

Initiative Inventory Process

The purpose of the Initiative Inventory is to guide an organization's review of past and current initiatives to produce a clear picture of existing initiatives, mandates, and resource commitments. Information and data collected can be used by the organization to explore the fit of additional initiatives with current work, guide decision making to make room for new work, and assist with alignment of efforts.

Definition of Initiative:

Initiatives are priority efforts, strategies, or projects in which an agency is directly engaged to produce change that results in desired outcomes (e.g. improved outcomes for learners).

Examples of initiatives include: K-3 Formative Assessment Process, School Climate; Positive Behavior Intervention Supports; One to One Technology Initiative; Early Literacy Coaching; and Math Learning Collaborative.

Considerations in Planning an Initiative Inventory:

Use the table located at the end of the document to capture your plan to accomplish the Initiative Inventory Process as you work through the following considerations.

Pre-requisites:

The following actions are recommended before starting the Initiative Inventory process.

- Obtain executive leadership commitment and buy-in to the Initiative Inventory process to support intended outcomes.
- Develop a clear plan of who will lead the process, key roles needed, process for collecting inventory information, how the information will be used (e.g., intended outcomes), and how information will be embedded into ongoing implementation planning.

Coordination of Process:

Identify Implementation team members who will coordinate and lead the Initiative Inventory process. These two to three individuals are responsible for ensuring the plan is developed and executed, confirming the necessary information collected is used for decision making, providing the full implementation team and leadership with updates, and developing a process to maintain and monitor information collected.

Identify Intended Outcomes of the Inventory:

Identifying clear purposes and outcomes for the Initiative Inventory will guide the team in developing an effective plan to complete the inventory, maintain the information, and guide how the inventory will be used currently and as part of the agency's way of work. For example, the inventory initially may be conducted within a specific area (e.g. academics – literacy) and then later be broadened to include other domains as needed.

Conducting the Inventory:

The process for conducting the inventory outlined below is recommended to engage agency leadership and key staff in using the results for decision making. Other methods such as conducting interviews with respective leaders of offices or departments within the agency or having one or two individuals collect information for review and use by leadership and the implementation team can be effective as well. The method chosen for your agency should be based on best fit with agency climate, culture, size, and intended purposes or use of the inventory.

- An external facilitator(s) collects information through a discussion with the agency's leadership team and other staff knowledgeable about priorities and work (typically no more than 10-12 individuals in the facilitated discussion).
- To make this process effective and efficient, the external facilitator should have strong facilitation skills, knowledge of implementation science, and expertise or experience in conducting an Initiative Inventory. Often the facilitator can be from the implementation team or another level of the system (e.g. State Implementation Team members conduct for a regional agency; Regional Implementation Team members conduct for districts) or external assistance (e.g. SISEP center).
- The process can take 1 -2 hours to collect information for the inventory. This often is seen as phase 1 of the process.
- A plan also is developed to collect unknown information or that which is not readily available for identified initiatives during this first phase.
- The facilitator also guides agency leadership in developing a plan for how information collected as part of the Initiative Inventory will be used for decision making (e.g. alignment work, using information in selecting new practices or strategies, stopping initiatives – making room for new ways of work) as well as for maintaining and sustaining information collected as part of the inventory (e.g. schedule for updating, storing of results). It should be noted that using results of the inventory often is seen as the transition to the next phase of the process and is often completed in follow up meetings.

Roles Need in Process:

- Facilitator to guide the discussion. See notes above describing criteria for the Facilitator role.
- Respondents:
 - Leadership of agency's respective offices, divisions, or departments;
 - Financial leader or staff is critical for providing input on financial aspects of initiatives; and
 - Other staff intentionally selected for their knowledge of the agency's initiatives, strategies, or priority efforts.
- Note-taker

Dates:

Identify target dates for the completion of the inventory and use of the inventory for identified purposes.

- **Completion of Inventory**
- **Use of Inventory**

Actions Needed:

Identify any additional actions needed to prepare participants for the process such as communication needed, coordination with identified facilitator, collection of agency documents or information to facilitate the discussion, etc.

Guiding Questions Asked During Initiative Inventory Process:

The following questions can be used to guide your team in completing the inventory.

- What are your agency's current funded initiatives?
- What are your agency's current unfunded initiatives?
- What are your agency's past (within the past year) funded initiatives?

For each initiative listed, answer the following questions to the best of your ability.

- Who is providing leadership for the initiative? Is there a team supporting the initiative? If so, who are the members?
- What are the expected outcomes when the initiative is implemented? Or what change is expected to occur as a result of the initiative?
- Who is the initiative meant to help (i.e. target population)?
- Is there a requirement to implement this initiative or report its impact/use? If yes, identify the entity (e.g. state, federal, or other) requiring the initiative.
- What are the fiscal resources needed to implement the initiative or what is the total budgeted amount for this work?
- What are the human resources needed to support the initiative's implementation (e.g. # of FTEs, training needs, technology supports required)?
- How well aligned is the initiative with your agency's strategic plan?
- What data do you have to measure the success or impact of the initiative on intended outcomes?
- What impact has the initiative had on its intended outcomes?
- Have you or are you receiving external technical assistance support for the initiative? If yes, list technical assistance center.
- How does your agency communicate about the work of the initiative within the department? External to the agency?

Initiative Inventory Process Organization Table

Initiative Inventory Coordinators	Name	Position

Purpose of Inventory and Desired Outcomes	
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Other Roles	Name	Position
Facilitator: Note Taker: Respondents:		

Target Dates:	Completion of Inventory	Use of Inventory

Actions Needed	By Whom	By When	Resources Needed