

Grantee Experience Standards Analysis

Prepared with
The David and Lucile
Packard Foundation

December 2019



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Acknowledgements

We want to take a moment to thank grantees for their participation throughout each phase of the project. We weighed the risk of this potentially burdensome request with a genuine desire to be inclusive, and we are grateful for your time and candid feedback. CEP would also like to thank Packard Foundation staff — Meredith Blair Pearlman, Andrea Lozano, Ana Tamargo, and Hannah Goetz of the Evaluation and Learning team, Sara Elkin of Communications, and Ahmad Wright of Human Resources — for their collaboration. In addition, we would also like to thank David Barkan from David Barkan Consulting.

GRANTEE EXPERIENCE STANDARDS¹

The Packard Foundation is committed to establishing and maintaining effective relationships with our grantees. We strive to deliver on the following Grantee Experience Standards (GES) and continually monitor our efforts to meet them.

1. **RESPECT.** Grantees feel Foundation staff value grantee expertise and time, and approach funder-grantee power dynamics with humility and openness.
2. **PROCESS.** Grantees feel they understand the Foundation's grant requirements and processes.
3. **STRATEGY.** Grantees feel they understand how their work connects to the Foundation's strategy, how strategies evolve over time, and how to share input on those strategies.²
4. **INFORMATION.** Grantees feel Foundation staff are thoughtful about asking for and sharing information, data, and feedback, and are transparent about how and why it is used.
5. **RESPONSIVENESS.** Grantees feel Foundation staff provide timely responses to grantee questions.
6. **ENGAGEMENT.** Grantees feel they have opportunities to meaningfully engage in two-way dialogue with Foundation staff about our shared work.

1. Grantees provided feedback to previous iterations of these Standards through Phase 1 and 2 surveys and in interviews. These Standards represent the Foundation's final version of the Grantee Experience Standards.

2. In Phase 2, CEP piloted two versions of the Strategy Standard. One version, which is shown here, contained the additional clause "how to share input on those strategies," while the other concluded with "how those strategies evolve over time."

INTRODUCTION: BACKGROUND AND METHODOLOGY

Background

Originally drafted in 2007, the GES were developed in response to feedback from The David and Lucile Packard Foundation grantees that suggested the Foundation could do more to create a consistently excellent level of partnership with grantees. To address that feedback, the original GES laid out criteria designed specifically to guide staff's communication and interactions with grantees. Since then, the Foundation have been collecting data on these Standards in the biannual Grantee Perception Report.

In 2018, the Center for Effective Philanthropy (CEP) conducted analyses on the GES data from the past decade. CEP found that ratings for several Standards have improved compared to their first, baseline ratings, and three Standards — clear expectations regarding the review process, staff responsiveness, and grantees' understanding of how their organizations fit into the overall strategy of their program — emerged as strong predictors of the quality of Packard's relationships with grantees.

Over a decade after the original Standards were introduced, the Packard Foundation believes changes in its work, its organization, and the world make it important to revisit these Standards to ensure they continue to guide and improve its work. Thus, the Packard Foundation engaged CEP to gather feedback as part of efforts to deepen its understanding of grantees' perspectives on refreshed Grantee Experiences Standards and explore ways to measure how well the Foundation is living up to the GES.

Description of data collection

This project took place in two sequential phases. In both, Packard Foundation staff played key design, analysis, and interpretation roles. The first phase consisted of a survey that focused on the clarity of the refreshed Standards, and the second phase consisted of a survey focused on measurement. This second phase also included the option for respondents to self-select into an interview.

In August 2019, the Foundation launched the (CEP-hosted) Phase 1 survey to a sample of its partners through an anonymous link. CEP received 548 responses.

In September 2019, CEP fielded the Phase 2 survey with a different sample of the Foundation's partners. The Phase 2 survey consisted of two versions — one included language related to opportunities for grantees to provide input on the Foundation's strategy and one did not. CEP received a total of 219 responses, a 25% response rate. Of those responses, 159 were from unique organizations. Thirty-eight percent (N=84) of respondents agreed to participate in an interview.

Following the Phase 2 survey, in October 2019, CEP and Packard Foundation conducted 14 and 8 interviews, respectively, for a total of 22 interviews with 25 grantees spanning program areas and U.S.-based and international locations. (Some interviews included multiple staff at one grantee organization.) Interviews were recorded, and notes were taken using a consistent framework.

