

NASCSP

CSBG Performance Management Coaching Worksheet

(Version 1.0)

BACKGROUND

The **CSBG Performance Management Framework (Framework)** focuses both on how *well* the network operates as well as what *difference* or *impact* it makes. CSBG State Offices work in partnership with local CAAs and the State Association to use the Framework for accountability and improvement.

The Framework is designed to promote continuous improvement and accountability to the national Community Action goals. The complementary and integrated components of the Framework include:

1. Results Oriented Management and Accountability (ROMA), including the [CSBG Annual Report Version 2.0 and National Performance Indicators](#)
2. [State and Federal Accountability Measures](#) for states and OCS, and the [American Customer Satisfaction Index \(ACSI\)](#)
3. [Organizational Standards](#) for local CAAs

This worksheet provides some specific examples of how to think about incorporating a coaching approach in the context of performance management. Opportunities for coaching within the Framework and sample questions are provided. However, the coach should adjust the questions according to the direction the conversation is taking and not attempt to follow any script.

At the end of the worksheet, there is space to identify the next steps you plan to take to incorporate coaching into performance management work with local CAAs or State Association.

IMPORTANT

Remember, in coaching, questions are used to help the coachee (i.e., the local CAA or State Association staff) learn, grow, and remove interference that may block progress, **not** to provide you with information—though by actively listening you will certainly learn a lot. By asking open-ended questions that follow the coachee’s interests and agenda and help reveal blind spots and/or critical variables, you will be helping to strengthen awareness and responsibility.

PART 1

Identifying Performance Management Coaching Opportunities

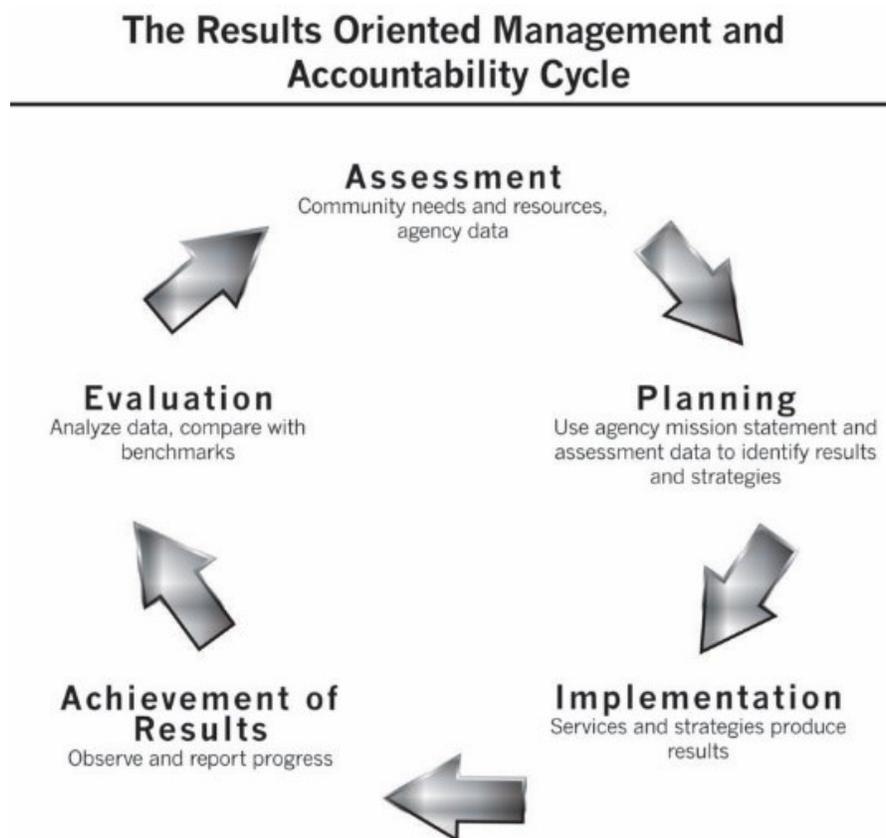
Consider the following performance management components as potential coaching opportunities in your statewide Community Action Network:

A. Results Oriented Management and Accountability (ROMA)

One element of the CSBG Performance Management Framework is the ROMA cycle, a continuous improvement cycle of assessment, planning, implementation, results, and evaluation.

State CSBG staff can develop a practice of looking for or intentionally building openings during interactions with local CAAs or State Associations to situate the activity being discussed in the ROMA cycle.

By supporting this kind of continuous improvement thinking in an ongoing way, State CSBG Offices may find that coaching conversations will be valuable to continuous improvement for all partners.



