



Listen for Good
12-Month Evaluation Results:
Round 1

May 15th, 2017

Methodology

In April 2017, ORS Impact began collecting 12-month follow-up data from participating Listen for Good agencies. We invited a program manager and an agency leader from the 17 organizations in Round 1 to complete a survey.

- We asked **agency leaders** their perspective on their organizations' progress toward building feedback loops (82% response rate).
- We asked **program managers** more detailed questions related to the Listen for Good initiative (94% response rate).

We will implement the same tools with Round 2 grantees in July 2017 and Round 3 grantees in October 2017.



GRANTEE EXPERIENCES IMPLEMENTING FEEDBACK LOOPS

” *Implementing surveys continues to get easier now that it is **standardized in terms of a survey and a process**. Closing the loop continues to be a learning process across programs, ... which we weren't necessarily doing consistently before. – Program Manager*



What's happening

Of grantees in Round 1, 56% are implementing feedback loops with one program and 44% are implementing with multiple programs.

- ▶ **94%** have administered the survey at least two times. One quarter administer their survey on an ongoing basis (25%).
- ▶ **Computers** are the most common mode of administration (73%), followed by paper (60%), tablets (47%), and text (27%).

What we're hearing

Nearly three quarters of program managers have **changed how or how often they administer the survey** based on previous experience (73%). Changes included modifications to mode/timing and tailoring of custom questions.

Some program managers shared lessons learned about survey administration, including: providing the survey in multiple languages, allowing time to complete the survey, finding the right cadence of administration, and discovering that access to technology determines the best mode of administration.

One grantee found administration via smart phones to be easier than expected, while another relies on paper surveys since their population does not have consistent access to technology.

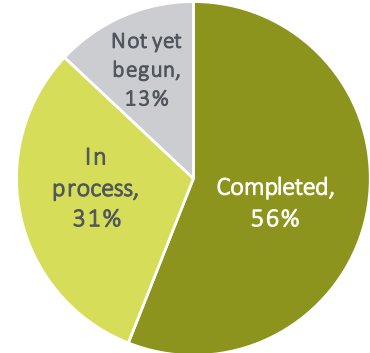


STEP 3: INTERPRETING RESULTS

What's happening

Among program managers who have completed or are in process of interpreting results, the **majority continue to find useful variation** in their data (64%).

The two program managers who have not yet begun interpreting results express confidence in their ability to do so.



What we're hearing

To better understand how grantees are using the information gathered, we asked program managers and agency leaders to indicate whether they had **gained new insights or understandings** as a result of information collected; both groups agreed that:

- ▶ the area of **greatest insights** were “understanding of clients’ experience with programs and services,” and
- ▶ the **fewest insights** were gained regarding “understanding of reasons behind clients with high versus low satisfaction.”

