TRIBAL PUBLIC HEALTH DATA ADVANCEMENT TOOLKIT

Data Modernization Questionnaire: Program Structures

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INTRODUCTION

The **Data Modernization Questionnaire** supports tribal public health authorities or tribally designated public health authorities with documenting roadblocks and opportunities related to data sharing and infrastructure within key public health activities. Tribal public health authorities or tribally designated public health authorities are henceforth referred to as "tribes" for the remainder of this document. The **Data Modernization Questionnaire** is split into two parts, **Enterprise-wide Structures** and **Program Structures**, which are described below.

Teams within tribal public health authorities (PHAs) and other tribal public health service organizations, if applicable, can discuss and fill out the questionnaire together. Tribes do NOT need to complete all questionnaire components. Instead, tribes may complete the questionnaire component(s) that best align with their organizational goals and objectives.

Participating tribes are encouraged to identify public health activities for which

1) data is actively collected and utilized,

2) data modernization efforts are already in progress, and

3) data modernization efforts are not started but may be of interest.

Program Structures

The **Program Structures** part of the questionnaire is designed to focus on data modernization information specific to a single public health activity selected by the tribe (see list below). Tribes are encouraged to **complete this part of the questionnaire for each public health activity**, repeating as needed for other relevant public health activities. Tribes will specify the extent to which gaps in data quality and completeness impact their ability to perform the activity. Public health activities include:

- **Disease and risk factor monitoring**
- **Community health assessment**
- **Chronic disease prevention**
- **Environmental hazard assessment**
- **Injury prevention**
- **Syndromic surveillance**
- **Social factors influencing health/fair health opportunities**
- **Emergency response** (e.g., staffing, travel, deployment)
- **Other** (tribes may specify a public health activity not listed above and provide additional context, as needed)

This part of the questionnaire also prompts tribes to reflect on **roadblocks and opportunities** within the following key topic areas:

- **Technology:** the platforms and mechanisms used to store, exchange, and analyze data.
- **Workforce:** the capacity and proficiency of staff to perform key data-related functions.

Enterprise-wide Structures

The **Enterprise-wide Structures** part focuses on data governance, IT governance, and external policy. **This part of the questionnaire can be found here.**

SELECT YOUR PUBLIC HEALTH ACTIVITY

The Data Modernization Questionnaire: Program Structures supports tribes with assessing and documenting **roadblocks and opportunities** related to Technology and Workforce within key public health activities.

The purpose of this section is to select a public health activity that will guide and inform our tribe's responses in the subsequent sections of the questionnaire. Since responses to the data modernization topics of Technology and Workforce may vary depending on the needs and characteristics of each public health activity, tribes are encouraged to complete this questionnaire individually for all public health activities of interest. For example, if "Chronic Disease Prevention" is selected in this section, our tribe's responses in the remaining sections will be about Technology and Workforce roadblocks and opportunities related to Chronic Disease Prevention. Save and complete a new version of this document for each additional public health activity and update the selection below.

Select one public health activity from the list below.

Chronic Disease Prevention

Community Health Assessment

Disease and Risk Factor Monitoring

Emergency Response

Environmental Hazard Assessment

Social Factors Influencing Health/Fair Health Opportunities

Injury Prevention

Syndromic Surveillance

Other

If Other was selected, provide the name of the public health activity and any additional context needed below:

PUBLIC HEALTH ACTIVITY DATA

The goal of this section is to identify gaps in data quality and completeness regarding our selected public health activity.

1. There are several indicators that may impact a tribal public health authority's ability to use data to support public health activities. When considering the data indicators listed below, which gaps exist and, therefore, may impact our ability to perform our selected public health activity?

We can consider data from a wide range of sources (e.g., clinical/providers, laboratory, community-based organizations, tribal, state, and local government). Our tribal public health authority may work together to define the meaning of each number in the data indicator scale.

DATA INDICATORS	No known gaps (1)	(2)	(3)	(4)	Significant gaps (5)	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Data Completeness: the extent to which our data contain all relevant and necessary information to meet our needs.						
Data Usability: the extent to which our data is accurate and can be used to provide actionable insights.						
Data Timeliness: the extent to which our data are up-to-date and available when we need them.						
Data Privacy and Security: the extent to which our data are being used in accordance with the intended level of privacy and security.						
Data Transparency: the extent to which our data contain measures, including social factors influencing health (e.g., income, education level, homelessness) that promote fair health opportunity.						

