Measuring Group-Level Collaboration

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Group-Level Collaboration

• Appropriate for measuring perceptions of members of a group tasked with working together on a specific community initiative, a broadly identified agenda, or a common area of interest.

• Appropriate when purpose is to measure the strength of the collaborative group as a unit rather than interagency-level resource or information sharing.

• Appropriate for distributing to individuals representing an agency or organization who are members of a collaborative group.
**Wilder Survey of Collaboration**

*Instructions:* Please read each sentence and circle the appropriate response. For this survey, the "collaborative group" refers to the Finney County Early Childhood Council and the "project" refers to the Finney County Early Childhood Strategic Plan and related activities designed to improve outcomes for children birth to 8 in Finney County.

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Public and private agencies in our state have a history of working together.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Trying to solve complex problems through collaboration has been common in this community. It has been done a lot before.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Others in this community who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the &quot;right&quot; organizations to make this work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. The political and social climate seems to be &quot;right&quot; for starting a collaborative project like this one.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. The time is right for this collaborative project.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. People involved in this collaborative always trust one another.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I have a lot of respect for the other people involved in this collaboration.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. The people involved in this represent a cross section of those who have a stake in what we are trying to accomplish.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. All of the organizations that we need to be members of this group have become members of this group.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. My organization will benefit from being involved in this collaboration.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. People involved in our collaboration are willing to compromise on important aspects of our project.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. Everyone who is a member of our collaborative group wants this project to succeed.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

### Wilder Survey of Collaboration

- 40 Items with 6 subscales
- 1-5 Likert (Strongly Disagree/Strongly Agree)

<table>
<thead>
<tr>
<th>Wilder Subscales</th>
<th>Environment ($\alpha=.76$)</th>
<th>Member Characteristics ($\alpha=.72$)</th>
<th>Communication ($\alpha=.88$)</th>
<th>Purpose ($\alpha=.89$)</th>
<th>Process ($\alpha=.91$)</th>
<th>Resources ($\alpha=.64$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 items</td>
<td></td>
<td></td>
<td>5 items</td>
<td></td>
<td></td>
<td>13 items</td>
</tr>
<tr>
<td>• Trying to solve problems through collaboration has been common in this community. It has been done a lot before.</td>
<td>• People involved in this collaboration always trust one another.</td>
<td>• People in this collaboration communicate openly with one another.</td>
<td>• I have a clear understanding of what our collaboration is supposed to accomplish.</td>
<td>• Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.</td>
<td>• Our collaborative group has adequate funds to do what it wants to accomplish.</td>
<td>• Our collaborative group has adequate “people power” to do what it wants to accomplish.</td>
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<tr>
<td>• Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.</td>
<td>• I have a lot of respect for the other people involved in this collaboration work.</td>
<td>• I am informed as often as I should be about what goes on in the collaboration.</td>
<td>• People in our collaborative group know and understand our goals</td>
<td>• There is a lot of flexibility when decisions are made; people are open to discussing different options.</td>
<td>• The people in leadership positions for this collaboration have good skills for working with other people and organizations.</td>
<td></td>
</tr>
<tr>
<td>• The political and social climate seems to be “right” for starting a collaborative project like this one.</td>
<td>• The people involved in this represent a cross section of those who have a stake in what we are trying to accomplish.</td>
<td>• The people who lead this collaborative group communicate well with the members.</td>
<td>• The people in this collaborative group are dedicated to the idea that we can make this project work.</td>
<td>• People in our collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Wilder Survey of Collaboration

## Additional Children’s Services Subscale

### Services to Children

(\(\alpha=.86\))

- I expect this project to successfully create an effective plan for improving services to children
- I expect this project to ultimately be a success at improving outcomes for the children we serve
- The right level of agency staff is participating in this project such that decisions can be made to best serve children in this community

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Rock Chalk, JAYHAWK!
In October 2009, the Kansas Department of Health and Environment (KDHE) was awarded a competitive 5-year federal Project LAUNCH grant from the U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Agency (SAMHSA) to promote young children’s wellness. Targeting children from birth through age 8, the overall goal of Project Launch is to improve early childhood systems and services so that all children reach physical, social, emotional, behavioral, and cognitive milestones.

