

**Continuous Improvement Self – Assessment Tool Criteria Grid**

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<b>Intentionally Focused on Continuous Improvement</b>	<ul style="list-style-type: none"> <li>- Our team has a clear understanding of what CI means to us – we talk about it often. All new staff are trained to understand what CI means to us.</li> <li>- We understand that CI means that we are always learning.</li> <li>- We are always looking for ways to make adjustments to our work processes to make things better.</li> <li>- Curious inquiry is our standard.</li> <li>- A CI approach is embedded at all levels of our organization – from the Board, senior leadership and all programs.</li> </ul>	<ul style="list-style-type: none"> <li>- We actively talk about CI and are defining what it means to us.</li> <li>- We are starting to talk about what we have learned from our improvement initiatives.</li> <li>- We know our organization has some problems. Staff and leaders are acknowledged when they participate with team-based problem solving and CI.</li> <li>- We practice curious inquiry.</li> <li>- We have teams that are applying a CI approach to different projects.</li> </ul>	<ul style="list-style-type: none"> <li>- We are trying to figure out what CI means for us.</li> <li>- We understand that CI requires that we need to try new things and pay attention to what we learned from the outcome of that trial.</li> <li>- We know our organization has some issues, and we have started to tackle them in our teams.</li> <li>- We are practicing curious inquiry.</li> <li>- Our leaders are working with teams to encourage team problem solving. There is some resistance from the staff because this is a new thing for them.</li> </ul>	<ul style="list-style-type: none"> <li>- We have heard about CI, and are interested to learn more.</li> <li>- We don't quite understand how learning and CI link together, but we know there's something there.</li> <li>- We know our organization has some problems, but we aren't really good at resolving them completely.</li> <li>- We have heard about curious inquiry...and are interested to learn more.</li> <li>- Only our organization leaders are talking about CI – staff just do their work as per their job description.</li> </ul>	<ul style="list-style-type: none"> <li>- We have no idea what CI is.</li> <li>- We just come to work to do our job.</li> <li>- Our organization prefers to hide problems. When we find problems, it makes our organization look bad.</li> <li>- If we do find problems, we are defensive and try to explain it, or blame others.</li> <li>- As long as the staff do what their supervisors tell them to, there should be no problems.</li> </ul>
<b>Community Member Focused</b>	<ul style="list-style-type: none"> <li>- We start all our CI work by considering what is important from the community member's perspective.</li> <li>- We always ask clients what is important to them. We try to understand the community member's perspective – so we can</li> </ul>	<ul style="list-style-type: none"> <li>- We start all our CI work by considering what is important from the community member's perspective.</li> <li>- We talk to community members, we do community needs assessments and community surveys.</li> </ul>	<ul style="list-style-type: none"> <li>- We talk to community members, we do community needs assessments and community surveys.</li> <li>- We consider the information we learned from conversations and surveys when we make system improvements.</li> </ul>	<ul style="list-style-type: none"> <li>- We think the community member's perspective is important to understand...we just aren't sure how to get that information.</li> <li>- Our primary source of information about the community member's</li> </ul>	<ul style="list-style-type: none"> <li>- There is no sense considering the community members perspective – if they don't like how we provide services, they can go somewhere else.</li> </ul>