Sample overarching ROMA cycle questions:

- What part(s) of the ROMA cycle are happening at the moment?
- Where are **opportunities** for continuous improvement?
- Where are **barriers** to continuous improvement?
- Who could help with elements where there are struggles?
- How could you build on places where there is success?
- Who else would benefit from understanding more about this?

NOTE: The sample questions in this section are organized according to steps in the ROMA Cycle. This resource may also be useful:

[How Does ROMA Next Generation Fit Into ROMA?](#)

1. **ASSESSMENT & PLANNING**

Coaching around Community Assessments and the Community Action Plan

When State CSBG office staff review the Community Action Plan submitted by a local CAA, they may likely be reviewing that agency's Community Assessment. This is an opportunity to have a coaching conversation about the needs and assets of the communities served by the CAA.

Sample ASSESSMENT & PLANNING questions:

- What has changed since the last time you conducted a community assessment?
- What was learned from this assessment and did anything surprise board or staff during the analysis?
- What were the top 3 needs (and assets, if collected) last time? What are they in the most recent community assessment?
- What changes have been observed and how have you designed the Community Action Plan around the top needs (and assets, if collected)?
- What identified needs can be addressed by the CAA either independently or in partnership with other organizations?
- Who else in the community can help meet the needs identified?

Sample ASSESSMENT & PLANNING questions *(continued)*:

- What if anything is puzzling to you, what are you curious about, is anything causing concern?
- What outcomes are you looking for?
- What would you do if you had more time/control/money?
- What would you do if you could start [again] with a clean sheet?
- What strategies did you consider that you did not select why did you select the proposed strategies?
- How does this Community Action Plan move you closer to the vision (future place) set for the agency and the mission (today) established to achieve the vision?

2. IMPLEMENTATION & ACHIEVEMENT OF RESULTS

Coaching around the National Performance Indicators

When CSBG State Office staff review a local CAAs Community Action Plan, it also reviews planned national performance indicators (NPIs), conducting this review in the context of the local CAA's community assessment. Each year local CAAs report on actual NPIs achieved. This is another opportunity when a coaching conversation can be very productive. When reviewing NPIs together, let the agency determine where to focus. To be useful, this review is best to do as close the submission of data as possible and at different times during the year.

Sample IMPLEMENTATION & RESULTS questions:

- What are you learning?
- What ideas do you have?
- How do you feel about where things are? What do you think about your progress?
- What did you plan to achieve?
- What did/have you actually achieved?
- What challenges are you having?

Sample IMPLEMENTATION & RESULTS questions *(continued)*:

- What are the trends to date/this year/as compared to previous years?
- Where was performance better than expected? Where was performance worse than expected?
- What's limiting performance? What is helping performance?
- What could help future performance?
- Do you/have you made changes to strategies/initiatives or services?
- What other resource/capacity/flexibilities are needed?

3. EVALUATION

Coaching around Data, Data Trends, and Learning

Community Action is rich in data—community assessments, CSBG annual report data (including demographic and outcome data), customer satisfaction data, qualitative data, and stories, and on. Sometimes data collection and reporting is looked at as an onerous task done to meet state and federal requirements. CAAs, State Associations, and CSBG State Offices are becoming more sophisticated in how they use data to support improvement, learning, and decision-making.

Some State CSBG Offices host data review meetings, or “data walks,” as an opportunity to discuss results and data with CAAs. These could be hour-long virtual or in-person meetings where the state CSBG, local CAA, and perhaps State Association staff come together. The local CAA may send data ahead for participants to review in advance. They may prepare a PowerPoint and share other helpful materials (the most recent community assessment, annual report, etc.).

At the meeting, State CSBG staff listen with a spirit of learning, ask questions, seek ways to broaden the conversation and explore options, and encourage the CAA to consider future action. All of this is done remembering that the local CAA defines its goals and decides any actions. Such data reviews or “walks” have the added benefit of deepening the State staff’s understanding of the people and communities being served through that CAA.

Sample questions about DATA:

- What do you see in the data?
- What surprises you in the data?
- What data are missing?
- What else would you now like to know?
- What leads you to think changes in services and programming are needed?
- What does that data signify as new opportunities?
- Is there anything that, based on the data, you should stop doing?
- What do you plan to do with this data?
- What ways of presenting the data seem most effective?
- What does the data tell you about outcomes for different populations (gender, race, geography, age, etc.)?

Sample questions about DATA TRENDS:

- What data trend(s) is going in a positive direction in recent years?
- What data is trending in a less positive direction in recent years?
- What observations from the trendline data seem most important?
- What has changed for the people we serve?
- What can we improve to better respond to local needs?