INTRODUCTION: BACKGROUND AND METHODOLOGY

Data Analysis

The Packard Foundation was responsible for analysis of Phase 1 survey data, and CEP was responsible for primary analysis of Phase 2 survey and interview data. Phase 2 survey data was analyzed by role and partnership type (grantee or Monitoring, Evaluation, and Learning [MEL]), and relevant findings are woven throughout the report.

To the extent possible, given the small sample sizes, CEP reviewed grantee interview responses for differences across program areas, survey version, and, finally, U.S.-based versus international grantees. CEP did not observe any consistently, meaningful differences across any of the groups listed above. Thus, comparisons are drawn between Phase 1 and Phase 2 responses but not between these groups throughout the report.

Notes on Confidentiality

CEP is committed to the confidentiality of the respondents who shared information for this project. We do not share individual survey or interview data from any respondents. In the few instances where direct quotes are shared, they were representative of broader themes and did not contain any information that we believe will be identifying of a specific respondent.

INTRODUCTION: SURVEY POPULATION AND LIMITATIONS

Notes on survey population

Packard Foundation created two separate samples to survey for each phase of the project. Because the first survey was administered through an anonymous link, respondents cannot be linked to any descriptive characteristics. For the Phase 2 survey, the Foundation provided the partner list tagged with geographic location and program area.

- Nearly three-quarters of Phase 2 survey respondents are domestic grantees, and the remaining quarter are international grantees.
- Respondents spanned all program areas, with the largest proportion — about a third — of grantees tagged to the Foundation's Conservation and Science portfolio.

Also, grantees were asked to report their position in the Phase 2 survey. Of the 192 partners who responded to the question:

- 31 percent selected Executive Director/CEO, 33 percent selected Other Senior Management, 13 percent selected Development Director, 22 percent selected Project Director, and 1 percent selected Volunteer.

This breakdown was also reflected in interviews when grantees were asked about their role. The majority of grantees that participated in interviews were directing the funded project or were part of the Senior/Executive team, with a couple of grantees identifying as Development staff.

Limitations

Partners were not incentivized to complete the surveys in either Phase 1 or Phase 2. Still, as is the case with feedback about a funder organization, there is likely some degree of response bias in our data. CEP and Packard Foundation informed partners about the intentions behind data collection and emphasized that their responses would be anonymous, but the Foundation's ongoing involvement and access to the data were made explicit at each step of the process. This could have reduced partners' candor.

Additionally, allowing grantees to self-select into an interview at the end of the Phase 2 survey likely introduced bias for two reasons. The grantees who agreed to an interview were willing to volunteer more time and may have had more extreme viewpoints, and these grantees were more likely to be comfortable sharing feedback with the Foundation.

This bias emerged clearly in interviews when grantees were asked about the length in which they've worked with the Packard Foundation. While their personal relationships ranged from two years to two decades, nearly all grantees reported that their organizations had long-standing histories and relationships with the Foundation.

INTRODUCTION: OVERALL EXPERIENCE

At the beginning of each interview, all grantees were asked to sum up their overall reactions to the refreshed Grantee Experience Standards. The overwhelming sense from grantees is one of **positivity**. Grantees most frequently **commended the Foundation for collecting feedback** during this process, and many viewed this feedback opportunity as a **signal that Packard is prioritizing grantees and their needs**.

Grantees described the refreshed Standards as “**only moving the needle in the right direction**,” “extremely thoughtful and inclusive,” and “contemporary.” A few grantees noted that these Standards reflect the Foundation’s ability to “**keep up with changing conversations in the field**” around power and the importance of understanding of grantees’ contexts. Most grantees also expressed that these Standards felt comprehensive and **reinforced the already positive perceptions they currently have** of Packard.

These positive sentiments about the Standards themselves were **also reflected in partners’ ratings** in the Phase 2 survey. When asked how the Foundation is living up to the GES overall, they provided an **average rating of 6.18** (on a 1-7 Likert scale). When asked to elaborate on how the GES affected their perceptions of Packard, partners articulated that they have great confidence in the Foundation’s ability to live up to these Standards.

Grantees’ responses about **their awareness of the GES** and the ways Packard Foundation staff is using these standards to inform its work represent one of the Foundation’s greatest opportunities. **Almost none** of the interviewed grantees were aware of the current (non-refreshed) GES. As Packard moves forward, it should consider some of grantees’ suggestions to make the GES most meaningful by sharing high-level findings and the Foundation’s next steps following this report, finding opportunities with grantees to engage with these findings and the Standards more broadly now and in the future, and pushing peer funders to create a similar set of Standards to guide their work.