2. Based on our response to Question #1, which specific sources of data and/or data sets impact our ability to perform our selected public health activity?

TECHNOLOGY

The goal of this section is to assist with the identification of technology **roadblocks and opportunities**. **Technology** can be defined as the platforms and mechanisms used to store, exchange, and analyze data.

The following statements encourage consideration of **specific roadblocks and opportunities** related to technology. Tribes are encouraged to reflect on **roadblocks** that may delay or prevent progress in carrying out the previously selected public health activity and to describe **opportunities** that may be impactful, feasible, and/or relevant.

Roadblocks and opportunities may include:

- **IT infrastructure:** components required to operate and manage enterprise IT services and environments. This may include hardware, software, and service components that support the delivery of IT-enabled processes.
- **System development and improvement:** processes to define, design, test, and implement a new software application or program, or enhance an existing one. This may include the development of customized systems, the creation of database systems, or the acquisition of third party developed software.
- **User interface (UI):** a user's interaction with computer systems, software, and applications.
- **User Experience (UX):** a user's overall experience with a brand, product, or service.
- **System interoperability:** real-time data exchange between disparate systems.
- **Data repository:** a large database infrastructure consisting of several databases that collect, manage, and store data sets for data analysis, sharing, and reporting (e.g., data marts, data warehouses, or data lakes).

IT INFRASTRUCTURE

IT infrastructure can be described as components required to operate and manage enterprise IT services and environments. This may include hardware, software, and service components that support the delivery of IT-enabled processes.

1. Rate our tribe's level of agreement with each **roadblock** statement below related to **IT infrastructure**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to IT infrastructure.		
Our tribe has limited access to broadband internet or other technology infrastructure.		
Our tribe frequently experiences power outages, which may impact our ability to carry out essential duties.		
Our tribe has limited ability to identify health data sets, applications, information systems, and/or services that can be migrated to a cloud-based platform.		
Our tribe has not or is unable to evaluate the pros and cons of migrating some or all our health data sets, applications, and information systems to a cloud-based computing platform (e.g., cost-effectiveness, strengthened data security, improved processing/ performance efficiency, enabling scalability, sustainability, and stability).		
Our tribe has not or is unable to evaluate the pros and cons of different cloud vendors (e.g., Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP)).		
Our tribe is unable to evaluate the pros and cons of different cloud service offerings (e.g., Infrastructure as a Service (IaaS), Platform as a Service (PaaS), or Software as a Service (SaaS)).		
Our tribe does not have a formal, written, or fully developed cloud strategy and/or a cloud-first IT implementation roadmap.		
Our tribe does not have sufficient leadership and/or program-level support to improve IT infrastructure.		
Our staff has limited capacity or skill set(s) to improve IT infrastructure.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe has competing priorities that take precedence over IT infrastructure efforts.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support IT infrastructure efforts.		
Other, please specify:		

a. Considering the **roadblocks** to our **IT infrastructure** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **IT infrastructure**, what are key accomplishments or lessons learned we would like to document? (optional)

2. Describe our tribe's **opportunities** related to **IT infrastructure** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Identify data sets, applications, information systems, and/or services that can be migrated to a cloud-based platform.		
Evaluate the pros and cons of migrating our data sets, applications, and information systems to a cloud-based computing platform (e.g., cost-effectiveness, strengthened data security, improved processing/performance efficiency, enabling scalability, sustainability, and stability) in collaboration with programs.		
Develop and implement a cloud strategy and/or a cloud-first IT implementation roadmap [e.g., Infrastructure as a Service (IaaS), Platform as a Service (PaaS), or Software as a Service (SaaS)].		
Develop standard operating procedures (SOPs) for use in the event of power outages. This may include processes for storing hard copies of essential files to enable offline work.		
Define and communicate the advantages, limitations, impacts, and opportunities for IT infrastructure, such as cloud, to leadership and programs to get buy-in.		
Provide continuous learning and development opportunities to staff on IT infrastructure.		
Other, please specify:		

a. Considering our **opportunities** to institute **IT infrastructure**, what additional considerations or contexts does our tribe need to address? (optional)

SYSTEM DEVELOPMENT AND IMPROVEMENT

System development and improvement can be described as processes to define, design, test, and implement a new software application or program or make enhancements to an existing one. This may include the development of customized systems, the creation of database systems, or the acquisition of third-party developed software.