The overarching goal of the Quality Improvement Center on the Privatization of Child Welfare Services was to inform the field and the Children’s Bureau about the most current research, knowledge, and practice related to how public child welfare agencies contract with private providers for some or all of their core services. After an initial comprehensive needs assessment and knowledge gap analysis conducted by the QIC-PCW team in 2005-2006, performance-based contracting (PBC) and quality assurance (QA) systems were selected as the primary focus of further in-depth study and evaluation. Through a competitive RFP process, three demonstration sites were selected, each of which were implementing PBC/QA through a public-private partnership in some aspect of their child welfare service system. In September 2007, the QIC-PCW and its partners began the national cross-site evaluation of these three demonstration sites.
<table>
<thead>
<tr>
<th>Time 1 (Fall 2010)</th>
<th>Time 2 (Fall 2011)</th>
<th>Time 3 (Fall 2012)</th>
<th>Time 4 (Fall 2013)</th>
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</thead>
<tbody>
<tr>
<td>Finney County Early Childhood Council – Local</td>
<td>16</td>
<td>~16-20</td>
<td>~16-20</td>
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<tr>
<td>Early Childhood Advisory Council - State</td>
<td>N/A</td>
<td>~20</td>
<td>~20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>~16-20</td>
</tr>
<tr>
<td></td>
<td>Baseline (Fall 2007/Spring 2008)</td>
<td>Time 1 (Fall 2008/Spring 2009)</td>
<td>Time 2 (Fall 2009/Spring 2010)</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------------</td>
<td>-------------------------------</td>
<td>-------------------------------</td>
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<tr>
<td><strong>Florida</strong></td>
<td>27</td>
<td>30</td>
<td>42</td>
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<td><strong>Illinois</strong></td>
<td>131</td>
<td>172</td>
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<tr>
<td><strong>Missouri</strong></td>
<td>19</td>
<td>22</td>
<td>10</td>
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</table>
Methods of Analyzing and Interpreting Wilder Collaboration Scores

- Mean Ratings on Subscales
- Identifying Collaborative Strengths and Challenges
- Analyzing Change over Time or Group Differences
Analyzing Subscale Mean Scores

- The mean rating of individual items shows the relative strength of perceptions of collaboration at the individual item-level on a 1-5 scale.

- Aggregated subscale items create composite scores.

- Higher composite scores represent a greater level of agreement across all respondents on the subscale.

- It helps identify those areas that the collaborative group as a whole believes they do well.
Mean Subscale Ratings

Finney County Early Childhood Council
Year 1

Level of Agreement
1=Strongly Disagree – 5 = Strongly Agree

- Environment: 4.16
- Process/Structure: 3.84
- Communication: 4.08
- Purpose: 4.02
- Resources: 3.74
- Services to Children: 4.25
- Member Characteristics: 3.95
Identifying Collaborative Challenges and Strengths

• The percentage of people who disagreed or strongly disagreed with an item can help identify areas in which the collaborative may wish to focus its efforts on improving.

• Items in which more people responded with disagreement can be used as discussion points in future meetings.

• Additionally items on which there is little disagreement across the group can show where there is common understanding and broad agreement.
Identifying Collaborative Challenges and Strengths

- Displaying two pieces of information on 1 graph
  - Subscale items means
  - % of group members who disagreed or strongly disagreed with item
Providing Graph Interpretation

Collaboration Domain

Percentage of participants who responded to an item with strongly disagree (1) or disagree (2)

The time is right for this collaboration
Political and social climate is 'right' for this collaboration
Other community members generally agree that we have the 'right' organizations to make this work
Outside leaders in community are hopeful about our accomplishments
Solving problems through collaboration has been common here
Public/private agencies historically work together

Survey Items in Domain

Overall Mean of Items

Overall Mean 4.15

Dark blue bar is the percentage of participants who disagreed with this item

Light blue bar is mean rating on this item across all participants

Survey Scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree
People involved in our collaboration are willing to compromise on important aspects...

My organization will benefit from being involved in this collaboration

All organizations that we need to be members of this group have become members of this...

