AN INITIATIVE OF
FUND FOR SHARED INSIGHT

Listen4Good

Frequently Asked Questions (FAQ)

-L4G Online Beta-

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For more questions about Listen4Good in general, please see our L4G Program FAQs.

1. **What is the purpose of Listen4Good (L4G) Online Beta?**

The purpose of this beta-testing round is to test and understand how our online web app helps organizations to effectively implement feedback loops with the people they aim to serve. L4G Online Beta is a unique opportunity for organizations that would like to implement Listen4Good (L4G) on their own using our newly released interactive web app that supports them step-by-step through the implementation of multiple feedback loops.

2. **Can I apply to both L4G Online Beta and future L4G co-funded rounds?**

Yes, but for the co-funded round, you will need to be nominated by one of your existing funders who will be required to provide a $15,000 match. In addition, the process will be competitive, so there are no guarantees. If you participate in L4G Online Beta, then also apply for a co-funded grant, your application for the grant must demonstrate that you made a good faith effort to participate fully L4G Online Beta and explain why you were not able to implement L4G independently.

3. **What are eligible uses of L4G Online Beta's $5,000 honorarium?**

While we prefer that funds be used to help implement L4G (e.g. purchase of tablets or other technology to help collect data, incentives, materials, etc.), there are no restrictions. You do not need to submit a budget for the $5,000.

4. **Why am I getting a SurveyMonkey account?**

All organizations participating in L4G receive access to a new SurveyMonkey account to be used for gathering feedback. For L4G Online Beta, in addition to the honorarium, you will receive funds specifically to be used to purchase this required SurveyMonkey account. All organizations must purchase this account regardless of whether or not you already have a separate SurveyMonkey account.

5. **Are there any reporting requirements for L4G Online Beta?**

There is no formal reporting requirement for this round. However, you will be expected to participate in periodic surveys and provide feedback to both L4G and our evaluation partners about your experience.

6. How flexible is your survey instrument? Can I customize the survey?

There are five standard questions that all participating organizations are required to ask as part of L4G:

- 1. How likely is it that you would recommend […] to a friend or family member?
- 2. What is […] good at?
- 3. What could […] do better?
- 4. Overall, how well has [….] met your needs?
- 5. How often do staff at […] treat you with respect?

The reason that these questions are required is so that we can provide benchmarks on these core questions. Beyond these five questions, our template includes some optional experience questions and four demographics questions. Each organization has the option to add up to five custom questions to their survey as well. The maximum number of questions that any client respondent will answer is 15 questions. Examples and background explaining the rationale for each survey item can be found on the L4G website app.

7. Can I translate my survey into other languages?

Yes. You can use our tool to create an online version of your survey in other languages but you must enter all translated text. Currently, we have pre-translated versions of the core questions in Spanish, Chinese, and Vietnamese that you may use when entering your translations. However, we have found that many organizations translate the questions slightly differently so, if desired, you can provide your own translations.

We are in the process of adding additional language capabilities beyond these three to the website and hope to have that complete by June 2019.

8. **Can I administer the survey using different methods? What are my options for data collection?**

All L4G-implementing organizations will use SurveyMonkey's platform to aggregate, track, and analyze feedback. We encourage organizations to collect data directly through SurveyMonkey's survey platform online where possible, either through a computer, tablet, or mobile device. However, we recognize that technology limitations, computer literacy, and client preferences may not align, and some organizations may prefer to administer paper surveys. We support multiple approaches to data collection, so long as the final data collected ends up in SurveyMonkey (through direct collection or manual input).

Below are some of the most common ways that organizations collect data as part of L4G:

- **Computer or tablet at point of service.** Ask clients who are in your office/attending your programs to answer a few questions on a computer or tablet (e.g. iPad). The computer or tablet would need to be connected to the internet.

- **Remote access via email or text message URL link.** Send clients an email or text message with a link to the survey (they would need to be on a smartphone to answer the survey from the text message). This email or text could happen anytime – it could be while they are attending your programs or it could be at a later time. SurveyMonkey does not support texted responses directly into its platform.

- **Paper at point of service.** Organizations who believe their clients would do better responding to paper-based surveys can use this method, but note that the organization will be responsible for entering the data into SurveyMonkey. The organization could use grant funds to pay a staff member or volunteer for this task.

- **Phone calls.** Some organizations choose to use the more traditional method of gathering feedback by calling people. The data would need to be entered into SurveyMonkey in real time at the point of data collection or afterwards.

