GRANTS MANAGEMENT

BREAKFAST FORUM

Trachtenberg School
of Public Policy
& Public Administration
THE GEORGE WASHINGTON UNIVERSITY

NGMA
National Grants Management Association

REI
SYSTEMS

2017 Grants Management Survey

Results and Analysis

January, 2018

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- Strongly supported... and not so much...

- Key topics

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Introduction and methodology

- **PURPOSE:** The purpose of the grants management survey and analysis is to inform the grants community of cross-cutting issues and trends so as to help improve grants management, and to support advocates for better grant management

- **SURVEY DESIGN:** GWU, REI, and NGMA developed a survey of grant managers in 2016 to help identify key practices, major challenges, and related topics that could help inform the grants management community. Few revisions were made to the survey for 2017, so as to maximize the opportunity to evaluate the trend of responses over time

- **SURVEY ADMINISTRATION:**

  – During November 2017, we invited more than 5,000 professionals in grant management and related fields to take the survey online

  – Those invited to respond included NGMA members, attendees of Grants Management Breakfast Forum events, and other grants professionals that REI and GWU have been able to identify. Those receiving the survey were encouraged to forward it to colleagues

  – Responses were anonymous

Respondents included a mix of federal, state/local and non-governmental grant mangers

154 responses

- 29% fed

- 42% state/local/tribal

- 29% NGO

Years of Experience:

- 10+ years– 64%

- 6-10 years – 22%

- 3-5 years – 9%

- 0-2 years – 7%

Grant managers spend the most time monitoring compliance

...but less time helping improve performance

Activity	Percent of Time, 2016	Percent of Time, 2017
Monitoring administrative requirements: Financial	18.1%	28.2%
Program policy and design	15.5	17.5
Monitoring administrative requirements: Non-financial	10.4	13.8
Work not related to grants	13.7	11.3
Other grant-related activities	8.9	10.9
Monitoring grantees' programmatic outputs	6.5	7.4
Evaluating overall grant program outcomes and impact	6.5	6.7
Evaluating individual grantees' outcomes and impact	4.0	4.4
Updating and communicating operational policies and procedures	9.3	*
Automation of grants management	6.5	*
	100%	100%

* This response option was not offered in 2017

A few topics were very strongly supported

Grant managers responded _more strongly_ about these topics than any others

	Responses
Should state governments and Federal agencies share data and automate interactions more than they do today?	5 To a great extent: 63.1% 4 A lot: 0.0% 3 A moderate amt: 32.3% 2 A little: 1.5% 1 Not at all: 3.1%
	Average: **4.18** out of 5.00

A few topics were very strongly supported

Grant managers responded _more strongly_ about these topics than any others

	Responses
To what extent **do you turn to different stakeholders** when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? (Respondent, personally)	5 To a great extent: 44.0% 4 A lot: 29.3% 3 A moderate amt: 16.0% 2 A little: 6.7% 1 Not at all: 4.0%
	Average: **4.03** out of 5.00

A few topics were very strongly supported

Grant managers responded *more strongly* about these topics than any others

	Responses
Please tell us how timely and/or useful the different types of data are for your program.	
- Financial data for performance monitoring	5 To a great extent: 39.7% 4 A lot: 21.8% 3 A moderate amt: 26.9% 2 A little: 9.0% 1 Not at all: 2.6% Average: **4.00** out of 5.00
- Operational data for performance monitoring	5 To a great extent: 24.7% 4 A lot: 38.4% 3 A moderate amt: 26.0% 2 A little: 9.6% 1 Not at all: 1.4% Average: **3.89** out of 5.00

A few topics were very strongly supported

Grant managers responded _more strongly_ about these topics than any others

	Responses
To what extent are your executive leaders and managers interested in evaluation and data-analytics?	5 To a great extent: 31.6% 4 A lot: 24.1% 3 A moderate amt: 24.1% 2 A little: 12.7% 1 Not at all: 7.6%
	Average: **3.77** out of 5.00

While others were relatively unsupported…

Grant managers responded _least_ strongly about these topics

	Responses
To what extent do you use **"ranking" the performance of all of your grantees and then sharing the ranking** to encourage your grantees to use data and improve performance?	
- Publicly (e.g. on our Internet site)	5 To a great extent: 1.9% 4 A lot: 3.8% 3 A moderate amt: 1.9% 2 A little: 5.8% 1 Not at all: 86.5% Average: **1.29** out of 5.00
- With all grantees but not publicly	5 To a great extent: 9.6% 4 A lot: 5.8% 3 A moderate amt: 9.6% 2 A little: 13.5% 1 Not at all: 69.2% Average: **1.82** out of 5.00
- We publicly recognize outstanding performers	5 To a great extent: 7.8% 4 A lot: 7.8% 3 A moderate amt: 11.8% 2 A little: 17.6% 1 Not at all: 54.9% Average: **1.96** out of 5.00

While others were relatively unsupported...