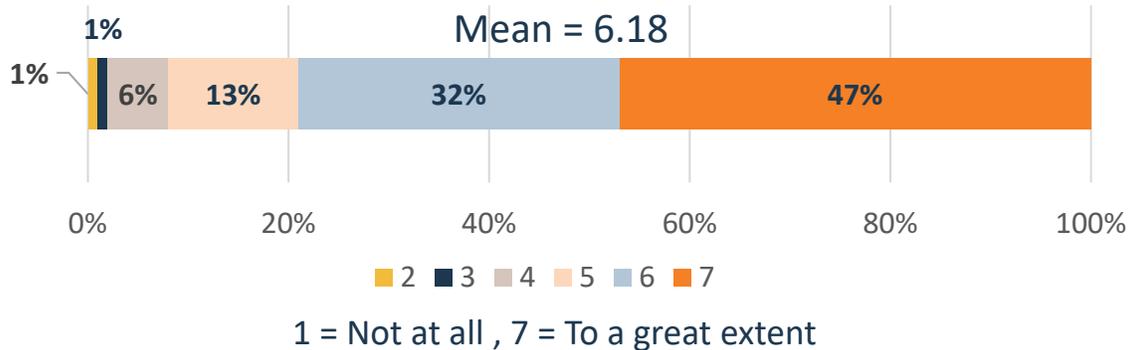
This report will address the **importance, clarity, and associated behaviors of each Standard**, as well as grantees’ preferences for measurement. Grantees also offered **specific suggestions** about how Packard Foundation could better demonstrate its commitment to each Standard. These suggestions are highlighted throughout the report.

SUMMARY OF KEY FINDINGS

- Grantees **welcomed the two additional Standards** added between Phase 1 and Phase 2 — Respect and Engagement. Survey responses and interview data suggest these are the most important factors in determining their overall perception of the Foundation’s performance against these Standards.
- Grantees provided some of the **highest ratings** in the Phase 2 survey for components related to the **Respect Standard**, and repeatedly emphasized a related Standard — **Responsiveness** — **as a core element of demonstrating respect**.
- While **Process was highlighted as one of the clearest Standards** across both phases, ratings of its importance dropped from the most important Standard to the second least important Standard in Phase 2. Even so, grantees still shared suggestions on how to improve existing pre- and post-award processes and **requested more information on new topics**, like the process for application for future funding.
- Although grantees understand the Foundation’s strategy and its connection to their work, they experience **less clarity about strategy changes**: what the changes are, when they happen, what factors go into the decision-making process and why, and, ultimately, how these changes may affect grantees’ work.
- With regards to information, data, and feedback, grantees **felt clear about what to provide the Foundation**, but they encouraged the Foundation to **close the loop** by sharing how and why collected information is used and its potential value to grantees’ work.
- To build on already positive relationships, grantees offered a two-pronged approach — setting **clear expectations and emphasizing two-way feedback** — to further improve their engagement with staff.
- When it comes to continuous measurement of the Foundation’s efforts to meet these Standards, there is consensus that grantees **preferred a survey that comes from program officers** but is returned to someone else in the Foundation or to a 3rd party. The surveys should be **aligned with the grant lifecycle** and should be fielded far enough apart to allow for multiple interactions with the Foundation in between each assessment point.