3. Rate our tribe's level of agreement with each **roadblock** statement below related to **system development and improvement**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe does not have roadblocks related to system development and improvement.		
Our tribe does not have formal, written, or fully developed processes for system development or purchase.		
Our tribe has roadblocks gathering user requirements and mapping them for system development or purchase.		
Our tribe does not have formal, written, or fully developed project management procedures for system development and improvement projects.		
Our tribe does not have access to custom or commercial health information systems (e.g., Laboratory Information Management Systems (LIMS), Electronic Disease Surveillance Systems (EDSS), and Immunizations Information Systems (IIS)).		
Our tribe develops freestanding systems, often by program area, rather than developing systems to be used by the entire organization.		
Our tribe does not have sufficient leadership and/or program-level support for system development and improvement.		
Our staff has limited capacity or skill set(s) for system development and improvement.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe has competing priorities that take precedence over system development and improvement.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support system development and improvement.		
Other, please specify:		

a. Considering the **roadblocks** to our **system development and improvement** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **system development and improvement**, what are key accomplishments or lessons learned we would like to document? (optional)

4. Describe our tribe's **opportunities** related to **system development and improvement** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Develop and conduct processes for assessing systems development and improvement needs in collaboration with programs and data users.		
Identify, document, collate, and prioritize overlapping system needs and requirements from users across programs.		
Develop an enterprise-wide system development and improvement strategy roadmap for new and antiquated systems incorporating user needs and requirements.		
Identify system development lifecycle roles, responsibilities, and processes in which our IT and program staff should be involved.		
Define and communicate the advantages, limitations, impacts, and opportunities for system development and improvement, such as cloud, to leadership and programs to obtain buy-in.		
Provide continuous learning and development opportunities to staff on system development and improvement.		
Other, please specify:		

a. Considering our **opportunities** to institute **system development and improvement**, what additional considerations or contexts does our tribe need to address? (optional)

USER INTERFACE/EXPERIENCE (UI/UX)

User interface (UI) can be described as a user's interaction with computer systems, software, and applications.
User Experience (UX) can be described as a user's overall experience with a brand, product, or service.

5. Rate our tribe's level of agreement with each **roadblock** statement below related to **user interface/experience (UI/UX)**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to user interface/experience (UI/UX).		
Our tribe does not fully utilize systems due to complex interfaces or dissatisfactory user experience (UI/UX).		
Our tribe has roadblocks identifying or communicating necessary UI/UX needs or enhancements.		
Our tribe has not or is unable to map UI/UX roadblocks to potential solutions or enhancements.		
Our tribe does not have sufficient leadership and/or program-level support to improve UI/UX.		
Our staff has limited capacity or skill set(s) to improve UI/UX.		
Our tribe has competing priorities that take precedence over improvements to UI/UX.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support improvements to UI/UX.		
Other, please specify:		

a. Considering the **roadblocks** to our **user interface/experience (UI/UX)** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **user interface/experience (UI/UX)**, what are key accomplishments or lessons learned we would like to document? (optional)

6. Describe our tribe's **opportunities** related to **user interface/experience (UI/UX)** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Identify and document staff's barriers to using each system, including UI/UX limitations, unmet needs and requirements, ease of use, etc.		
Establish communication channels (e.g., meetings, forums, or other mechanisms) for system users to regularly convey system roadblocks and recommend enhancements.		
Conduct a gap analysis to identify the systems' current state versus the desired future state (based on users' needs/requirements). Identify potential UI/UX solutions and priorities to evolve towards the future state.		
Define and communicate the advantages, limitations, impacts, and opportunities for system UI/UX enhancements (e.g., improved system utilization) to leadership and programs to obtain buy-in.		
Provide staff with continuous learning and development opportunities on system features and capabilities, such as training using specific application scenarios relevant to each program.		
Provide continuous learning and development opportunities to staff to enhance the system user interface/experience (UI/UX).		
Other, please specify:		

a. Considering our **opportunities** to institute **user interface/experience (UI/UX)** what additional considerations or contexts does our tribe need to address? (optional)

SYSTEM INTEROPERABILITY

System interoperability can be described as real-time data exchange between disparate systems.

