	
Innovation	6	2.83	3.00	2.67	P.1 3.0	P.2 3.0	P.3 3.0	P.4 3.0	P.5 3.0	P.6 2.0						
Risk	8	2.40	3.00	1.50	P.1 3.0	P.2 3.0	P.3 3.0	P.4 3.0	P.5 0.0							
Culture	10	0.38	0.00	0.60	P.1 0.0	P.2 0.0	P.3 0.0	P.4 0.0	P.5 0.0	P.6 0.0	P.7 3.0	P.8 0.0				