Grant managers responded _least_ strongly about these topics

	Responses
To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process?	
- Regularly Scheduled Skype/videoconference meetings	5 To a great extent: 3.7% 4 A lot: 6.2% 3 A moderate amt: 14.8% 2 A little: 24.7% 1 Not at all: 50.6% Average: **1.88** out of 5.00
- Annual Online Survey	5 To a great extent: 5.4% 4 A lot: 10.8% 3 A moderate amt: 8.1% 2 A little: 23.0% 1 Not at all: 52.7% Average: **1.93** out of 5.00

Grant managers responded *least* strongly about these topics

	2016	2017
Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. **- How well equipped do you feel your organization is to successfully meet your grant program's mission?**	5 To a great extent: 29.7% 4 A lot: 35.2% 3 A moderate amt: 26.9% 2 A little: 7.6% 1 Not at all: 0.7%	5 To a great extent: 30.9% 4 A lot: 29.4% 3 A moderate amt: 27.9% 2 A little: 7.4% 1 Not at all: 4.4%
	Average **3.77** out of 5.00	Average **3.75** out of 5.00

Key topic:
Satisfaction with Grants technology varies by sector

S&Ls are happy, but NGOs are not…

If you have a Grants Management System (GMS) used for reporting please rate how satisfied are you with its technology, your program's use of it and the technical assistance provided to your staff and grantees to use it. Please rate on a scale of 1-5 (1= not at all to 5= to a great extent, Not Applicable)	Fed	State Local Tribal	NGO
My program's access to grants management technology?	3.36	3.72	3.00
My program's ability to use its current grants management software effectively?	3.30	3.71	2.80
The ability of grantees to use the special software needed (e.g., software OTHER THAN excel, MS word, Free Adobe, etc.) to access our grants management system?	3.44	3.83	2.53
The ability of grantees to cover the cost of software needed to report into the system?	2.79	3.00	2.94

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Key topic:
Leaders, managers are interested in data/analytics

Interest in data and analytics is high across sectors and over time

2016 - 2017	2016	2017
To what extent are your Executive Leaders interested in evaluation and analytics?	3.58	3.59
To what extent are your Program Managers interested in evaluation and analytics?	3.61	3.77

2017	Fed	State Local Tribal	NGO
To what extent are your Executive Leaders interested in evaluation and analytics?	3.69	3.24	3.92
To what extent are your Program Managers interested in evaluation and analytics?	3.87	3.50	4.00

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Key topic:
Grants legislation/directives are well received

Uniform Grant Guidance most of all

What effects have legislation and directives had?	Extremely Positive	Moderately Positive	Slightly Positive	Neutral	Slightly Negative	Moderately Negative	Extremely Negative
UGG	32%	27%	4%	34%	1%	2%	0%
DATA Act	19%	24%	12%	34%	7%	3%	0%
GONE Act	20%	27%	14%	27%	4%	4%	4%
IG Reports/FMFIA	20%	22%	20%	29%	5%	2%	2%
OMB Circular A-123 Updates	21%	23%	21%	31%	0%	4%	0%
Federal Initiatives on Tiered Evidence	10%	10%	23%	42%	3%	10%	3%
Evidence Based Policymaking Commission Act	13%	13%	16%	50%	9%	0%	0%

Several challenges have evolved...

