

Stakeholder Input Definition and Indicators

At the October 2016 and January 2017 meetings, the Council's Education and Employment Committee indicated a desire to develop a quantifiable and measurable definition of authentic, meaningful stakeholder input to better address Activity 4.3.2¹. A workgroup met four times in February and March 2017 to develop the definition and indicators. The workgroup developed the definition, agency practices to facilitate stakeholder input, practices for stakeholders to be informed representatives and essential indicators of stakeholder input Stakeholder Input Critical Element Indicators.

Definition:

Authentic and meaningful stakeholder input is providing opportunities for informed individuals, who are or may be directly impacted by programs, practices and/or policies, to provide written and spoken input in informational meetings of agencies throughout the entire process of designing new and/or proposed changes to programs, practices and policy. It is expected that the stakeholder input provided is adequately addressed and recommendations are reasonably considered for final program, practice and/or policy decisions.

Who is directly impacted?

Stakeholder input should include representation of at least 60 percent of individuals who are direct recipients of services derived from the policies and practices under consideration. Deference (more regard) should be given to the input of stakeholders who are the recipients of services from the policies and practices under consideration.

¹ Activity 4.3.2 Advocate for increased meaningful opportunities for stakeholder input; improved practices to facilitate stakeholder input and consideration of stakeholder recommendations.

Agency practices to facilitate stakeholder input:

- 1) Have established mechanism for sharing information about new and/or proposed changes to programs, practices and policy.
- 2) Seek representatives who are direct recipients of services in informational presentations regarding policy and practice developments. Share opportunities for informational presentations publicly.
For example:
 - a. Provide training sessions to stakeholders in collaborative sessions; and,
 - b. Develop workgroups or Ad Hoc Committees to review specific issues requiring more in-depth study and analysis.
- 3) Ensure opportunities for informational sessions and stakeholder input are early enough in the process and provided throughout development of new and/or proposed changes to programs, practices and policy and throughout implementation to enable recommendations to be considered into the final product.
- 4) Provide information that is:
 - a. Accurate, valid and verifiable;
 - b. Complete – with summaries of national, statewide and local level data or policy perspectives;
 - c. Consistently use terms and labels that are well defined;
 - d. Timely, to allow stakeholders adequate time to process the information prior to making decisions regarding new and/or proposed changes programs, practices and/or policy; and,
 - e. Publicly available and accessible via multiple outlets throughout the process of decision making and implementation for any interested stakeholder to access and offer perspectives.
 - f. Presented to multiple stakeholder groups simultaneously for discussion of differences in perspectives be heard, understood and, where possible, for compromises to be reached.
- 5) Request stakeholder input that is:
 - a. Specific to the actual new and/or proposed changes to programs, practices and/or policies being considered; not merely input on process for making the change or how to implement the change;
 - b. Timely and allows recommendations to alter the proposed changes prior to final adoption of new and/or proposed changes to programs, practices and/or policies; and,

Practices for stakeholders to be informed representatives:

- 1) Participate in learning opportunities related to new and/or proposed changes to programs, practices and/or policies that drive the service delivery system.
- 2) Gather and research information to ensure adequate understanding of the issues, best practices, outcomes, different models and/or perspectives, and potential impact of various options.
 - a. Request information necessary from related agencies and/or other sources to understand the issues.
- 3) Evaluate the request from the agency for stakeholder input into new and/or proposed changes to programs, practices and/or policy and whether adequate information was provided to allow a position on the issue to be formulated.
 - a. Request more time, if needed, to understand an issue if information provided was not timely, accurate or complete.
- 4) Understand recommendations to create new and/or proposed changes to programs, practices and/or policies that are allowable.
 - a. Request further information if necessary.
- 5) Identify resources to assist in researching and analyzing information, understanding historical perspectives and appreciating the interplay across various regulations and policies.
- 6) Take a position on issues.
 - a. When necessary, be comfortable with disagreeing with agency or other stakeholders and able to express difference in a respectful, clear and assertive manner.