Sample questions about LEARNING:

- What are you learning from the data and data trends?
- What meaning do you make from these observations?
- What learning would be valuable to share, and with whom?
- How does this learning inform decisions you are facing?
- What are you changing based on our learning?

B. Organizational Standards for Local CAAs

In 2015 OCS issued [Information Memorandum, Transmittal No. 138, State Establishment of Organizational Standards for CSBG Eligible Entities](#). This information memorandum provided guidance on state responsibilities for the establishment of organizational standards for CAAs (CSBG-eligible entities). OCS recommended a set of standards developed by the OCS-supported CSBG Organizational Standards Center of Excellence (COE), operated by the National Community Action Partnership (Partnership). The Partnership—with input from a working group of over 50 individuals from local, state, and national partners—developed a set of organization standards that create the enabling conditions for CAAs to provide high-quality services to low-income individuals and communities. [The organizational standards are organized in the following three thematic groups comprising nine categories and 58 standards for private CAAs and 50 for public CAAs:](#)

1. **Maximum Feasible Participation**
 - Consumer Input and Involvement
 - Community Engagement
 - Community Assessment
2. **Vision and Direction**
 - Organizational Leadership
 - Board Governance
 - Strategic Planning
3. **Operations and Accountability**
 - Human Resource Management
 - Financial Operations and Oversight
 - Data and Analysis

All the organizational standards work together to characterize an effective and healthy organization. Some of the standards have direct links to the CSBG Act, such as the standards on the tripartite board structure and the democratic selection process. Many standards intersect and support aspects of the ROMA cycle. Some standards link with U.S. Office of Management and Budget (OMB) guidance, such as the standards on audits. As a whole, the standards reflect many of the requirements of the CSBG Act, applicable federal laws and regulations, good management practices, and the values of Community Action.

State CSBG Offices have responsibility for assessing the status of standards at each CAA and for reporting to OCS on the standards in the CSBG Annual Report. States have the flexibility to design an approach for assessing organizational standards that fits within the oversight framework in their state. Many states integrate standards assessment into their regular CSBG monitoring procedures, while other states choose assessment by a consultant or third party, or self-assessment. Once the compliance requirement to assess adherence to the organizational standards is met, states have an opportunity to use the information and apply a coaching mindset to help a CAA make meaning of the information, grow, and learn. State CSBG Office staff could use the organizational standards results as a jumping-off point for a number of coaching conversations. Some of those conversations are outlined in greater detail as part of the ROMA cycle above and in the financial management tool. Other areas for inquiry that may help CAAs unlock greater potential include the following:

Sample overarching ORGANIZATIONAL STANDARD questions:

- How do you feel about where things are?
- What do you think about your progress?
- What has changed since the last organizational standards assessment?
- Are there particular standards you are interested in improving?
- Where are opportunities for moving beyond the compliance standard to excellence?
- What are barriers you feel you are experiencing?
- Who could help with elements where there are struggles?

Sample MAXIMUM FEASIBLE PARTICIPATION questions:

- How do you feel about agency efforts to engage the voices of those experiencing poverty? What is working, what are you interested in learning?
- What have you learned from the customer satisfaction data you have collected?
- What are you interested in learning from future customer satisfaction data?
- See ROMA Cycle sample ASSESSMENT & PLANNING questions in Section I.A(1).

Sample VISION & DIRECTION questions:

- See ROMA Cycle sample ASSESSMENT & PLANNING questions in Section I.A(1).
- See ROMA Cycle sample IMPLEMENTATION & RESULTS questions in Section I.A(2).
- How are things going related to achieving the goals set out in the current strategic plan?
- If you had it to do over again, how would you go about developing your strategic plan?
- How would you like to increase customer, staff, and partner involvement in the development, implementation, and monitoring of the agency strategic plan?
- What would you like to work on related to board governance and operations?
- What do you think is the next “big question” for the board of directors as they set direction for the agency?
- What would you like leadership development to look like at the agency in 2 to 5 years?
- What support do you need related to strategic planning/board governance/leadership development?