SUMMARY OF FINDINGS FROM PHASE 2 SURVEY

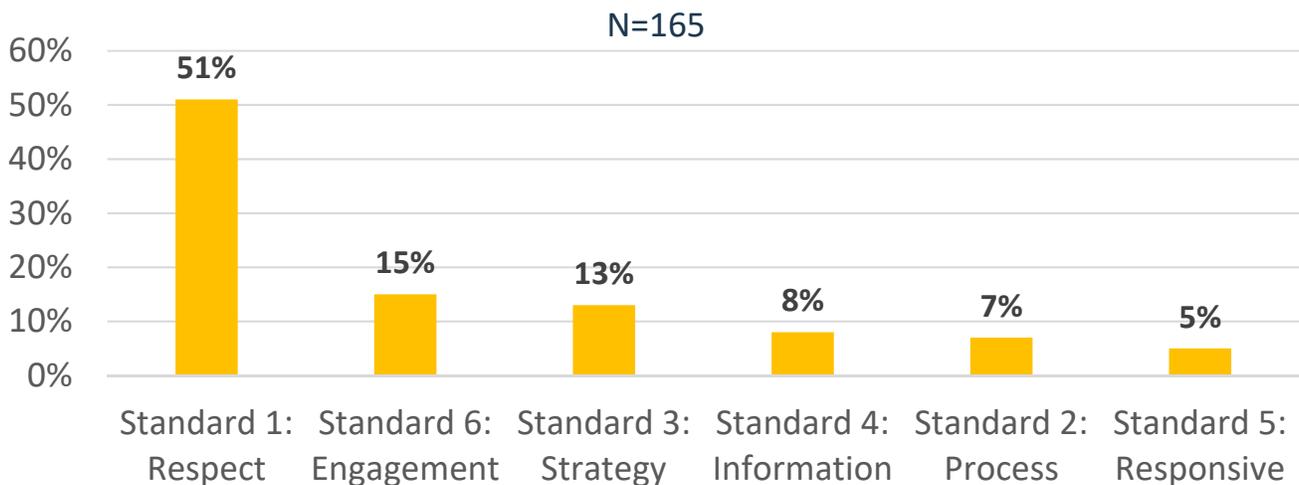
“Overall, to what extent is Packard Foundation living up to the refreshed GES?”



- When asked this question, 47 percent of respondents selected “To a great extent.”
- 93 percent of respondents thought the Foundation was living up to the Standards to some extent.

Note: N=211. No grantee selected “1.”

“Please rank the Standards in order of importance in determining your overall rating.”



Source: Phase 2 Survey.

SUMMARY OF FINDINGS FROM PHASE 2 SURVEY

“Please rate the extent to which you agree or disagree with the following statements:”



Source: Phase 2 Survey.

1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree

AREAS FOR CONSIDERATION

CEP worked closely with Packard Foundation to discuss the topics raised in grantees' feedback. Below are our reflections and areas for further consideration, as Packard works to finalize the GES.

- Packard Foundation should **decide and clearly state populations to which these Standards apply** (e.g., primary contact at grantees' organization, all grantees' staff, applicants, etc.).
- Across all Standards, grantees consistently discussed the **prominent role of program officers** in meeting these Standards. The Foundation will need to engage program officers in discussing the **trade-offs associated with grantees' suggested behaviors** to meet these Standards.
- Grantees raised **moments of strategy change as less clear**. Consider the process for reinforcing and using these Standards during moments of change.
- The Foundation should **experiment with different ways to close the loop**, so grantees understand the reasoning behind information sharing and experience its potential impact on their work. For example, grantees propose strategies for reporting back on this project:
 - Program officers sharing out a **written report with visuals and high-level findings** from this project in addition to the final GES
 - Creating opportunity to **engage further with the results** (e.g., debriefing with primary contacts or through a webinar with other grantees)
 - **Continuing and/or recurring conversations** about these Standards so they remain top of mind for both grantees and for staff
 - **Sharing Standards with peer foundations** and encouraging them to create similar sets of Standards
- Given the connections between the "Responsiveness" Standard and the "Respect" and "Process" Standards, the Foundation should discuss the **value of "Responsiveness" as a standalone Standard**, and **consider combining responsiveness into other Standards**.
- Review and potentially modify portions of Standards that were identified by grantees as unclear:
 - Amending the last component of Standard 4 to clearly indicate why and how information is used for the benefit of grantees
 - Further refining language in Standard 6 to more accurately reflect the types of engagement grantees are seeking, taking into account the Foundation's own goals
- Develop an **internal survey mechanism for performance measurement** and establish a process to have that survey originate from program officers with data returned elsewhere.

STANDARD #1: RESPECT

During Phase 1 of the project, power dynamics were mentioned as part of the introduction to the Standards themselves. In Phase 2, this language was explicitly moved into its own Standard. Survey responses and grantee interviews suggest **this was an important addition**.

Importance and Interpretation

- In interviews, Standard #1 was grantees' **2nd most mentioned Standard** (unprompted), notably almost always as the Standard **that was most important to them**. Grantees indicated that Respect is a pre-cursor to and common thread across all of the Standards, making its placement at the top of the Standards particularly notable.
- In the survey, about **half of respondents ranked Respect as the most important** for determining their overall rating for the extent to which Packard Foundation is living up to the refreshed GES. Furthermore, when partners provided ratings for Packard Foundation's performance against each concept, **three of the five highest average ratings were related to this Standard, suggesting that Packard is already seen to be living up to the components of this Standard**.
 - Interestingly, MEL partners' ratings trend lower than grantees' ratings for three of the four components of the Respect Standard. Specifically, MEL partners rate, on average, over half a point lower than grantees for their agreement that Foundation staff "approach our interactions with humility."