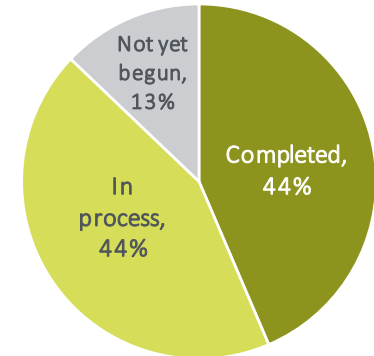
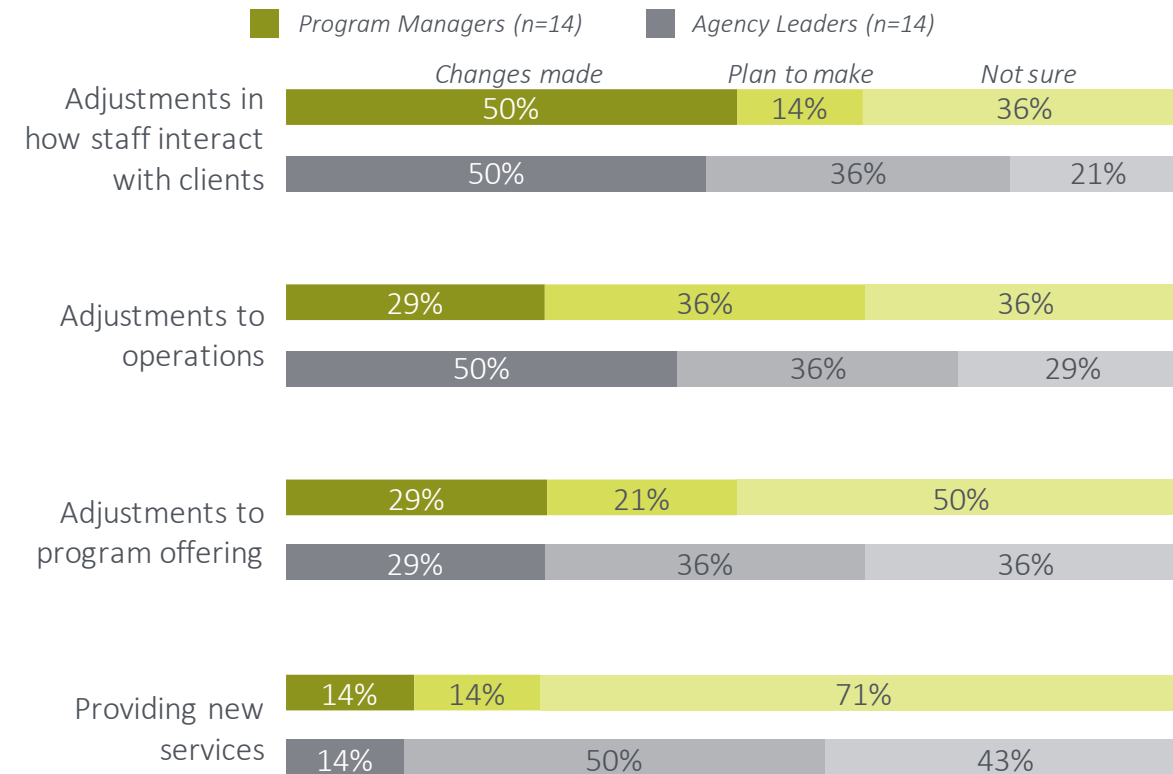


STEP 4: RESPONDING TO FEEDBACK

What's happening

Grantees who have completed or are in process of responding to feedback are beginning to make changes as a result of feedback information collected.

Figure 1 | Distribution of Changes Made or Planning to Make



Most commonly cited for both program managers and agency leaders.

Least commonly cited by both groups.



What we're hearing

Nearly two thirds of agency leaders report having **incorporated feedback into other areas of their work** besides the Listen for Good program (64%).

- ▶ Examples shared by agency leaders of how they are incorporating feedback into their work included increasing capacity across the organization to collect feedback and sharing findings with leadership.
- ▶ Agency leaders that have incorporated feedback say they need more resources to expand the work (31%).

Agency leaders who shared how their organization has changed the way they think or talk about feedback loops describe **sharing internally at regular intervals**, a greater understanding of feedback as an ongoing process, and setting metrics related to client feedback.

Agency leaders that have not yet incorporated feedback say they **need more TA** to expand the work (n=3).

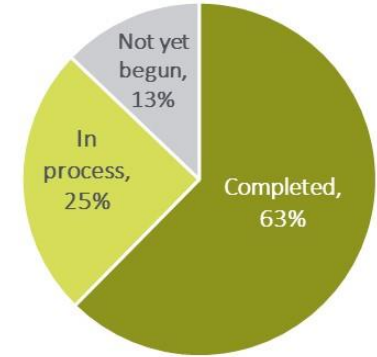


STEP 5: CLOSING THE LOOP

What's happening

Most program managers have completed or are in process of closing the loop with clients (88%). Of those:

- ▶ **86%** are sharing a summary of results
- ▶ **71%** are sharing back via in-person meetings, followed by posters/handouts (43%) and one-on-one (36%)



What we're hearing

When asked what they are learning from this process, program managers describe the **value of closing the loop**. A few mentioned a desire for deeper/more specific feedback than was available through their survey.

A higher proportion of grantees reported closing the loop than responding to feedback. We hypothesize that this may be because closing the loop has a clear end date, while responding to feedback can be an ongoing process.