- **Interview at point of service.** If your clients can't read or write, you can consider having someone who is a neutral/trusted person help facilitate the feedback process. When a client comes in the office or finishes receiving programming or services, the trusted person could explain, however is appropriate, that the client's feedback is important, and then ask the client verbally or use whatever other method might be most appropriate.

- **Other methods of feedback collection.** We are open to other ideas and methods that organizations suggest and think will work well for their program/service model and the people they seek to help.

9. What's the reading level of your survey?

The L4G survey assumes a 4^{th}- to 6^{th}-grade reading level across various questions.

10. How is my data secured?

Neither L4G nor Fund for Shared Insight has access to your data. Your data is secured and encrypted in accordance with SurveyMonkey's privacy and security policies found in their Terms of Use: https://www.surveymonkey.com/mp/legal/terms-of-use/.

Our general guidance is to gather feedback anonymously initially in order to promote candor. This also ensures none of your data is tied to personal client data.

11. What will happen to my SurveyMonkey account after L4G Online Beta is over?

If you want to keep using your SurveyMonkey account and to have access to the benchmarks that are part of L4G after L4G Online Beta is over, SurveyMonkey offers a discounted fee for all L4G users. Organizations could also transition their data to any number of other survey platforms (free or paid).

12. How do I get access to a SurveyMonkey account and benchmarks?

After you sign up for the L4G website, you will be prompted to create an account with SurveyMonkey. You must create a new "Basic" SurveyMonkey account using the same email you used to sign up for the L4G website. This is imperative in making sure our sites are linked correctly. You will then have the opportunity to purchase an upgraded account (using the funds we provide you), which is required for using the L4G web app and all its functionality. You are required to purchase this upgraded account – again, at no cost to you – for 18 months.

13. Whom should I survey?

To be eligible for L4G Online Beta, you must plan to survey your ultimate intended clients. At Fund for Shared Insight, we use the phrase “the people we seek to help” to refer to end clients – recognizing that we don’t always reach the people we want to help.

Examples of end clients include individuals visiting food pantries, youth attending after-school academic and enrichment programs, residents living in public housing, individuals accessing legal-aid services, or individuals participating in job-training programs. End clients as defined here are not teachers, nurses, social entrepreneurs, or others who are getting paid to deliver services. We would consider these individuals to be “intermediaries” to the people we ultimately seek to help.

14. Can I survey youth as part of L4G Online Beta?

Per SurveyMonkey rules, youth under age 13 cannot enter data directly into SurveyMonkey unless there is a parent present. However, youth can answer surveys on paper and then organizations can manually input the data. Beyond this, we would expect you to use whatever permissions/approvals are needed for your field of work and to follow your own internal protocols around data collection with minor clients.

15. What do you mean by direct-service organization?

L4G is designed for organizations that are “client-facing” and “direct-service,” which we define as organizations that interact and/or provide services or programming to individual clients or community members. Organizations that provide services through an intermediary are considered direct service if individual clients are the intended target of their survey efforts and clients can realistically comment on the organization’s offerings given their personal experiences.

16. What has been government agencies’ experience using L4G?

L4G Online Beta marks the first time L4G is available to government agencies. We are eager to partner with government agencies to see how L4G translates to their work. Note: government agencies that want to participate must be direct-service organizations and not just funding nonprofit organizations to provide services.

FAQs about Listen4Good

1. What is your definition of a "high-quality feedback loop"? Does it have to be tied to individual clients or can it be anonymous?

We define a high-quality feedback loop as one in which:

- Data are collected regularly in a simple and flexible way;
- Feedback is credible, candid, and representative of client voices;
- Data are used to inform organizational decision-making, including what works, what needs improvement, and how specific client groups may have differential experiences; and
- The loop is closed with those who provided feedback.

The feedback/feedback loop can be anonymous or not; it's up to the individual organization to determine what will be most effective given the context. The decision about anonymity may influence how the organization messages the feedback collection and closes the loop, but high-quality feedback loops can be anonymous or not. Also, there may be organizations that shift over time – for example, starting out with anonymous feedback loops and shifting to non-anonymous ones over time or vice versa.