Clarity and Behaviors

- When asked specifically about the ways in which Packard Foundation currently demonstrates commitment to "Respect," grantees mentioned a wide variety of behaviors, including:
 - Commitment to soliciting grantee feedback (e.g., this project, Grantee Perception Report).
 - Explaining the rationale and/or philosophy around activities Packard will and will not fund.
 - Not micromanaging grantees' budgets.
 - Acknowledging and exhibiting **recognition of the funder-grantee power imbalance without abusing that power** to force grantees to take specific actions or approaches to work (e.g., "You have to do this because I'm your funder").
 - Asking for and **valuing grantees' opinions**, engaging in **knowledge transfer and shared learning**, displaying curiosity and desire to work together to achieve outcomes, and treating grantees in conversation as **experts on their work and their context**. These particular concepts were highlighted by grantees as missing in the Phase 1 survey but have been addressed by this Standard.

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #1: RESPECT

Clarity and Behaviors (continued)

- Overall, grantees **regarded this Standard as clear**. Of the few grantees who found Respect to be unclear, the comments centered on “**humility**” and “**openness**.” For example, one grantee wanted more specificity about the topics (e.g., staff availability, Foundation strategy) to which these approaches applied.
- Some **grantees** who chose to discuss Respect did call out **the lack of specific language around cultural awareness, diversity, and equity**. These topics were also briefly called out in open-ended comments as missing in Phase 1, and came up again in Phase 2, primarily in the context of site visits and interactions with beneficiaries.



“One of the things that struck me right off the bat was that the word ‘respect’ was at the top. That sets an amazing tone for how the Foundation views their own culture and their culture in connection to their grantees. To have that front and center about Foundation valuing grantee expertise and time. And the recognition of power dynamics. ...it’s very easy to use phrases like ‘partner’...but the reality is that when there’s money involved, there’s always going to be an unequal partnership, so I appreciate the Foundation...is not unaware or ignoring those power dynamics.”



“Respect stands out the most. There’s an inherent power balance between donors and grantees...so the extent to which donors can treat their grantees with respect and put an end to an era where...donors did whatever they want because they could.”

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #2: PROCESS — IMPORTANCE AND INTERPRETATION

This Standard was **cut back between Phase 1 and Phase 2** to now only include reference to grantees' understanding of the Foundation's requirements and processes. The title of the Standard was also shortened from "Requirements and Processes" to simply "Process." Despite the changes to the overall Standard, each concept within the Standard as stated in Phase 1 was still tested in the Phase 2.

Importance and Interpretation

- One major commonality across phases is the sense that **clearly communicated processes are crucial to saving and respecting grantees' time**. Grantees reported receiving access to post-award information through the online portal as soon as their grant was approved, and changes to pre-grant processes were communicated in preparation for the next funding cycle or proposal.
- With regards to clarity, respondents rated this Standard as the **clearest in the Phase 1 survey**. This **remained the case in Phase 2 interviews**, with the majority of grantees who discussed "Process" expressing that this Standard (and also Packard's processes themselves) was clear to them.
- Interestingly, partners' perceptions of the **importance of the Process Standard shifted dramatically** between the two phases. In Phase 1, 40 percent of grantees considered it to be the most important, labeling it as "foundational." Conversely, only 7 percent of respondents in the Phase 2 survey believed this was the most important Standard in determining their overall rating of the Foundation's performance.
 - Unsurprisingly, Development Directors overwhelmingly ranked this Standard as the most important compared to respondents in other positions.
- The reduced importance given to this Standard in Phase 2 could be **related to the addition of the Engagement Standard**, which grantees also perceived to cover conversations about processes. As described in the behaviors on the next page, grantees were interested in going beyond basic responsiveness to process questions to more detailed conversations on procedural topics that have the potential to impact their work and/or funding directly.



"I found that in the process of doing the grant and the subsequent extension or follow-up [a year later], the communication was very effective, straightforward and the process was clear. ... We were really kept informed about the process, so it was very efficient...which was helpful."