Uncertainty over funding has grown, though there is less concern about grantee capabilities

What do you think are the most significant challenges facing grants management?	2016	2017	Big Changes
Funding uncertainty/susceptibility to politics	48%	72%	+24
Inefficient/bureaucratic process, tools, and/or systems	54%	49%	
Attracting/retaining well-qualified grant making staff	35%	43%	+8
Slowness to adapt to changing environment/context	23%	23%	
Disconnect between grantee expectations/needs and an agency's programs/priorities	32%	22%	-10
Grantees who are inefficient financial managers	28%	17%	-11
Risk of Fraud	17%	17%	
Grantees who are inexperienced managing programs to support our mission	25%	12%	-13

...but big success factors remain the same

Well-qualified staff continue to be the biggest success factor, followed by effective training/technical assistance

What have been the most significant factors in the successes your organization has had in grants management?	2016	2017	Changes
Well-qualified grant-making staff	57%	55%	-2
Effective training/technical assistance	32%	36%	+4
Clear/persuasive communication about the mission or purpose of the grant	26%	30%	+4
Effective/efficient methods for overseeing grantee activity/performance	28%	26%	-2
Clear law/authorization to make the grant	23%	20%	-3
Strong processes for selecting grantees and avoiding risk	16%	17%	+1
Systematic evidence/data linking grants to improved mission results	14%	17%	+3
Anecdotes/examples of people who have been helped by grants	9%	12%	+3

Key survey takeaways provoke conversation...

The Good:

- Federal standards/directives **=** Good
- Grant Managers feel equipped for mission success
- Grant managers' assessments of grantee capabilities are up from last year
- Well-qualified staff and training/technical assistance are keys to success – little changed from last year
- States are slightly happier with grant technology than Feds (states tend to use less customized tech...)

Neither good nor bad:

- Few grant managers skype or survey grantees... (how/does interaction happen?)
- Grantee expectations are not well connected to Agency and program priorities, but getting closer

Not so good:

- Funding uncertainty is way up
- Grant managers really want better/automated info sharing between states and federal gov't
- Grant managers focus heavily and increasingly on compliance... less on helping improve performance
- Few grant managers rank performance, share data across grantees, or celebrate grantee success

Appendix

Additional data from the survey

No.	Question	Mean Score
Q3.5#1_1	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Data available to identify and manage financial risk	3.34
Q3.5#1_10	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Skills needed to analyze the data to determine best practices / lessons-learned to share among grantees	3.47
Q3.5#1_11	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Other. Please describe	2.43
Q3.5#1_2	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Skills needed to analyze the data to identify and manage financial risk	3.39
Q3.5#1_3	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Data available to identify and manage risk that program goals will not be accomplished	3.26
Q3.5#1_4	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Skills needed to analyze the data to identify and manage risk that program goals will not be accomplished	3.41
Q3.5#1_5	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Data available to evaluate and select grantees from amongst applicants	3.53
Q3.5#1_6	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Skills needed to analyze the data to evaluate and select grantees from amongst applicants	3.68
Q3.5#1_7	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Data available to evaluate performance of current grantees	3.30
Q3.5#1_8	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Skills needed to analyze the data to evaluate performance of current grantees	3.51
Q3.5#1_9	In your judgment, to what extent does your program have the data available and skills needed to develop different analyses - Data available to determine best practices / lessons-learned to share among grantees	3.12

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q3.6_1	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Regularly scheduled grantee conference calls	2.75
Q3.6_2	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - In-person group events (e.g. grantee meetings or conferences)	2.93
Q3.6_3	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Scheduled site visits (i.e., you go to the grantee)	2.94
Q3.6_4	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Required annual reporting	4.05
Q3.6_5	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Annual online Survey	1.93
Q3.6_6	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Regularly Scheduled Skype/videoconference meetings	1.88
Q3.6_7	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Unscheduled one-on-one calls (informal)	3.18
Q3.6_8	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Ad hoc email exchanges (informal)	3.70
Q3.6_9	To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? - Other. Please describe	3.67