Stakeholder Input Critical Element Indicators

Department: _____ Program/Policy/Practice: _____

Person Completing Form: _____ Date: _____

Critical Elements	Circle the best response to your experience with each Critical Element for stakeholder input in designing new and/or proposed changes to programs, practices and policy.			
Informed	1. Information related to informational meetings and opportunities for input on new and/or proposed changes to programs, practices and/or policy were announced publicly and disseminated to organizations and groups representing individuals most likely to be directly impacted by the proposed changes.	No	Yes	N/A
	2. Established stakeholder groups and Ad Hoc committees were requested to offer input.	No	Yes	N/A
	3. Informational sessions have been made available to explain rationale for and specifics of proposed changes.	No	Yes	N/A
	4. All information provided regarding a new and/or proposed changes to programs, practices and policy was accurate.	No	Yes	N/A
	5. All information provided regarding a new and/or proposed changes to programs, practices and policy was valid.	No	Yes	N/A
	6. All information provided regarding a new and/or proposed changes to programs, practices and policy was verifiable.	No	Yes	N/A
	7. Information was provided by the agency on the current and historical perspectives of the new and/or proposed program, practices and policies, including direct access to existing documents.	No	Yes	N/A
	8. Information provided offered an understanding of summaries of related national, state and local level data on program, practice and policy perspectives.	No	Yes	N/A
	9. Information requested by stakeholders was provided by the agency seeking to develop new and/or change programs, practices and policies.	No	Yes	N/A
Stakeholder Representation	10. At least sixty percent of participants in informational meetings were individuals who are direct recipients of services specified in the proposed changes to programs, practices and/or policy.	No	Yes	N/A
	11. At least sixty percent of participants providing written and/or spoken input were individuals who are direct recipients of services specified in the proposed changes to programs, practices and/or policy.	No	Yes	N/A
	12. Informational and stakeholder input sessions were conducted with participants from diverse representation of stakeholders, including individuals who are recipients or intended recipients and individuals responsible for implementing proposed program, practices and/or policy changes. And, these stakeholders participated in sessions simultaneously.	No	Yes	N/A

	13. Deference (more regard) was given to the perspectives and feedback of individuals who are direct recipients of services specified in the proposed changes to programs, practices and/or policy.	No	Yes	N/A
Opportunities for Input	14. Request for stakeholder input allowed stakeholders to view specific language under consideration for program (complete current and proposed changes to language), practice and/or policy changes; not merely conceptual perspectives, input on process for making the proposed change or how to implement the proposed changes.	No	Yes	N/A
	15. Input on program, practice and/or policy changes was actively solicited from stakeholder groups, particularly groups representing individuals for whom the proposed changes intend to effect.	No	Yes	N/A
	16. Stakeholder requests for input on program, practice and/or policy proposals beyond those requested for input by the agency was welcomed for consideration on the agenda of an advisory group.	No	Yes	N/A
Timeliness	17. Announcement of pending changes to programs, practices and/or policy allowed stakeholders time to process information and offer suggestions in development phases.	No	Yes	N/A
	18. All information considered by workgroups, Ad Hoc Committees and other stakeholder groups was made publicly available at least a week prior to each meeting.	No	Yes	N/A
	19. Informational training sessions, workgroup meetings, Ad Hoc Committees and other stakeholder input opportunities were conducted early enough in the process to enable recommendations to be considered in the adoption of the final programs, practices and/or policy.	No	Yes	N/A
	20. The schedule for gathering stakeholder input allowed recommendations to be incorporated into the proposed changes prior to final adoption.	No	Yes	N/A
	21. Stakeholder input continues to be sought and considered throughout the implementation of new and/or changes to programs, practices and policies.	No	Yes	N/A
Final	22. Final program, practice and policy decisions incorporated recommended changes to initial proposals and reasonably address significant issues raised by stakeholders.	No	Yes	N/A

Indicate your role in relation to the practice/program and/or policy being considered for changes:

Direct Recipient (eligible for the services provided through this program, practice and/or policy) or family member:

- Person who may receive direct services and supports through the program, practice and policy being considered.
- Family member of a Direct Recipient

Administrator or direct service provider responsible for implementing services indicated by this program, practice and/or policy.

- State Agency Representative; Agency:
- Local provider administrator; Agency:
- Direct Service Provider: Person responsible for implementation with direct recipient contact

Other (describe):

Directions for Stakeholder Input Indicators Measurement:

Sort responses by respondent type. Compare responses of any stakeholder with the responses from the State Agency Representative overseeing the proposed changes to programs, practices and/or policy. Ask each respondent to provide supporting evidence to items with responses not reaching agreement between state agency representative and stakeholder(s).

Activity 4.3.2 Advocate for increased meaningful opportunities for stakeholder input; improved practices to facilitate stakeholder input and consideration of stakeholder recommendations.