



Coalition Readiness & Effectiveness Assessment Toolkit

Dimensions of Coalition Readiness & Effectiveness

This tool provides Virginia CSBs and communities with a process and method to assess the effectiveness of their coalition(s). Research shows that effective coalitions are more likely to retain members, sustain efforts, and impact projected outcomes. Coalition effectiveness can be measured through several dimensions. The eight dimensions below are key factors that influence your coalition's success.

1. **Coalition Context:** To what extent is the coalition working on a critical issue that affects the community?
2. **Coalition Structure:** To what extent does the coalition have effective norms, information, support, and representative membership?
3. **Coalition Leadership:** To what extent do members perceive leadership to be effective, collaborative, knowledgeable, and skilled with communication, management, and problem-solving?
4. **Coalition Membership Engagement:** To what extent do members effectively work together and have a strong commitment to the coalition?
5. **Coalition Process:** To what extent does the coalition value member opinions and make effective decisions?
6. **Coalition Results:** To what extent has the coalition set specific, measurable goals and achieved them?
7. **Coalition Maintenance:** To what extent does the coalition revise plans and share information and results with members and the larger community?
8. **Coalition Institutionalization:** To what extent is the coalition integrated into the larger community, recognized and consulted as an authority on the topic of focus by other organizations, legislative bodies, or government entities?

How To Conduct Your Coalition Readiness & Effectiveness Assessment

Conducting a coalition assessment is the key to identifying the strengths of your coalition and areas that can be strengthened to improve overall functioning. This toolkit provides instructions for administering the assessment and scoring the results.

To carry out the assessment, you will first ask individual coalition members to complete the coalition readiness and effectiveness survey. Please follow the steps below when administering and scoring the surveys:

Administering the Assessment

The coalition assessment should be administered to all appropriate members of your coalition. For example, do not administer this survey to brand new members who cannot answer the questions about the coalition. Please consult your OMNI Evaluation Consultant to help make determinations about the members most appropriate for the assessment.

The coalition assessment was not designed for brand new coalitions. It should *not* be administered to a group that has been working together for fewer than 4-6 months.

Before you administer the survey, be sure to communicate to members why participating in the assessment is important, when the assessment will take place, and what it will entail (i.e., taking an anonymous online survey that will require approximately 20 minutes to complete). Think about other strategies that you might put in place to help ensure high participation in the assessment.

The assessment has been programmed as an online survey tool using Qualtrics survey software. The survey link to share with coalition members is https://omniinstitute.co1.qualtrics.com/jfe/form/SV_6yDXLC3EYX3TJxH or <https://bit.ly/3adSZ8s>. Copy and paste one of these links into an email and send it to the member/respondent. They should simply click the link to open the survey. OMNI can also provide you with a scannable QR code upon request. The survey should be taken in one sitting. Once the survey is completed by the respondent by clicking the Done button, they will not be able to retake it. Likewise, if a person accidentally closes their Internet browser window, they will not be able to return to a partially completed survey. In that case, they should start again.

Note: On the rare occasion that the assessment cannot be completed online, a paper survey is available. Once filled out, each completed survey will need to be entered into the Qualtrics survey using the online link.