Agency leaders are sharing results with their co-funders, and receiving positive responses.

Nearly all agency leaders have communicated about this work with their co-funder (93%). The most frequent method of communication for both one-way and two-way sharing was **through in-person meetings**, followed by emails and grantee reporting.

Agency leaders most frequently shared a summary of survey results (85%) with co-funders, followed by lessons or insights learned (77%). When asked how their funder responded, agency leader descriptions of their **responses were overwhelmingly positive**.

”

Our funder was very supportive of the approach and thought that there were some interesting findings. They also were interested in how we could use it in different areas of our work beyond the grant.
– Agency Leader

”

[Our funders] were excited about the results and would love to see other agencies that they support learn from this. – Agency Leader



RESULTING CHANGES IN ORGANIZATIONS

” *The changes we will make are almost more important than the ‘results’...*
– Program Manager

Grantees highly rate their organizations' ability to collect feedback.

**Will have more to say when we link data to six-month responses to look at progress.*

Figure 2 | Grantee Perceptions of Their Ability to Complete Relevant Tasks



When asked to explain their response, **program managers** in particular described feeling better able to collect data.

When asked to explain their response, several **agency leaders** discussed their organization using data to inform their work—both appreciating the ability to do so and the challenges that arise.

Agency leaders are committed and see benefits to engaging in Listen for Good.

When asked to rate their organization's leadership for ongoing feedback work, 88% of program managers believe their leadership has “moderately high” or “high” commitment.

This aligns with data from agency leaders. When asked about benefits to engaging in Listen for Good, agency leaders cited:

- Increased focus on clients (79%)
- Increased internal capacity to communicate with clients regarding feedback and organization's response (79%)
- Greater responsiveness to clients' needs (71%)
- Increased internal capacity to collect feedback (71%)
- Increased internal capacity to analyze and respond to feedback (71%)

”

We have found this to be an incredibly useful opportunity for our organization, and the benefits will continue past the grant ending.
– Program Manager

”

Our commitment to collecting feedback is strong, and our internal capacity to do so is growing. – Agency Leader

”

Senior management value the data and learnings from the project, and would like to see it continue. – Program Manager

Organizations plan to continue or increase efforts to collect feedback.

Nearly all program managers and agency leaders plan to continue collecting feedback once their Listen for Good grant is over (94% and 100%, respectively). Around half plan to increase their efforts to collect feedback (50% and 50%, respectively).

- ▶ Among **program managers** who explained their response, a few specifically mentioned now having a system in place to collect feedback.
- ▶ **Agency leaders** echo program managers and reiterate their commitment to continue collecting feedback.

”