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #2: PROCESS — CLARITY AND BEHAVIORS

Clarity and Behaviors

- Grantees primarily associated this Standard with a single behavior — **responsiveness to questions about processes by Foundation staff**. One grantee, for example, described a resolution to an inconsistency by contacting a Program Associate, while another described a scenario where they received a missing piece of information essential to reporting after prompting their primary contact.
- While grantees expressed satisfaction with the clarity of pre- and post-award processes, they encouraged the Foundation to establish and communicate clearly about additional technical topics, such as the process of how to receive more and/or different types of funding as their work and organizations evolve.
- In addition, when asked for ways in which the Foundation could better demonstrate commitment to this Standard, grantees suggested Packard staff:
 - Review materials to **confirm there are no inconsistencies** in written materials and how processes should be executed.
 - Provide more **feedback on reports** to inform future proposals.
 - Communicate changes to templates (e.g., budgets) ahead of time (e.g., immediately after grant award or as soon as instructions change).
 - Explore opportunities for **grantees to provide feedback on the Foundation's processes**.



“What we have a hard time with [over our relationship]... is we’ve reached a level where we need to scale this aspect up or that aspect up, and it’s not as clear how we obtain a higher level of funding for our work, so we have this sort of cap that we stay under for our program. So...I have to find other donors that will cover programs developed under their funding. It’s not clear that there is a process to step up, and what the Foundation is looking for in stepping up to another level of funding....”

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #3: STRATEGY — OVERALL

The content of this Standard was largely unchanged between phases, but based on grantee feedback in Phase 1, CEP piloted **two different versions of this Standard in Phase 2** — one with the addendum “...how to share input on those strategies” and one without. The next three pages break down each clause within the Standard, with this page focusing on the first clause related to grantees’ understanding of how their work connects to the Foundation’s strategy.

Importance and Interpretation

- Strategy was rated as **the second most important Standard in the Phase 1 survey**, and it was **selected most frequently for discussion** (across interview questions about both the most difficult Standard to interpret or the most important Standard) in Phase 2.
- In the Phase 1 survey, the majority of respondents associated this Standard with **clarity of alignment between the grantee and the Foundation** when making a decision to apply for funding, during the proposal process and during the grant. In Phase 2 interviews, grantees elaborated on the importance of this alignment for writing strong proposals and preventing re-work, which ultimately saves them time.

Clarity and Behaviors

- Generally, grantees **felt clear on the program strategy** to which they belong and understood how their work connects to that strategy based on:
 - Discussions with program officers or Directors during proposal process.
 - Check-ins about outcomes during grant cycle to continuously monitor alignment.
- Other behaviors grantees seek even more of to demonstrate this Standard:
 - Feedback on proposals (even if they are approved)
 - Feedback on their performance against the Foundation’s goals
 - Report-out of takeaways and/or next steps from strategy refresh meetings with grantees
 - Contextualization of **grantees’ role in and the broader impact** of the Foundation’s larger portfolio and strategy. Similarly, in Phase 1 feedback, grantees most commonly craved “a **bigger picture frame for individual work**.” They not only emphasized how knowledge of other grantees’ work in their portfolios would paint a more comprehensive and robust picture of Foundation’s strategy, but also described how shared learning across the field could lead to new ideas and partnerships.
- Importantly, even with a clear understanding of their program’s strategy, the majority of grantees admitted **how little they knew about the Foundation’s strategy and goals writ large** (despite their interest), and they infrequently tied their own work to the Foundation’s broader strategy.

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #3: STRATEGY — CHANGES AND INPUT

Beyond clarity of strategy and its connection to grantees' work, this Standard included components related to grantees' understanding of how the Foundation's **strategies evolve over time and how to share input on those strategies**. Findings regarding both components are addressed on the next two pages.

