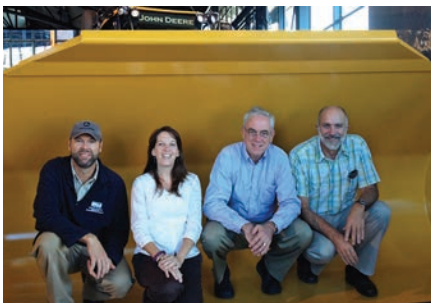


# We've already begun to respond...

To develop the IAN introspective report card, IAN staff were surveyed by external evaluators, Dr. Tina Bishop and Peter Tuddenham, from the College of Exploration. We have revised the staff survey for future iterations of the report card, based on the results of this analysis. A matrix of roles and responsibilities has been developed for different IAN staff levels to increase clarity and improve functionality. In order to improve transparency and

communication, bi-weekly meetings and regular updates have been employed. In addition, the career development gap that was identified has led to an internal webinar series (Tips and Tricks) and the addition of personalized career development planning during annual reviews. The financial accounting team has developed a rigorous tracking system (using Beebole and IT Works software) to better understand the time spent on each project.



IAN staff were asked what they liked most about working at IAN. The survey results (above) highlight the importance of flexibility in the workplace, and a combination of interesting, beautiful, and meaningful projects.



# Integration & Application Network

# Application Network 2015 Introspective Report Card

*A self-reflection on functionality, staff happiness, financial viability, and capacity building*

# ...and we'll continue to improve!

This is the initial effort to develop an IAN introspective report card. Therefore, we developed methodologies and approaches that can be repeated, allowing us to track our progress and become more effective.



# Introspective report card results

**Overall IAN received a C (76%).** Results varied widely but the highest scoring category was **Financial Viability** which scored an A (92%). In that category, profitability had a perfect score (100%), and salary and effort had a good score (84%). The lowest scoring category was **Functionality** which had a poor score, D (60%). This is due to lack of clarity of IAN roles and responsibilities (54%) and poor internal transparency and communication (65%). The second highest scoring category was **Staff Happiness** with a B (81%). Most staff are happy working

at IAN as demonstrated by the good overall satisfaction score (87%). Some improvement is needed for work-life balance which had a moderate score (75%) in this category. The last category, **Capacity Building**, scored a C (71%). Staff feel they have contributed to the IAN vision and mission which had a good score (82%), but improvements are needed in career development which had a very poor score (59%). While financial viability and staff happiness are strong, IAN will continue to work to improve Capacity Building and Functionality.



# Eight indicators were evaluated

CATEGORY	INDICATOR	MEASURE	SCORE
FUNCTIONALITY 60%	<b>Transparency and communication</b> A measure of the internal communication between members of the staff and their supervisors as well as the transparency of decision-making throughout IAN.	Results based on anonymous staff survey questions below where response choices were: strongly agree, agree, neutral, disagree, or strongly disagree. When I initiate a new idea/approach I feel it is given adequate consideration within IAN= 74% There is open and honest two-way communication throughout IAN=63% My immediate supervisor effectively communicates with me= 72% My immediate supervisor is aware of my current workload= 74% My immediate supervisor does a good job communicating the reasons behind important changes that are made= 58% There is transparency in how tasks are prioritized and assigned to staff=47% I can openly share my opinions with IAN leadership= 76% I understand how the changes taking place at IAN will impact me and my job= 57%	65%
	<b>Roles and responsibilities</b> A measure of the clarity of the roles and responsibilities of positions within the IAN staff structure.	Results based on anonymous staff survey question below where response choices were: strongly agree, agree, neutral, disagree, or strongly disagree. The roles and responsibilities of the different positions at IAN are clear to me= 54%	54%
STAFF HAPPINESS 81%	<b>Overall satisfaction</b> A measure of how satisfied IAN staff feel about their overall experience working at IAN.	Overall satisfaction rating based on anonymous staff survey. Responses choices were: very satisfied, satisfied, neutral, unsatisfied, or very unsatisfied.	87%
	<b>Work-life balance</b> A measure of the how IAN staff feel about their work-life balance when considering work atmosphere, collegiality, and stress.	Results based on anonymous staff survey questions below where response choices were: strongly agree, agree, neutral, disagree, or strongly disagree. I enjoy working with members of the IAN team= 92% I feel stressed about work outside of work time=50% I find the work atmosphere comfortable and collegial=82%	75%
FINANCIAL VIABILITY 92%	<b>Profitability</b> The amount of funds remaining at the end of the fiscal year after comparing IAN's income to expenses.	Income—expenses= funds remaining at end of the FY15 (07/01/2014-06/30/2015) Income includes funds received from operating budget (State), and federal, state, and private grants. Expenses include unfunded salary/fringe, rent, IAN support, and miscellaneous costs. 100% grade = >\$100,000 profitability.	100%
	<b>Salary and effort</b> A measure of the how staff salaries are funded (in grants vs. hard money) and how accurately we estimate the effort required for each project during grant planning and budgeting.	Salary needed to pay all staff on grants compared to the grant funds received. Results are based on salary needed to pay all staff on grants for fiscal year 2015, plus 100% of Business manager salary and 100% of Program Director's salary; the premise being that if we have ALL funding by grants IAN would earn a perfect score. FY2015 score = 88% Effort anticipated to complete a project listed in a proposal compared to the total effort spent in order to complete a project= 79% (% deviation score). Effort results are based on time tracking software staff completes daily.	84%
CAPACITY BUILDING 71%	<b>Career development</b> A measure of how encouraged IAN staff feel to develop and implement their individual career development plans.	Results based on anonymous staff survey question below where response choices were: strongly agree, agree, neutral, disagree, or strongly disagree. IAN has encouraged learning opportunities to support my career development= 59%	59%
	<b>Vision and mission</b> A measure of whether IAN staff believe annual activities have achieved the vision and mission statements set forth as well as if they feel they have personally contributed to achieving those vision and mission statements.	Results based on anonymous staff survey questions where response choices were: strongly agree, agree, neutral, disagree, or strongly disagree. Over the past year IAN's accomplishments worked towards IAN's vision statement= 83% I contributed to achieving IAN's vision= 76% Over the past year IAN's accomplishments worked toward IAN's mission statement= 87% I contributed in achieving IAN's mission= 82%	82%

## Overall IAN introspective score

An average of the scores for four categories: Functionality, Staff Happiness, Financial Viability, and Capacity Building.

76%