2. What is the Net Promoter System℠ or NPS®?

In order to expand the practice of high-quality feedback loops, we researched what options might be ***simple*** enough for the majority of organizations to implement and ***standardized*** enough to begin to create some meaningful benchmarks. A promising idea came from the business sector, where there is considerable experience in soliciting customer feedback in the form of the Net Promoter System℠ (NPS®) – a concept originally created by Bain & Company. NPS is framed around the idea of asking customers if, based on their experience, they would recommend a service to someone in a similar position. The standard NPS question specifically asks: **"How likely are you to recommend [x company, program, product, or service] to a friend or family member?" on a 0- to 10-point scale**, and is followed up by a qualitative question: "What is the reason for your score?" We have modified the standard questions slightly to suit the nonprofit context and L4G represents the largest national experiment looking at the use of NPS in the nonprofit client context.

An organization's NPS score is calculated by taking the percentage of promoters (those who answer a 9 or 10 on the question) less the percentage of detractors (those who answer 0 to 6). Active users of NPS typically examine feedback in each category, conduct root-cause analysis to understand the reasons behind the detractor experiences in particular, and “close the loop” with customers so they know the organization heard them. NPS scores can be transactional (about a specific interaction or product) or relational (about the overall experience of an organization or product). Both kinds of scores help organizations better understand the perceptions and feedback of the people we seek to help.

3. What are benchmarks and why do they matter? How do you create them in L4G?

Benchmarks provide the opportunity to put data in context – a benchmark is a comparative data point that provides interpretive value. For example, let’s say you survey your clients and get a Net Promoter Score of 50. Then you might ask, “Is that a good score, an average score, or a low score?” Well, it really all depends on the context or comparative data – that is the benchmark. If you know that the high among peer organizations is a 90, the low is 0, and the median is 55, you learn you are scoring right in the middle of organizations and can consider if or how you might improve.

A benchmark can come from a few sources including: (1) your own organization’s history – you can benchmark current against past performance; (2) your own organization’s work across multiple sites – you can benchmark across multiple sites at a single moment in time and over time as well; and (3) a dataset of other similar organizations. By requiring participants to use a semi-standardized survey tool, L4G is creating the opportunity for organizations to build and use all three types of benchmarks. A dataset that allows organizations to compare themselves to other groups has been the most elusive to date, but L4G is making it possible. Based on our work with more than 200 organizations since 2016, we have begun to build benchmarks in issue areas, including human services, food insecurity, youth development, and workforce development.

4. How is this feedback different from typical client-satisfaction surveys? And what is perceptual feedback?

In many ways, it is analogous. However, we would argue that the NPS framework and our related question set are more actionable than traditional customer-satisfaction surveys. For example, you can segment respondents based on respondents that identify as “promoters” versus “detractors”, and use the qualitative feedback from both groups to determine what’s going well within your organization and what needs improvement.

Simply put, perceptual feedback refers to the perspectives, feelings, and opinions individuals have about their experiences with an organization, product, or service that are used to inform and improve the practice and decision-making of that organization. Perceptual feedback captures sentiments of both the head and the heart, gathering information about what individuals did; whether an interaction met their personal standards; and how that interaction made them feel (e.g. supported, respected, or delighted). To read more about perceptual feedback, please reference "Perceptual Feedback: What's it all about?" (Ekouté Consulting, 2017).

5. How much time do you expect that participating in L4G will take from our staff?

There are primarily two types of time that organizations spend on this work:

- **Transactional time.** This includes accessing L4G's web app and planning/designing your survey; implementing surveys; reviewing data; and closing the loop with those who gave feedback. On average, this could add up to one or two days per month for a primary point person from your staff (maybe slightly more up front and less down the road once the systems are developed) for a limited period of time.

- **Reflective and learning time.** This includes digesting the data received; making sense of the feedback; sharing it with key staff and other stakeholders internally; determining what, if any, changes to make; and planning for those changes. It is harder to predict the time that these things will take with precision, as it will probably vary by organization. It could be an average of one day per month or the equivalent of several days of time. It could involve many people in the organization or a few. And it will likely ebb and flow over time.

6. Some of the survey questions will generate open-ended narrative data. Is there any recommended software that could be used to analyze the qualitative data?

There are two qualitative questions in the core L4G survey that can provide rich actionable insights. While there are software packages that use word recognition to automate response coding, they are still very much in development. We advise participating organizations to go through a manual, iterative process of reviewing and creating common themes that arise in their qualitative data. Once you've reviewed all the comments, you then calculate the frequency of each theme. This can be helpful if, for instance, you want to know what clients most frequently cite as areas for improvement (i.e., "50% of respondents made requests related to better access to services, while only 10% talked about our quality").