



## CENTER FOR COMMUNITY SERVICES DIRECTIVE

Title: Continuous Improvement

Directive: C2022-08

Effective: November 1, 2022

To: Community Services Block Grant Subgrantees

From: Denise Remillard, Director – Center for Community Services

### 1.0 Purpose

The purpose of this directive is to emphasize the importance of implementation and utilization of a continuous improvement process or system, among CSBG eligible entities. This directive also reinforces training requirements for staff, boards, and subcontractors of eligible entities.

### 2.0 Revision History

This CSBG directive replaces C2019-08 and is effective November 1, 2022.

### 3.0 Background

The federal CSBG act requires that eligible entities participate in a performance management system such as ROMA. This system is intended to be implemented as the method by which agencies measure their performance in promoting self-sufficiency, family stability, and community revitalization. The CSBG program has three national goals:

- Individuals and families with low incomes are stable and achieve economic security.
- Communities where people with low incomes live are healthy and offer economic opportunity.
- People with low incomes are engaged and active in building opportunities in communities.

These goals establish a basis for results-oriented plans and activities. Together with the other elements of performance management - Organizational Standards and the CSBG Annual report indicators - continuous improvement assists agencies in becoming strong, well-managed CEEs capable of making significant impacts in the lives of individuals and communities. Additionally, the national goals support the concept of success with support from a variety of funding sources organized around individual and community outcomes within an agency and in collaboration with other service providers. It is imperative that all activities in the cycle are completed.

## **4.0 Policy**

Because of the importance of continuous improvement and performance management, it is imperative that directors, staff, subcontractors, and board members are aware of and trained on the approved continuous improvement cycle and principles as appropriate for their work:

### **Tripartite Board Members**

Organizational Standards require Board involvement in every phase of the continuous improvement. Therefore, each Board Member must understand the expected roles and responsibilities at each phase. Board members should be trained as part of the board orientation process. New board members should be trained (either in person or via webinar) within six (6) months of being seated.

### **Directors, Staff, and Subcontractors**

Directors and program staff of CEEs should receive full training in whatever process is implemented. Continuing education, and refresher training should be conducted every three years. It is suggested that training coincide with needs assessment and planning.

### **Non-Program Employees**

Training for agency staff whose work does not include program involvement or agency planning (example: maintenance staff, bus drivers) can be done at the agency's discretion but is not required.

### **CAP Infinity Basic**

CAP Infinity Basic is a six-module, asynchronous course to convey the foundations of Community Action, understand the concepts of and explore various models of continuous improvement, and engage learners in goal setting and action plans that apply to their day-to-day work. Additionally, the principles of data basics, strategic thinking, and problem-solving are introduced in real-world, personalized scenarios. The programmatic goal is for each user to deeply understand how they, as individuals, fit into the mission of Community Action. This 100-level course is appropriate training for new employees, frontline workers, program employees, and staff. CAP Infinity Basic is part of the multi-tiered CAP Infinity program that is differentiated to address a variety of needs at different levels in Community Action.

### **Approved Continuous Improvement Models:**

- PDCA – Plan Do Check Act
- DMAIC – Define Measure Analyze Improve Control
- ROMA – Results Oriented Management and Accountability
- TQM – Total Quality Management

If an agency wishes to use a model not listed above, they should reach out to their CSBG program specialist for approval.

### **Tracking of Training**

Attachment A contains a sample spreadsheet to aid in tracking the training activities of agency staff and board members. When CSBG state office staff are conducting the monitoring process, the information about the frequency of training will be reviewed. This attachment was created with the intention that it

can be used to provide that information. Official documentation of trainings, such as certificates of completion can also be used to document training for purposes of organizational standards compliance.

### **Advanced Certifications**

It may be in the best interest of the agency to maintain a staff person who is trained at an advanced or training certified level if available within the chosen program. The person selected by the agency to participate in the training and certification process could be a member of the agency's leadership team, but this is not a necessity; however, the person should be trusted and encouraged to provide input to the Executive Director, senior staff, and board.

The advanced level staff should at minimum:

- Provide feedback, input, support, or guidance to agency leadership team (Board of Directors, Executive Director, senior management) and staff, regarding the essential elements of the aspects of the continuous improvement process,
- Advocate for continuous improvement throughout the agency,
- Assist in the analysis of documentation of organizational standards,
- Participate in board development as appropriate,

Assist in training & technical assistance throughout the agency.

### **5.0 Effective Date**

This directive takes effect November 1, 2022 and replaces C2019-08. It will remain in effect, in its entirety, until it is amended, replaced, superseded, or nullified. Only a directive from the Department's Center for Community Services or its equivalent may countermand any information contained in this directive.

cc: Center for Community Services Staff  
Fiscal Management Center, DCED