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q4.3#1_1	Please tell us how timely and/or useful the different types of data are for your program. Timely - Financial data for performance monitoring	3.87
Q4.3#1_2	Please tell us how timely and/or useful the different types of data are for your program. Timely - Financial data for outcome or impact evaluation	3.57
Q4.3#1_3	Please tell us how timely and/or useful the different types of data are for your program. Timely - Operational data for performance monitoring	3.75
Q4.3#1_4	Please tell us how timely and/or useful the different types of data are for your program. Timely - Operational data for outcome or impact evaluation	3.61
Q4.3#1_5	Please tell us how timely and/or useful the different types of data are for your program. Timely - Non-administrative data for performance monitoring	3.48
Q4.3#1_6	Please tell us how timely and/or useful the different types of data are for your program. Timely - Non-administrative data for outcome or impact evaluation	3.44
Q4.3#2_1	Please tell us how timely and/or useful the different types of data are for your program. Useful - Financial data for performance monitoring	4.00
Q4.3#2_2	Please tell us how timely and/or useful the different types of data are for your program. Useful - Financial data for outcome or impact evaluation	3.56
Q4.3#2_3	Please tell us how timely and/or useful the different types of data are for your program. Useful - Operational data for performance monitoring	3.89
Q4.3#2_4	Please tell us how timely and/or useful the different types of data are for your program. Useful - Operational data for outcome or impact evaluation	3.75
Q4.3#2_5	Please tell us how timely and/or useful the different types of data are for your program. Useful - Non-administrative data for performance monitoring	3.62
Q4.3#2_6	Please tell us how timely and/or useful the different types of data are for your program. Useful - Non-administrative data for outcome or impact evaluation	3.48
Q4.3#3_1	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Financial data for performance monitoring	3.75
Q4.3#3_2	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Financial data for outcome or impact evaluation	3.70
Q4.3#3_3	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Operational data for performance monitoring	3.66
Q4.3#3_4	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Operational data for outcome or impact evaluation	3.66
Q4.3#3_5	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Non-administrative data for performance monitoring	3.56
Q4.3#3_6	Please tell us how timely and/or useful the different types of data are for your program. Reliable - Non-administrative data for outcome or impact evaluation	3.51

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q4.4_1	In your judgment, to what extent is there consensus on what constitutes evidence of grantee program - Within your Agency	3.74
Q4.4_2	In your judgment, to what extent is there consensus on what constitutes evidence of grantee program - With your legislative branch (e.g., Congress, State Legislature, Tribal Council, City/County Council)	2.84
Q4.4_3	In your judgment, to what extent is there consensus on what constitutes evidence of grantee program - With other funders in your field (e.g., other government, foundations)	3.29
Q4.4_4	In your judgment, to what extent is there consensus on what constitutes evidence of grantee program - With academia	3.28
Q4.4_5	In your judgment, to what extent is there consensus on what constitutes evidence of grantee program - Within your grantee network	3.49
Q4.5_1	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - The potential recipients of services from the grant program	2.97
Q4.5_2	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Grantees	3.21
Q4.5_3	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Staff for other Agency grant programs	2.89
Q4.5_4	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Agency evaluation and performance measurement staff	2.92
Q4.5_5	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Other executive branch government agencies	2.29
Q4.5_6	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Legislative branch	2.31
Q4.5_7	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Other non-governmental funders (e.g. foundations) in the field	2.20
Q4.5_8	To what extent does your program seek and incorporate feedback from different stakeholders on reporting requirements? - Academia	2.46

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q5.1	Should state governments and Federal agencies share data and automate interactions more than they do today?	4.18
Q5.3_1	To what extent are your executive leaders and managers interested in evaluation and data-analytics? - Executive Leadership	3.59
Q5.3_2	To what extent are your executive leaders and managers interested in evaluation and data-analytics? - Program managers	3.77
Q5.4_1	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Me, personally	4.03
Q5.4_10	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Other? Please describe	1.83
Q5.4_2	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - My Immediate staff	3.47
Q5.4_3	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Monitoring staff in my unit	3.56
Q5.4_4	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Agency Budget Office	2.54
Q5.4_5	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Agency level Performance Management Office	2.94
Q5.4_6	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Agency level Evaluation Office	2.89
Q5.4_7	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Legislative branch staff (including committee staff, auditors)	2.32
Q5.4_8	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Grantees and sub-grantees	3.21
Q5.4_9	To what extent do you turn to different stakeholders when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? - Experts external to the Agency	2.94

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q5.5	To what extent is your grant program using a risk-based strategy to monitor current grantees?	3.43
Q5.6_1	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - With the grantee only	2.39
Q5.6_2	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - With all grantees but not publicly	1.82
Q5.6_3	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - Publicly (e.g. on our Internet site)	1.29
Q5.6_4	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - Only within the grant program staff	2.72
Q5.6_5	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - Within our Agency (but not publicly)	2.34
Q5.6_6	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - We publicly recognize outstanding performers	1.96
Q5.6_7	To what extent do you use "ranking" the performance of all of your grantees and then sharing the ranking to encourage your grantees to use data and improve performance? - Other	1.33