7. Rate our tribe's level of agreement with each **roadblock** statement below related to **system interoperability**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to system interoperability.		
Our data systems are not consistent with nationally recognized terminology, messaging, and transport standards.		
Our tribe has roadblocks identifying our stand-alone data systems that are not interoperable with other **internal** health or public health information systems.		
Our tribe has roadblocks identifying our stand-alone data systems that are not interoperable with other **external** health or public health information systems.		
Our IT infrastructure has limited technical capability to electronically send, receive, and process data between **internal data systems**.		
Our IT infrastructure has limited technical capability to electronically send, receive, and process data between our i**nternal systems and external partner systems** (e.g., between private clinical health systems, RPMS, and risk factor and disease reporting systems).		
Our IT infrastructure can electronically send, receive, and process data between our internal systems and external partner systems but uses antiquated methods.		
Our tribe does not have a formal, written, or fully developed Application Programming Interface (API) Strategy/API Management Plan.		
Our staff has limited capacity or skill set(s) for system interoperability.		
Our tribe does not have sufficient leadership and/or program-level support for system interoperability.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe has competing priorities that take precedence over system interoperability.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support system interoperability.		
Other, please specify:		

a. Considering the **roadblocks** to our **system interoperability** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **system interoperability**, what are key accomplishments or lessons learned we would like to document? (optional)

8. Describe our tribe's **opportunities** related to **system interoperability** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Develop strategies for adopting and implementing nationally recognized vocabulary, messaging, and transport standards, if applicable.		
Identify our stand-alone data systems that do not or cannot interoperate with internal other health or public health information systems.		
Identify our stand-alone data systems that do not or cannot interoperate with external other health or public health information systems.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Identify barriers, opportunities, and technical strategies needed to electronically send, receive, and process data between internal data systems.		
Identify barriers, opportunities, and technical strategies needed to electronically send, receive, and process data between external partner systems.		
Collaborate across program areas to identify high-value external Partners.		
Coordinate with external partners to develop processes for electronically sending, receiving, and processing data with their systems.		
Develop an Application Programming Interface (API) Strategy/API Management Plan to manage interface development and maintenance.		
Define and communicate the advantages, limitations, impacts, and opportunities for system interoperability to leadership and programs to obtain buy-in.		
Provide continuous learning and development opportunities to staff on system interoperability, including system interfaces (i.e., APIs) and nationally recognized vocabulary, messaging, and transport standards such as HL7.		
Other, please specify:		

a. Considering our **opportunities** to institute **system interoperability**, what additional considerations or contexts does our tribe need to address? (optional)

DATA REPOSITORY

Data repository can be described as a large database infrastructure consisting of several databases that collect, manage, and store data sets for data analysis, sharing, and reporting (e.g., data marts, data warehouses, or data lakes).

9. Rate our tribe's level of agreement with each **roadblocks** statement below related to **data repository**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to data repository.		
Our tribe does not have a centralized data repository (e.g., data lake, data mart, data warehouse).		
Our tribe has a centralized data repository, but it is limited or unusable. For example, it is not able to scale and adapt to an influx of data, nor are there ways to transform or unify the diverse data types to facilitate reporting and analytics.		
Our tribe has a centralized data repository, but not all data sets are stored in it.		
Our tribe has a centralized data repository, but staff may not be fully aware of it.		
Our tribe has not or is unable to identify applications for implementing a data repository.		
Our tribe does not have sufficient leadership and/or program-level support for implementing a data repository.		
Our staff has limited capacity or skill set to implement or use a data repository.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe has competing priorities that take precedence over data repository efforts.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support data repository efforts.		
Our tribe does not have a designated individual/group of people to actively manage our data repository.		
Other, please specify:		

a. Considering the **roadblocks** to our **data repository** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **data repository**, what are key accomplishments or lessons learned we would like to document? (optional)