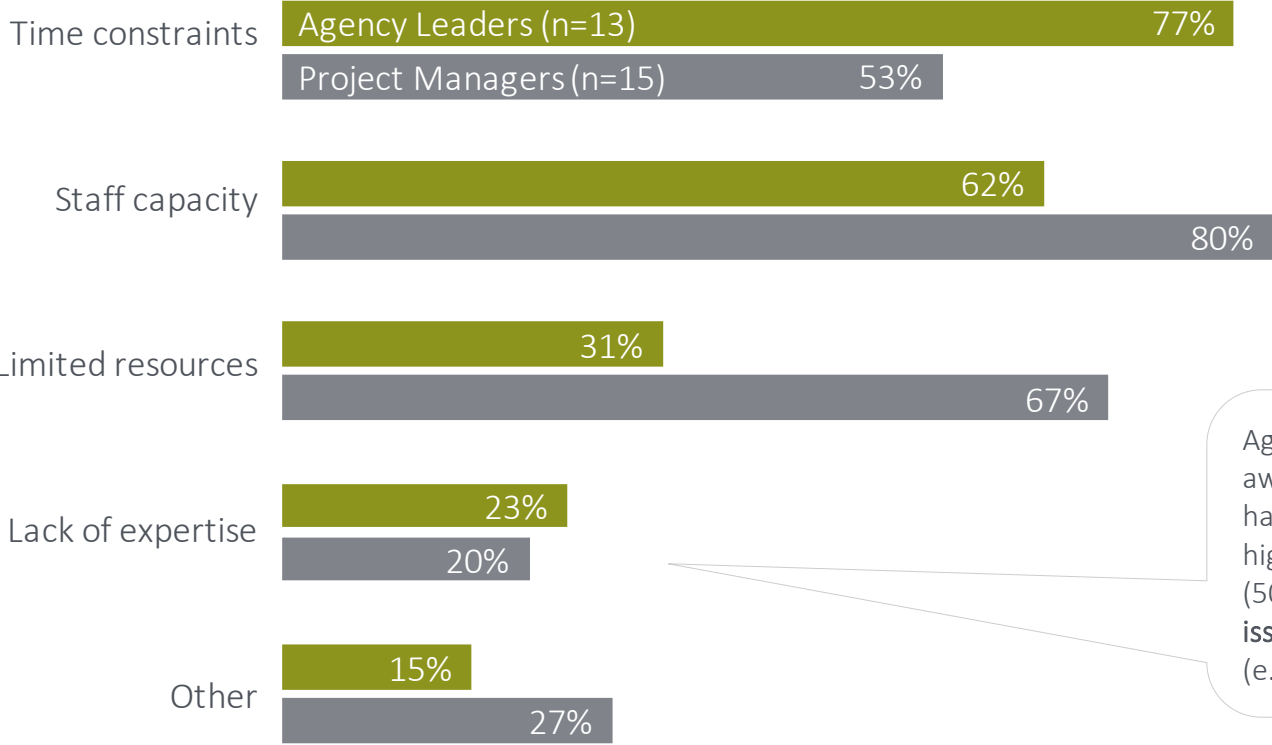
We have always striven to hear from our clients and [Listen for Good] has given us a more systematic way to go about it. We are very grateful and want to continue to improve our processes. – Program Manager

”

We are all very excited about this process and would like to continue/expand our data collection and feedback loops. – Program Manager

Barriers to adopting and implementing feedback processes differed by program managers and agency leaders.

Figure 3 | Grantee Perceptions of Barriers to More Broadly Adopting and Implementing Organization-Wide Client Feedback Processes



Agency leaders that were aware of where their staff have struggled to implement high quality feedback loops (50%) most frequently cited **issues around collecting data** (e.g., timing, technology).