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q6.2_1	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How well equipped do you feel your organization is to successfully meet your grant program's mission?	3.75
Q6.2_10	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - This question addresses Social Equity To what extent are current legislative and executive directives affecting the set of grantees who are able to navigate successfully the resource requirements? (E.g., are you observing a shift of resources away from the grantees serving populations that are most in need?)	3.12
Q6.2_2	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How well equipped is your organization to know how efficiently your grantees are performing?	3.48
Q6.2_3	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How well equipped is your organization to know how well your grantees are achieving mission-based objectives?	3.49
Q6.2_4	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How effective are your data systems in helping you to analyze and improve the performance of your grantees?	3.00
Q6.2_5	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How effective are your data systems in helping you to analyze and improve the performance of your grant program?	2.92
Q6.2_6	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How confident are you that your program can assess how well the mechanisms of program delivery are producing intended outcomes?	3.05
Q6.2_7	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How confident are you that you can assess the context in which grantees operate?	3.37
Q6.2_8	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How confident are you that you understand the network of stakeholders involved in the service delivery environment?	3.70
Q6.2_9	Given the many recent legislative and executive directives affecting grants management, we are interested in learning your assessment of the environment in which you operate. - How well equipped are your grantees to analyze and improve their performance?	3.15

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

Appendix

Additional data from the survey

No.	Question	Mean Score
Q7.2	Do you work with "sub-grantees"?	
Q7.3_1	If yes, in your experience, to what extent are the sub-grantees: - Aware of the federal statutes and executive branch directives identified above?	3.20
Q7.3_2	If yes, in your experience, to what extent are the sub-grantees: - Need technical assistance to ensure that they comport to the financial administration requirements of the program?	3.47
Q7.3_3	If yes, in your experience, to what extent are the sub-grantees: - Need technical assistance to ensure that they comport to the data collection requirements of the program?	3.42
Q7.3_4	If yes, in your experience, to what extent are the sub-grantees: - Able to participate in the analysis of data for the program	3.22

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

www.REIsystems.com

45335 Vintage Park Plaza
Sterling, VA 20166

Jenata Spencer and Jeff Myers
(703) 480-9100
jenata.spencer@reisystems.com
jmyers@reisystems.com

REI Systems

We digitize government

A few topics were very strongly supported

Grant managers responded _more strongly_ about these topics than any others

How	All Respondents
Should state governments and Federal agencies share data and automate interactions more than they do today?	4.18
To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? **- Required annual reporting**	4.05
To what extent **do you turn to different stakeholders** when you want to learn about grantee operations, program performance, program grantee impact, and program environmental context? (Respondent, personally)	4.03
Please tell us how timely and/or useful the different types of data are for your program. **- Financial data for performance monitoring**	4.00
Please tell us how timely and/or useful the different types of data are for your program. **- Operational data for performance monitoring**	3.89
To what extent are your executive leaders and managers interested in evaluation and data-analytics?	3.77

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent = 5
- A lot = 4
- A moderate amount = 3
- A little = 2
- Not at all = 1

While others were relatively unsupported...

Grant managers responded *least* strongly about these topics

Question	All Respondents
To what extent do you use **"ranking" the performance of all of your grantees and then sharing the ranking** to encourage your grantees to use data and improve performance? **Publicly (e.g. on our Internet site)**	1.29
To what extent do you use **"ranking" the performance of all of your grantees and then sharing the ranking** to encourage your grantees to use data and improve performance? **With all grantees but not publicly**	1.82
To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? **- Regularly Scheduled Skype/videoconference meetings**	1.88
To what extent do you use the following formal or informal mechanisms to receive feedback from grantees about the grant-making and reporting process? **- Annual Online Survey**	1.93
To what extent do you use **"ranking" the performance of all of your grantees and then sharing the ranking** to encourage your grantees to use data and improve performance? **- We publicly recognize outstanding performers**	1.96

Note: Adjectival survey response options have been quantified for this analysis as follows:

- To a great extent   = 5
- A lot   = 4
- A moderate amount   = 3
- A little   = 2
- Not at all   = 1