The people involved in this represent a cross section of those who have a stake in what...

I have a lot of respect for the other people involved in this collaborative work

People involved in this collaboration always trust one another

Overall Mean 3.95
Organizations in our collaborative group invest right amt of time to our efforts

Everyone who is a member of our collaborative group wants this project to succeed

Level of commitment among the collaborative participants is high

Everyone who is a member of our collaborative group wants this project to succeed

There is a lot of flexibility when decisions are made; people are open to discussing different options

When our group makes major decisions, there is always enough time to take information back to...

Overall Mean 3.84
Analyzing Change Over Time or Group Differences

• Mean scores on subscales at different points in time to analyze whether group-level collaboration improves, maintains, or decreases over time

• Relative difference in group-level collaboration across collaborative entities, organizations, or agencies working on similar initiatives
Analyzing Change Over Time or Group Differences

### Collaborative Environment

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Time 1</th>
<th>Time 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>3.54</td>
<td>3.65</td>
<td>3.55</td>
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<tr>
<td>Illinois</td>
<td>3.59</td>
<td>3.58</td>
<td>3.74</td>
</tr>
<tr>
<td>Missouri</td>
<td>3.85</td>
<td>3.74</td>
<td>3.85</td>
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</table>

### Member Characteristics

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Time 1</th>
<th>Time 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>3.59</td>
<td>3.76</td>
<td>3.6</td>
</tr>
<tr>
<td>Illinois</td>
<td>3.54</td>
<td>3.45</td>
<td>3.67</td>
</tr>
<tr>
<td>Missouri</td>
<td>3.67</td>
<td>3.82</td>
<td>3.85</td>
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</table>

### Collaborative Process

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Time 1</th>
<th>Time 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>3.5</td>
<td>3.63</td>
<td>3.35</td>
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<tr>
<td>Illinois</td>
<td>3.46</td>
<td>3.26</td>
<td>3.74</td>
</tr>
<tr>
<td>Missouri</td>
<td>3.55</td>
<td>3.53</td>
<td>3.73</td>
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</tbody>
</table>

### Collaborative Purpose

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Time 1</th>
<th>Time 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>3.72</td>
<td>3.7</td>
<td>3.54</td>
</tr>
<tr>
<td>Illinois</td>
<td>3.68</td>
<td>3.38</td>
<td>3.92</td>
</tr>
<tr>
<td>Missouri</td>
<td>3.89</td>
<td>3.92</td>
<td>4.01</td>
</tr>
</tbody>
</table>
Analyzing Change Over Time or Group Differences

Resources Available

Collaborative Communication
Summary

• Measuring group-level perceptions of collaboration provides information about areas of strength and challenge across multiple domains

• The Wilder Collaboration Survey is one tool evaluators may choose to evaluate collaborative groups

• Multiple ways of displaying information for stakeholders helps the collaborative understand and use data to strengthen their work together


The time is right for this collaborative project. The political and social climate seems to be “right” for starting organizations to make involved in this collaborative project are the “right” collaboration would generally agree that the organizations involved in this collaborative project are the “right” organizations to make this work. The political and social climate seems to be “right” for starting a collaborative project like this one. The time is right for this collaborative project.

We are currently able to keep up with the work necessary to coordinate all the people, organizations and activities related to this collaborative project. This collaborative group has tried to take the right amount of work at the right pace. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues on what the decision should be. There is a lot of flexibility when decisions are made; people are open to discussing different options. People in our collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working. People in this collaborative group have a clear sense of their roles and responsibilities. There is a clear process for making decision among partners in this collaboration.

This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate or changes in leadership. This group has the ability to survive even if it had to make major changes in its plans or add some new members to reach its goals. This collaborative group has tried to take the right amount of work at the right pace. We are currently able to keep up with the work necessary to coordinate all the people, organizations and activities related to this collaborative project.