Guidance for Using Paper Surveys

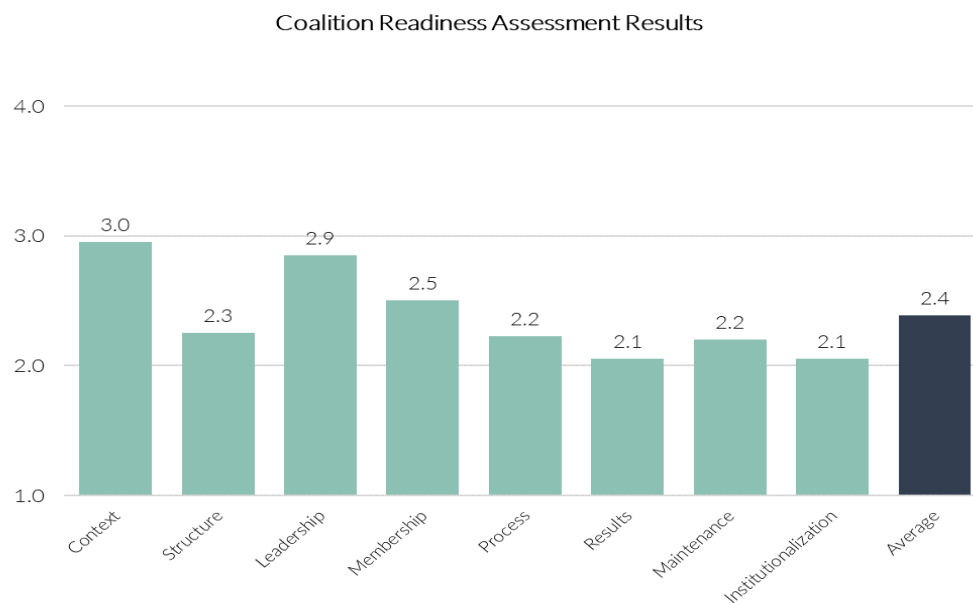
Before printing out the assessment, type in the name of the coalition/group and the issue(s) that it works on (see highlighted areas in the survey). You also should turn off the highlighting function before printing the surveys. Have an envelope or folder available for respondents to place completed surveys.

When you administer the assessment, let the members know that there are no wrong answers and that candid feedback from the members will help with the planning process. Also, ask members not to write their names on the assessment and to return it to the folder or envelope (rather than directly to you) when they have completed the survey.

Assessment Scores

Each rated statement on the survey is associated with a score from 1 to 4: Strongly Agree (4); Agree (3); Disagree (2), and Strongly Disagree (1). This will allow for computing an average (mean) score across all respondents for each question. In addition, a mean score is computed for each of the eight dimensions that the assessment is measuring: Context (questions #1-2), Structure (#3-8), Leadership (#9-17), Membership Engagement (#18-26), Process (#27-29), Results (#30-35), Maintenance (#36-39), and Institutionalization (#40-42). Questions #43-46 are open-ended. Individual item scores, dimension scores, and an overall average score will be computed for you and provided in a brief report as well. Here is a partial example of what will be provided to you in the report:

Dimension	Survey Score
Context	3.0
Structure	2.3
Leadership	2.9
Membership	2.5
Process	2.2
Results	2.1
Maintenance	2.2
Institutionalization	2.1
Average	2.4



The coalition members' answers to the four open-ended questions at the end of the assessment tool (Questions #43-46) should be used to supplement the quantitative information gathered through Questions #1-42. When reviewing the responses, see if any consistent "key themes" emerge. Below is a process you can take to create qualitative themes.

Step 1: Read through the set of responses under each question in order to familiarize yourself with the data. This will help you grasp the "big picture" of what story or stories the data are telling through each question.

Step 2: Group or "code" responses into important categories or concepts that correspond to the question. Because you have familiarized yourself with the data at least in a "big picture" way (Step 1), you may have some important categories or concepts (i.e. words or phrases) already in mind before you begin coding or grouping responses. However, some categories may not be evident to you until you begin reading more closely and grouping responses. This is completely okay and part of the qualitative analysis process. However, keep in mind that you may need to go back and recode some responses if new categories/concepts develop after you begin coding. It may also be possible that a response

may correspond to more than one coding category. You will need to decide if you will “double-code” the response into multiple categories or if you will choose to put the response under a single coding category that better “fits” the response.

In terms of where to store the grouped or coded responses, there are various approaches you can take. You may wish to use an Excel document where the responses under each question are in one column and the category (the word or phrase) is in the next column(s). Alternatively, you may wish to use a Word document and under each category, copy and paste the responses that correspond to the category. Finally, if qualitative analysis is an activity that your coalition undertakes frequently, you may wish to explore using a qualitative analysis software package such as NVivo, Dedoose, or Atlas.ti.

Step 3: Organize and review codes and lift out major themes. Now, that you have coded responses into categories or concepts, review the grouped responses under each category to determine what commonalities, patterns, and emerging themes are evident in the data. You may also wish to keep note of differing or outlier responses for contrast.

Through this process you may have identified various themes and may wish to narrow down your themes into “major” or “salient” ones. One way to help determine what constitutes a “major theme” is the frequency of the coding (i.e. how many times a coding category came up). However, keep in mind that frequency may not be the only criteria to use when determining what constitutes a major theme, as a finding may still be important, even if only surfaced a few times. Importantly, in qualitative analysis, the researcher plays an integral part in determining what is meaningful in the data.