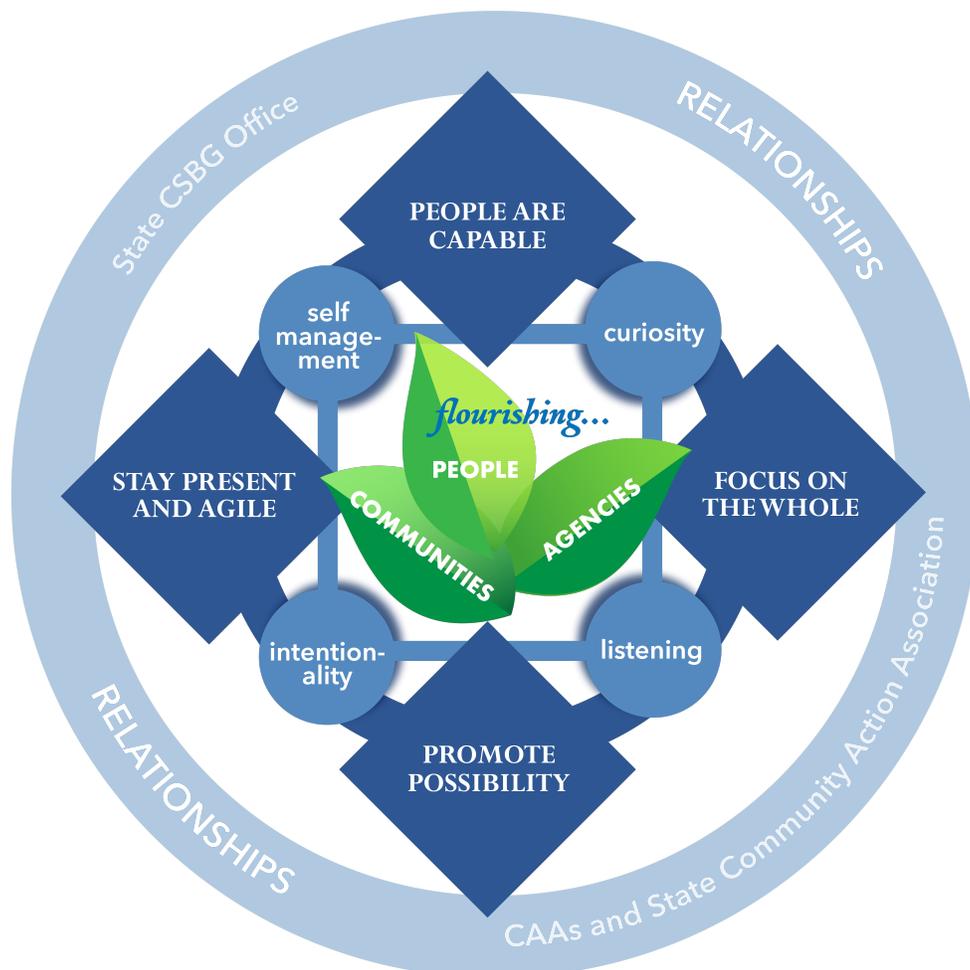
Sample OPERATIONS & ACCOUNTABILITY questions:

- What areas of human capital management are solid, what areas are thriving and what is keeping you up at night?
- What ideas do you have about staff/human capital development and management?
- What areas are you considering for learning and growth related to financial operations and oversight (board perspective/staff perspective)?
- See **Section 10. Coaching Tools E. Financial Management Coaching Tool.**

Sample OPERATIONS & ACCOUNTABILITY questions (continued):

- In what ways are your systems providing data that helps you improve and how are they falling short?
- Are the systems working to help you deliver value to customers or are they getting in the way?
- What is your biggest desire related to data and analysis?
- What would you do related to data and analysis if you had more time/control/money?
- What would you do related to data and analysis if you had a clean slate?
- See ROMA Cycle sample DATA questions in Section 1.A(3).

CSBG NETWORK COACHING MODEL



PART 2

Developing an Action Plan: Incorporating Coaching into Performance Management

Once you have identified potential performance management opportunities, the next step is to consider, either individually or as a State CSBG Office team or even with the statewide network, which ones you want to move forward with in implementation. Are there some areas that seem most ripe or relevant to the State CSBG Office's goals or the statewide Community Action Network's needs? What additional opportunities do you see?

1. Identify the top 1 to 3 performance management opportunities you would like to focus on in coaching conversations with local CAAs and/or State Associations:
 - a. _____
 - b. _____
 - c. _____
2. For each opportunity describe the **action steps** you will take related to coaching and performance management in the next 3 months.
3. Identify **who will be responsible** for the action steps and the **timeline for completion**.
4. Describe the **resources** or other supports that can be employed to support you in this work, in the *NASCSP Coaching Guide for State CSBG Administrators* or beyond? Are there peers in other states you would like to learn more from?
5. Use the action planning form on the following page to develop your plan.
6. Revisit and evaluate how implementation over the past 3 months went, and choose the next action steps the State CSBG Office will take from there. Discuss learnings and areas you would like to adjust moving forward.