### Items on Wilder Collaboration Scale

<table>
<thead>
<tr>
<th>Collaborative Environment</th>
<th>Member Characteristics</th>
<th>Collaborative Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Public and private agencies in our state have a history of working together.</td>
<td>• People involved in this collaboration always trust one another.</td>
<td>• I have a clear understanding of what our collaboration is supposed to accomplish.</td>
</tr>
<tr>
<td>• Trying to solve problems through collaboration has been common in this community (collaboration between public and private child welfare agencies). It has been done a lot before.</td>
<td>• I have a lot of respect for the other people involved in this collaboration.</td>
<td>• People in our collaborative group know and understand our goals.</td>
</tr>
<tr>
<td>• Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.</td>
<td>• The people involved in this represent a cross section of those who have a stake in what we are trying to accomplish.</td>
<td>• People in our collaborative group have established reasonable goals.</td>
</tr>
<tr>
<td>• Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the “right” organizations to make this work.</td>
<td>• All of the organizations that we need to be members of this group have become members of this group.</td>
<td>• The people in this collaborative group are dedicated to the idea that we can make this project work.</td>
</tr>
<tr>
<td>• The political and social climate seems to be “right” for starting a collaborative project like this one.</td>
<td>• My organization will benefit from being involved in this collaboration.</td>
<td>• My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.</td>
</tr>
<tr>
<td>• The time is right for this collaborative project.</td>
<td>• People involved in our collaboration are willing to compromise on important aspects of our project.</td>
<td>• What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaborative Communication</th>
<th>Services to Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>• People in this collaboration communicate openly with one another.</td>
<td>• The right level of agency staff is participating in this project such that decisions can be made.</td>
</tr>
<tr>
<td>• I am informed as often as I should be about what goes on in the collaboration.</td>
<td>• I expect this project to successfully create an effective plan for improving services to children.</td>
</tr>
<tr>
<td>• The people who lead this collaborative group communicate well with the members.</td>
<td>• I expect this project to ultimately be a success at improving outcomes for the children we serve.</td>
</tr>
<tr>
<td>• Communication among the people in this collaborative group happens both at formal meetings and in informal ways.</td>
<td>• People involved in our collaborative group have adequate &quot;people power” to do what it wants to accomplish.</td>
</tr>
<tr>
<td>• I personally have informal conversations about the project with others who are involved in this collaborative group.</td>
<td>• The people in leadership positions for this collaboration have good skills for working with other people and organizations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources Available</th>
<th>Services to Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Our collaborative group has adequate funds to do what it wants to accomplish.</td>
<td>• The right level of agency staff is participating in this project such that decisions can be made.</td>
</tr>
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<td>• Our collaborative group has adequate “people power” to do what it wants to accomplish.</td>
<td>• I expect this project to successfully create an effective plan for improving services to children.</td>
</tr>
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<td>• The people in leadership positions for this collaboration have good skills for working with other people and organizations.</td>
<td>• I expect this project to ultimately be a success at improving outcomes for the children we serve.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaborative Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.</td>
</tr>
<tr>
<td>• Everyone who is a member of our collaborative group wants this project to succeed.</td>
</tr>
<tr>
<td>• The level of commitment among the collaborative participants is high.</td>
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<tr>
<td>• When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues on what the decision should be.</td>
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<td>• There is a clear process for making decision among partners in this collaboration.</td>
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<td>• This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate or changes in leadership.</td>
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<td>• This group has the ability to survive even if it had to make major changes in its plans or add some new members to reach its goals.</td>
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<tr>
<td>• This collaborative group has tried to take the right amount of work at the right pace.</td>
</tr>
<tr>
<td>• We are currently able to keep up with the work necessary to coordinate all the people, organizations and activities related to this collaborative project.</td>
</tr>
</tbody>
</table>
Examples of Other Collaborative Instruments
(Child Welfare, Substance Abuse, and Court)

The Collaborative Values Inventory (CVI) is a questionnaire that serves as a neutral, anonymous way of assessing how much a group shares the values that underlie its work. The CVI is designed to identify issues that may not be raised if the collaborative begins its work together without clarifying the underlying values of its members.


The Collaborative Capacity Instrument (CCI) is a self-assessment tool designed to elicit intra- and interagency discussion about progress in addressing specific issues and about prioritizing programs and policy plans.


http://www.ncsacw.samhsa.gov/