4 ▶ TRAINING AND RETRAINING

Required reference materials

- Any materials used for staff training opportunities

- Job descriptions, employee handbooks or other materials that outline staff expectations

What topics and questions will this module explore?

- Frequencies at which staff should be trained and retrained and expectations of each new staff person

- How to regularly identify professional development opportunities to support key personnel engaged with the data

How does this relate to data governance?

Developing an effective data governance protocol requires organizations to have the necessary personnel to implement the protocol and build on governance practices as needed. As such, when it comes to data governance, staff training is an important component of getting new employees oriented to the skills, expectations and work culture of their new roles. Furthermore, retraining staff on a regular basis is important to ensure they can continually work on improving their practice, remain aligned with organizational expectations and learn new best practice information being circulated in the field. Staff should be trained and retrained on the expectations related to collecting, analyzing, understanding and making use of data in a way that benefits the organization and families served, while helping staff perform at the highest potential in their roles.

1. Begin by considering what your current staff training expectations look like, focusing on how staff are trained on topics surrounding data. Consider the following specific questions and take additional notes in the space provided.

   a. How, by whom and when are new staff trained to collect data? Are all staff trained in data collection? If not, do they need to be?

   b. Are there consistent retrainings to update existing staff on best practices and new developments? How are these retraining opportunities developed or identified? Who provides them? How regular are these retraining opportunities?

   c. How and by whom are staff trained to assist with inputting data collected into the data management system(s)? Are they trained on ways to make this process easier or more streamlined? Do all staff need to know how to do this?

d. How and by whom are staff trained to adhere to ethics standards when collecting and managing data? How do you ensure ethics standards in collection and management of data are upheld? How are any issues that arise around ethics standards addressed?

e. How are staff trained to assist with data analysis? Are they encouraged to identify areas where more analysis is needed? Are they trained to support analytic processes or focuses in any way?

f. How are staff trained to adequately read data reports or similar materials? How are staff trained to incorporate lessons from data reports into their daily practices? Are there spaces (such as monthly meetings) where staff teams come together to collaborate and share ideas on this?

Additional notes and comments:

2. Based on your responses above, what are some data collection and management areas where you think staff could use more training? Consider the following suggestions and rate your organization's current performance. Use the additional notes space to write down any other thoughts on where you think more training could be beneficial. You can also use the additional space to write in and rate other areas of data governance.

a. Use of the data collection instrument   [/ 5]

b. Ethical management/procedures for data collection
   and management/processing   [/ 5]

c. Introductory training for new staff   [/ 5]

d. Consistent retrainings to keep staff abreast of
   new developments/best practices   [/ 5]

e. Data analysis and processing once it has been collected
   and entered into the system(s)   [/ 5]

f. Ability of staff across the organization to read and understand
   data reports and similar materials   [/ 5]

g. Ability of key staff members across the organization to guide
   the use of data into daily programming and practice   [/ 5]

h. Ability of staff across the organization to understand the data management
   system, its uses, its advantages, its limitations and its potential   [/ 5]

i. Others

   _____   [/ 5]
   _____   [/ 5]
   _____   [/ 5]
   _____   [/ 5]
   _____   [/ 5]
   _____   [/ 5]

RATING SCALE

[1] **POOR**
The organization currently does not provide any training for this area, but it is crucial to doing our work well.

[2] **NEEDS IMPROVEMENT**
The organization provides little training in this area; we need to build more trainings around this to ensure our best functionality.

[3] **MODERATE**
The organization provides some training in this area; we could provide more, but it's not crucial at this moment.

[4] **GOOD**
The organization provides adequate training in this area; there are a few things we could do to enhance comprehensiveness.

[5] **VERY GOOD**
The organization provides thorough training in this area; this is not an area where we need improvement.

Additional notes and comments:

**DATA GOVERNANCE PROTOCOL TEMPLATE:
TRAINING AND RETRAINING**

This is useful content to include as a part of your final data governance protocol.

3. To draft your data governance training/retraining protocol, write down three to five of the most important aims for enhancement (and the scores you gave their current performance) that you identified in Q2. Then, explore the provided questions for each area of improvement.

Training Improvement Area #1

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #2

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #3

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #4

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

Training Improvement Area #5

a. Why is this training area important to improving your organization's data practice? For example, does it help staff members better understand data collected/circulated? Does it help staff members learn how to better use data lessons while developing programming?

b. Is this training related to a certification that would benefit staff? If so, describe the benefits. If not, discuss what deeper training in this area might cover.

c. How often will this training need to occur? Think about feasibility in balance with what you might consider ideal for this area of practice.

d. Who will need to be trained (and/or retrained) in this area? Consider if this might include frontline staff, executives, supervisors and/or specific teams of the organization.

e. Is this training something you can provide internally, or do you need external resources? If internally, who in the organization is qualified to do this? Does s/he need to get a certification beforehand? If externally, who can conduct this? Can you accommodate the cost, location and time the training will take?

f. Does this training need to be a standard practice for new staff? Does this training need to occur at regular times for existing staff?

g. Is this training something that you can provide for free? Are there other time, cost and efficiency constraints you need to consider when implementing this training?

h. How will you assess that the relevant individuals have successfully been trained in this area? Are there expectation milestones? Will there be a performance measure or test? Will there be a supervisory performance evaluation?

DATA GOVERNANCE PLANNING TOOL KIT — DISCUSSION NOTES

Please use this space to take notes on important points you and your team discussed. You may also want to include a list of any references or additional resources you used to complete this module or that you think are relevant to developing a data governance protocol based on this module.

Notes:

Resources and references:

1

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Notes:

Resources and references:

1
2
3
4
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6
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