Step 4: Write up the results. Summarize the responses that fall under each major theme. The use of selective quotations is also effective to help tell the story of your major themes or findings. Further, you may wish to organize your themes or findings in hierarchical order from most-indicated response to least-indicated response or use other methods to denote how prevalent a theme was in your analysis.

The dimension scores, the matrix below that summarizes the meaning of scores, and the qualitative “key themes” you uncovered should be shared with the coalition for discussion and to see how the coalition can best use the assessment feedback to become more effective. You also can share average scores for individual items.

This assessment can be repeated annually or every 2-3 years to assess how the coalition may change with new members and as it faces new issues.

Coalition Readiness Assessment Matrix

Instructions: Review your coalition's score in each column to determine what the score indicates about coalition strengths and weaknesses.

Dimension	4	3	2	1
Coalition Context	Coalition was formed to have a positive impact on an important issue facing the community	Coalition is working collaboratively to determine which issue to address	Coalition is working on an issue that may not have a positive impact on the community	Coalition is addressing an unimportant issue or has not decided what issues it will focus on
Coalition Structure	Coalition has representative membership among key stakeholders and members support the agreed upon structure and communication methods	Coalition includes many key stakeholders and has agreed upon a structure and communication methods and begun to implement them.	Coalition may be missing some key stakeholders and is only beginning to think about structure and communication methods.	Coalition is not representative, does not include all key stakeholders and does not have a clear structure for operations and communication
Coalition Leadership	Coalition leadership is effective, collaborative, knowledgeable and skilled with communication, management, and problem-solving.	Coalition leadership is largely effective and skilled, yet they recognize some leadership gaps and are actively working to close them.	Coalition leadership is not effective nor skilled, yet they recognize this and are seeking ways to improve.	Coalition leadership is not effective nor skilled and there is little recognition of this amongst leadership with no effort to improve or grow in this area.
Coalition Membership Engagement	Coalition membership is engaged and has a strong commitment to the coalition's work and success.	Coalition members are making strong progress in commitment to the coalition's work and success.	Coalition is somewhat fragmented and a demonstrated commitment to the coalition's work is not fully evident.	Coalition membership is largely focused on the needs of their individual agencies instead of the coalition's work.
Coalition Process	Members have trust and confidence in each other and have an effective decision-making process in place.	Members mostly have trust and confidence in each other and are refining the decision-making process.	Membership has begun to coalesce and build trust, but a decision-making process has not been defined.	Membership is fragmented, and there is no decision-making process in place.
Coalition Results	Coalition has used its resources to set and achieve goals and measure outcomes.	Coalition is building resources and determining outcome measures; goals have been set but not achieved.	Coalition does not yet have adequate resources or outcome measures and goals are still being set.	Coalition does not have adequate resources and has not formed any measurable goals.

Coalition Maintenance	Coalition actively reviews and revises plans as needed and shares information and results with members and the larger community.	Coalition has established a process to review and revise plans and has set up an information sharing process with the community.	Coalition reviews plans but does not revise them, and there is minimal to no information sharing with the community.	Coalition does not actively review and revise plans and does not share results with the community.
Coalition Institutionalization	The coalition is fully integrated into the larger community, recognized and consulted as an authority on the topic of focus.	The coalition is actively working to build connections to the larger community and is building credibility as an authority on the topic of focus.	The coalition is not integrated into the larger community nor recognized as an authority on the topic of focus yet has made strides toward planning for this growth.	The coalition is siloed in its work, is not integrated into the larger community, and not recognized and consulted as an authority.

Exploring and Working With your Results

This matrix provides guidance to lead document discussion on survey results. You can use this form as a handout or flipchart the items. Connect with OMNI TA for additional tips and practices on working with your results.

Dimensions	Strengths	Areas for Growth	Action items	Responsible parties	Timeline
Coalition Context					
Coalition Structure					
Coalition Leadership					
Coalition Membership Engagement					
Coalition Process					
Coalition Results					
Coalition Maintenance					
Coalition Institutionalization					