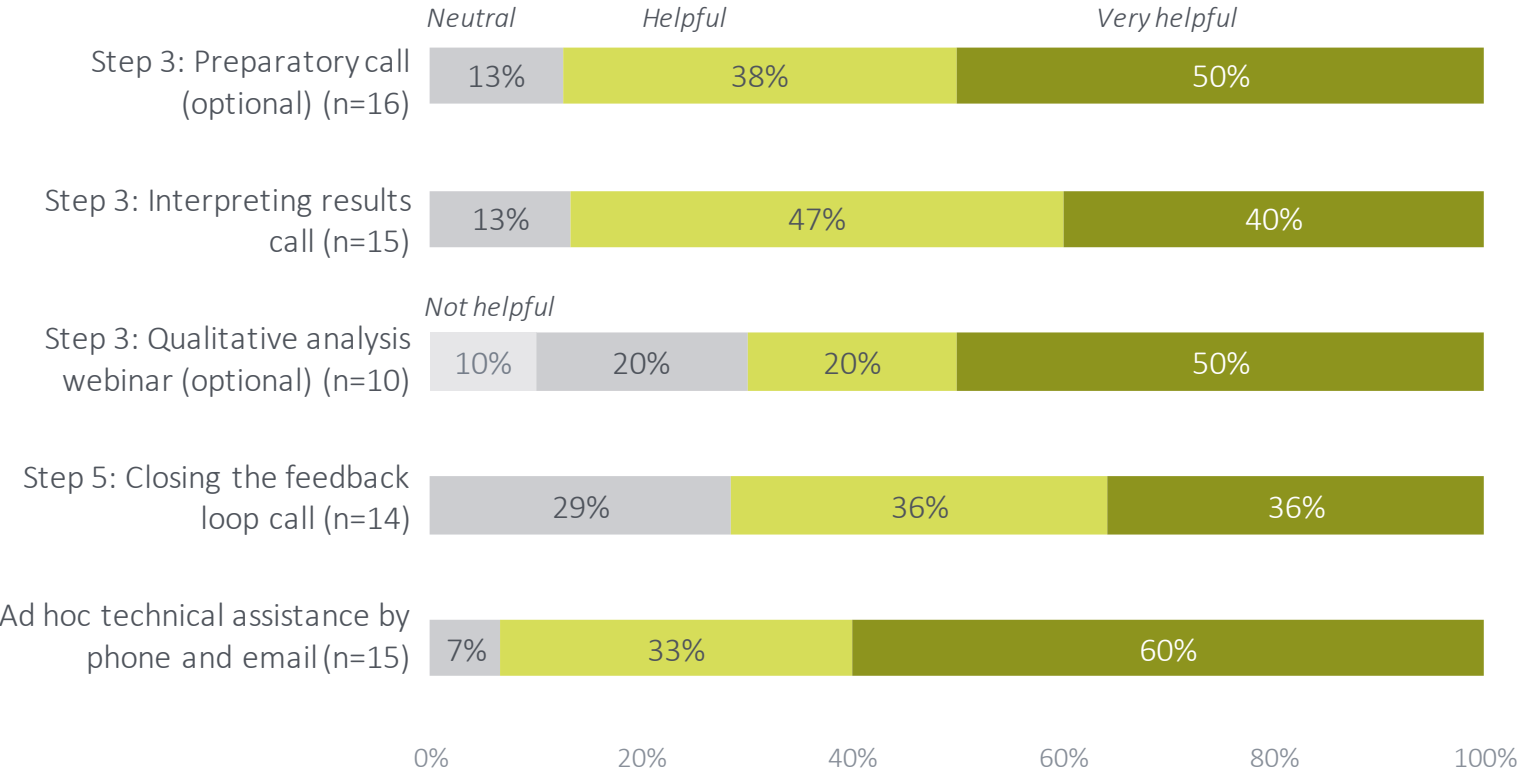
GRANTEE EXPERIENCES WITH LISTEN FOR GOOD

” *I appreciate all the support and guidance, and loved the gathering. It really helped me kick this off and make it successful here at our agency. – Program Manager*

Grantees continue to find Listen for Good TA and supports helpful.

When asked how helpful they've found each step of the process, the majority of program managers reported the level of TA and support were "just right."

Figure 4 | Program Manager Perceptions of Helpfulness of Listen for Good



Grantees provided suggestions for future rounds of Listen for Good.

When asked which elements of the TA to preserve...

- ▶ Program managers most frequently described **calls with the Listen for Good team** as the most important element to preserve.
- ▶ Some mentioned TA around **specific steps**, such as survey design and analysis.
- ▶ Two program managers mentioned that the TA about **SurveyMonkey** could be optional if an organization has previous experience with it.

When asked for suggestions on expanding and adjusting the TA in future rounds of grants...

- ▶ Program managers most frequently asked for more **examples and templates** on the website.
- ▶ They also suggested that more opportunities for **peer support** could help take the initiative to scale.

Ideas included: examples of what other orgs are doing at each stage, example excel files with analyzed data, reporting templates, sample results and action plans, and sample customized questions.



EVALUATOR
OBSERVATIONS AND
IMPLICATIONS

Overall, early 12-month data is overwhelmingly positive.

It will be interesting to see if co-funders share this optimism when we interview them in the fall.

Though still early, the next slide raises a couple areas for discussion. We will be able to explore these early themes in greater depth once 12-month data has been collected from all three rounds.

Despite being a small dataset, areas for discussion are beginning to emerge.

There is a desire among organizations for a **deeper and more specific understanding** of what they are hearing from clients.

┆┆┆┆┆▶ **Q:** Does Listen for Good need to set better or different expectations/guardrails of what the initiative does and does not offer?

Related, participating in Listen for Good sparks a **hunger for different kinds of support**, such as TA around how to incorporate findings into an organization's work. This type of TA would be focused more around organizational development and change management than the technical support currently offered by Listen for Good.

┆┆┆┆┆▶ **Q:** Are these types of supports part of Listen for Good? If yes, what does that mean for design decisions?