10. Describe our tribe's **opportunities** related to **data repository** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Collaborate with programs to identify enterprise-wide and program-specific applications for implementing a centralized data repository.		
Identify limitations of existing data repositories for tribal leadership and staff.		
Establish a data lake (a centralized repository that allows storage of all structured and unstructured data at any scale).		
Establish a data warehouse (a centralized data repository from one or more discrete sources).		
Establish a data mart (a centralized data repository that is oriented to a specific team).		
Define and communicate the advantages, limitations, impacts, and opportunities for a centralized data repository to leadership and programs to obtain buy-in.		
Provide continuous learning and development opportunities to staff on centralized data repositories.		
Designate an individual/group of people to actively manage our data repository.		
Other, please specify:		

a. Considering our **opportunities** to institute **data repository**, what additional considerations or contexts does our tribe need to address? (optional)
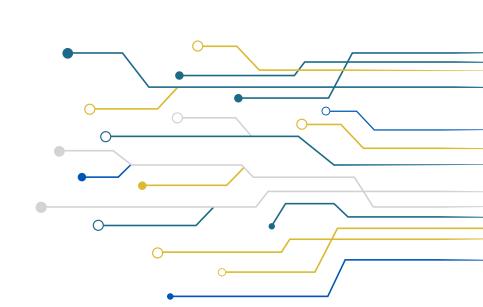
WORKFORCE

The goal of this section is to assist with the identification of data-related workforce **roadblocks and opportunities**. **Workforce** can be defined as the capacity and proficiency of staff to perform key data-related functions such as data governance, information technology, and informatics.

The following statements encourage consideration of **specific roadblocks and opportunities** related to workforce. Tribes are encouraged to reflect on **roadblocks** that may delay or prevent progress in carrying out the previously selected public health activity and to describe **opportunities** that may be impactful, feasible, and/or relevant.

Roadblocks and opportunities may include:

- **Workforce learning and development:** processes to train, develop, reinforce, and sustain essential career skills.
- **Workforce recruitment and employee onboarding:** processes to identify and hire candidates for a specific position and integrate the employee into the organization.
- **Workforce retention:** an organization's ability to retain current employees.

Please use the box below to clarify our definition of the term 'workforce' as it applies to this section (optional):

WORKFORCE LEARNING AND DEVELOPMENT

Workforce learning and development can be described as processes to train, develop, reinforce, and sustain essential career skills.

1. Rate our tribe's level of agreement with each **roadblock** statement below related to **workforce learning and development**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to workforce learning and development.		
Our tribe has not been able to assess learning and development needs.		
Our staff experience competing priorities, which impacts their availability to participate in learning and development efforts.		
Our tribe has roadblocks promoting and increasing staff awareness of available learning and development opportunities.		
Our tribe lacks supervisory support for learning and development efforts.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support learning and development efforts.		
Other, please specify:		

a. Considering the **roadblocks** to our **workforce learning and development** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **workforce learning and development**, what are key accomplishments or lessons learned we would like to document? (optional)

2.   Describe our tribe's **opportunities** related to **workforce learning and development** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Leverage technical assistance support from Tribal Epidemiology Centers (TECS) or other State, Tribal, Local, or Territorial (STLT) organizations to support the identification of learning and development needs.		
Increase availability of flexible learning opportunities for staff to complete on their own schedule, including online and free/low-cost training materials.		
Conduct an environmental scan to identify available learning and development resources.		
Develop and implement a communication plan to promote available learning and development opportunities to staff.		
Deliver surveys before and after trainings to evaluate training effectiveness.		
Define and communicate the advantages, limitations, impacts, and opportunities for workforce learning and development to leadership and programs to obtain buy-in.		
Identify interested staff to participate in data-related communities of practice.		
Create a community of practice across our tribe's public health data partners.		
Other, please specify:		

a.   Considering our **opportunities** to institute **workforce learning and development**, what additional considerations or contexts does our tribe need to address? (optional)

WORKFORCE RECRUITMENT AND EMPLOYEE ONBOARDING

Workforce recruitment and employee onboarding can be described as processes to identify and hire candidates for a specific position and integrate the employee into the organization.