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<p><b>Community Member Focused Continued...</b></p>	<p>make improvements that better align with our member’s needs. - We ask volunteer members to be active participants with our CI teams.</p>	<p>- We consider the information we learned from conversations and surveys when we make system improvements. - We verify our CI approach with community members before we start trialing our improvements.</p>		<p>perspective is when we get their complaint letters.</p>	
<p><b>Team Work</b></p>	<p>- Every CI initiative affects or is affected by someone. We include these people as part of our CI team. - Our team is empowered to make positive change and clearly understands the scope of our decision-making. - Our team accomplishments are recognized and celebrated as a team!</p>	<p>- We have teams that work together on CI initiatives. Participants are clear that they are participating in order to make positive change. They are empowered to make positive change. - Leadership gives teams clear parameters within which to function and make decisions.</p>	<p>- We have teams that work together on CI initiatives. Sometime participants aren’t really clear on what their role is and that they are actually participating in making positive change. - Leadership is still struggling to give autonomous decision making to the team.</p>	<p>- We can see the positive impact of working together as a team. We want to do more of it.</p>	<p>- We are recognized for our individual accomplishments.</p>
<p><b>It’s not about WHO, it’s about WHY!</b></p>	<p>- When someone makes an error or a problem occurs, we ask ourselves...”Why did this happen?” “What is it about our system that has allowed for this error / problem to occur?” Occasionally it is a performance issue...but usually it’s a system issue. - Staff will have already have considered contributing factors to the problem and will propose potential solutions.</p>	<p>- When problems occur related to staff (or clients), we now consider whether something about our system may have contributed to the problem. - We work with our staff to find ways to improve our system processes when errors occur.</p>	<p>- We are starting to see that some of the things that have historically been “performance issues” can actually be indicators of areas for system improvement. - Staff are uncertain about the new approach to investigating problems. Under-reporting of problems still occurs.</p>	<p>- We recognize that people come to work, to do a good job and not make mistakes. - We want to learn more about how we can focus on the WHY rather than focusing on WHO. - When problem occur, staff are afraid of the discipline that may follow. This may result in staff hiding their mistakes or under-reporting problems.</p>	<p>- We find that when problems occur, it’s usually because staff (or clients) just don’t follow our organization’s policies and procedures. - When problem occur, staff are afraid of the discipline that will surely follow. This may result in staff hiding their mistakes or under-reporting problems.</p>

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<p><b>Problem Solving Skill-Set</b></p>	<ul style="list-style-type: none"> <li>- All our staff have been educated with knowledge and skills to support problem solving.</li> <li>- We support one another to incorporate problem solving into our everyday operations.</li> </ul>	<ul style="list-style-type: none"> <li>- Our staff and leaders are becoming educated with knowledge and skills to support problem solving.</li> <li>- Staff and leaders are applying their problem solving skill set in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>- We are actively looking for ways to train our staff and leaders about problem solving skills.</li> </ul>	<ul style="list-style-type: none"> <li>- We are interested to learn more about problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>- We aren't interested to learn about problem solving.</li> </ul>
<p><b>Finding the Root Cause</b></p>	<ul style="list-style-type: none"> <li>- Root cause analysis is incorporated into all aspects of our organization. Root cause analysis is expected if a team or person does not meet an expected standard.</li> </ul>	<ul style="list-style-type: none"> <li>- For every problem that our teams tries to address, we do a root cause analysis – so we know we are dealing with the right issues.</li> </ul>	<ul style="list-style-type: none"> <li>- We've started drilling down to the root cause...sometimes it's a little challenging.</li> </ul>	<ul style="list-style-type: none"> <li>- We've heard about finding the root cause. We want to learn more!</li> </ul>	<ul style="list-style-type: none"> <li>- We just deal with what we see on the surface. Why bother digging down and finding more problems?!</li> </ul>
<p><b>Continuous Improvement as an Ongoing Commitment</b></p>	<ul style="list-style-type: none"> <li>- We embrace the idea that CI is never-ending!</li> <li>We are constantly trying to meet our community member's needs and adjust to an ever changing environment. Change is inevitable...so is CI.</li> </ul>	<ul style="list-style-type: none"> <li>- We recognize that our client's needs, and the social, political and economic environment is ever changing. We adapt as needed.</li> </ul>	<ul style="list-style-type: none"> <li>- We recognize that our client's needs, and the social, political and economic environment is ever changing. We need to be prepared to adapt.</li> </ul>	<ul style="list-style-type: none"> <li>- Change very is scary, but we recognize it is inevitable.</li> </ul>	<ul style="list-style-type: none"> <li>- We don't like change. We change our processes only when our funder requires us to.</li> </ul>
<p><b>Continuous Improvement Tools Used</b></p>	<ul style="list-style-type: none"> <li>- We use a lot of different tools in our CI projects and initiatives.</li> <li>- We teach them to one another and to other communities.</li> <li>- We always emphasize that tools are great, but they are used in an environment that is founded in a CI Way of Being.</li> </ul>	<ul style="list-style-type: none"> <li>- We incorporate a lot of different tools into our CI projects and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- We've started using some of the CI tools. We're having fun trying them and seeing which ones work for us.</li> </ul>	<ul style="list-style-type: none"> <li>- We've heard that there are lots of resources that can help CI. We want to learn more!</li> </ul>	<ul style="list-style-type: none"> <li>- The only tools we use are in the maintenance person's tool box.</li> </ul>