Core Competencies of Organizations with a Culture of Continuous Improvement

- Our organization measures outcomes (e.g., changes in participant condition, behavior, or knowledge) and not just efforts (e.g., quantifiable activities or services delivered).
- Our organization can identify indicators appropriate for measuring how we work.
- Our organization is clear about what we want to accomplish in the short-term (e.g., one to five years) and what success will look like.
- Our organization ensures staff have the information and skills they need to successfully engage with data for program improvement.
- Our organization has staff who are experienced in data collection and use, and understand different stakeholders' information needs.
- Our organization has staff who know how to analyze and interpret data.
- Our organization values learning. Staff actively ask questions, gather information, and think critically about how to improve their work.
- Leaders in our organization support data use to identify areas of improvement.
- Our organization effectively communicates about data and results, both positive and negative, within and outside the organization.
- Our organization promotes and facilitates internal staff members' learning and reflection about data use, planning, implementation, and findings. Staff "learn by doing."
- Our organization modifies its course of action based on findings from program data.
- Managers look at program data as important input to help them improve staff performance and manage for results.
- Findings from program data are integrated into decision-making when determining which policy options and strategies to pursue.

Adapted from *Evaluation Capacity Diagnostic Tool*. Informing Change (n.d.). Retrieved from
http://informingchange.com/uploads/2010/06/Evaluation-Capacity-Diagnostic-Tool.pdf