3. Rate our tribe's level of agreement with each **roadblock** statement below related to **workforce recruitment and employee onboarding**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to workforce recruitment and employee onboarding.		
Our tribe has roadblocks maintaining current job descriptions for open positions.		
Our tribe has roadblocks identifying qualified candidates for open positions.		
Our tribe has roadblocks advertising open positions to reach a wide range of applicants.		
Our tribe has roadblocks creating a pipeline that supports the development of our tribe's future public health workforce (e.g., students and interns).		
Our tribe has roadblocks incorporating standardized processes when conducting interviews.		
Our tribe has roadblocks extending competitive employment offers.		
Our tribe has roadblocks with employee onboarding processes.		
Our tribe has limited funding and/or funding restrictions that impact our ability to support workforce recruitment efforts.		
Other, please specify:		

a. Considering the **roadblocks** to our **workforce recruitment and employee onboarding** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **workforce recruitment and employee onboarding**, what are key accomplishments or lessons learned we would like to document? (optional)

4. Describe our tribe's **opportunities** related to **workforce recruitment and employee onboarding** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Create templates and standardize processes for the development of job descriptions.		
Establish employee referral programs that incentivize staff to refer qualified candidates.		
Improve the pipeline that supports the development of our tribe's future public health workforce (e.g., students and interns). This may include building partnerships with universities and schools of public health and leveraging those partnerships to bolster our tribal workforce.		
Standardize interview processes. This may include developing standard interview questions, implementing a skills test, and gathering feedback from candidates to improve the interview process continuously.		
Assist with relocation expenses and/or housing assistance for new employees.		

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Standardize processes for employee onboarding. This may include developing an employee handbook, clearly documenting job roles and responsibilities, and conducting a comprehensive orientation.		
Implement 30-60-90-day plans to set objectives for new employees in the first 3 months of their new position.		
Other, please specify:		

a. Considering our **opportunities** to institute **workforce recruitment and employee onboarding**, what additional considerations or contexts does our tribe need to address? (optional)

WORKFORCE RETENTION

Workforce retention can be described as an organization's ability to retain current employees.

5.   Rate our tribe's level of agreement with each **roadblock** statement below related to **workforce retention**.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Our tribe **does not** have roadblocks related to workforce retention.		
Staff have noted dissatisfaction with compensation.		
Staff have noted dissatisfaction with benefits.		
Staff have noted limited opportunities for career growth.		
Staff have noted limited opportunities for mentorship.		
Staff have noted inflexible working schedules for some positions.		
Staff have noted stress and burnout.		
Staff have noted unclear roles and responsibilities.		
Staff have noted inadequate training for job duties.		
Staff have noted a lack of diversity and inclusion.		
Other, please specify:		

a. Considering the **roadblocks** to our **workforce retention** above, what additional considerations or contexts does our tribe need to address? (optional)

b. Considering our efforts to institute **workforce retention**, what are key accomplishments or lessons learned we would like to document? (optional)

6. Describe our tribe's **opportunities** related to **workforce retention** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Implement an employee mentoring program to support professional development and accelerate career growth.		
Document and maintain job responsibilities and work processes in a centralized location that can be used during staffing transitions.		
Increase opportunities for career growth and professional development. This may include opportunities for upward mobility, continued education, or skill advancement.		
Conduct listening sessions for staff to provide feedback on employee experience and satisfaction.		
Conduct exit interviews to identify organizational strengths/weaknesses and better understand reasons for staff turnover.		
Implement recognition programs and/or incentives for staff to increase employee engagement.		

6. Describe our tribe's **opportunities** related to **workforce retention** using the table below.

	RESPONSE	CONTEXT FOR OUR RESPONSE (OPTIONAL)
Implement recognition programs and/or incentives for staff to increase employee engagement.		
Establish open lines of communication for staff to provide feedback on employee experience and satisfaction.		
Implement flexible work schedules (e.g., four-day work week, workers having flexible arrival and departure times).		
Implement remote positions.		
Other, please specify:		

a. Considering our **opportunities** to institute **workforce retention**, what additional considerations or contexts does our tribe need to address? (optional)