Importance and Interpretation

- The **version of the Standard a grantee received did not appear to meaningfully impact grantees' ratings or interest in this Standard**. Strategy was chosen as the most difficult Standard at equal proportions in both versions, and the valence of comments across versions was similar.
- Overall, when it comes to strategy changes, grantees noted **less clarity on the details** of the Foundation's process (e.g., determinants and timing), what those changes are, and how those changes will impact grantees' work and future funding.
 - Relatedly, a few grantees indicated that the Foundation did not explicitly solicit their feedback or initiate conversations about strategy in advance of changes, but the opportunity to do so would be appreciated and further demonstrate respect for their expertise.
- Grantees **most frequently brought up a lack of explanation of the "why" behind strategy changes**. This mirrors Phase 1 feedback that the language in the Standard does not always match the Foundation's actions. Other common experiences include:
 - Feeling that input offered in strategy conversations with the Foundation are not reflected in the revised strategy.
 - Knowledge that a strategy refresh was underway, but waiting to hear back without any other context (e.g., when it would be finalized, what it might consist of, etc.).
- When asked about the Foundation's performance against each concept in the Standards, **three of the five lowest average ratings were related to Strategy**:
 - "I know how to provide input about the Foundation' strategy" (5.02), "I understand how changes to the Foundation's strategy might impact my work" (5.39), "I feel well-informed about the changes to the Foundation's strategy" (5.45).
 - On these three measures, grantees who identified as Project Directors provided particularly low ratings compared to grantees in other roles.

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #3: STRATEGY — CHANGES AND INPUT

Clarity and Behaviors

- Grantees requested the **Foundation go beyond sharing just the content of strategy changes** by:
 - Clarifying the **factors in and reasoning** behind strategy changes, particularly the **role of grantee input/feedback**.
 - Sharing out ideas that were considered but not incorporated.
 - Creating more **opportunities to engage on strategy beyond what's written on paper** through:
 - 1-on-1 with primary contacts at the Foundation.
 - Conversations with other groups of grantees via webinars and conference calls led by Foundation staff.
 - Videos on the Foundation's website.
 - Communicating how strategy changes may **impact grantees' future funding and work** in advance when possible.
 - Directing grantees to **resources for understanding past, current, and new strategies**.
 - More opportunities to **talk about strategy outside of moments in which requests of grantees are impending** (e.g., when a grantee is about to submit a new proposal).



"I don't necessarily know how that [big] picture evolves because of the political climate, or if they're going to stick with the big picture despite what's going on around us, and we don't really ever talk about that...We talk about the [broad] goal, and that's clear to me. I don't necessarily know what are the factors that change that, what are the factors that would make them pivot."



"Just being in those [yearly strategy] meetings, you can get a sense of what the work is and a sense of how differently...people approach the same work. There's no doubt in my mind what the actual work is. ... Packard has used those meetings as a time to listen...but what's most important is that Packard is coming out and saying in those meetings, this is our strategy, this is our approach, so we can have a shared sense of what that is, instead of sending out a document later on and then we all interpret it in different ways."

Source: Phase 2 Grantee Interviews.

STANDARD #4: INFORMATION — PROVISION

The title of this Standard was changed from “Feedback” to “Information” between phases, and the language was slightly modified for clarity. Core concepts, however, remained very similar.

Importance and Interpretation

- In the Phase 1 survey, this Standard was chosen as the **least important**. Similarly, in the Phase 2 survey, the **smallest proportion of grantees** — only 5 percent — **ranked this Standard as most important** in determining their overall rating.
- Still, grantees who spoke about Information did elaborate fully. Across both phases, partners **did not feel burdened** by data collection, with nearly all grantees describing data collection as reasonable and thoughtful.
- Phase 1 grantees also found this Standard to be the **most unclear**, expressing doubt about the terms “data,” “information,” and “feedback.” In Phase 2, grantees were prompted to define these terms:
 - “Information” — information about grantees’ work, mission, and challenges. Referred to as an organization’s narrative.
 - “Data” — evidence of grantees’ work. Generally wider in breath and often quantitative (e.g., research).
 - “Feedback” — from the Foundation to grantees, often related to processes (e.g., proposal and submitted reports).

Clarity and Behaviors

- Overall, the majority of grantees found the **first half of the standard to be clear** and reported a strong understanding of what the Foundation needed from them in all three components. In both phases, grantees also indicated that they **understood the necessity and value in sharing information** with the Foundation.
- One grantee, for example, shared that they **never find themselves asking about why something was being collected**, and other grantees recounted various behaviors that contributed to these perceptions:
 - Ample notice of requests from the Foundation.
 - Openness to questions about requests.
 - Regular emails to share news and updates.
 - Not asking for repeat information (particularly for grantees with longstanding relationships).

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #4: INFORMATION — USAGE

Clarity and Behaviors (continued)

- On the contrary, nearly all grantees who discussed Information **expressed a lack of clarity about the second half of the Standard** — how and why collected data is used. The Foundation’s performance against the concept “I understand how collected information, data, and feedback is used” received the **second lowest average rating** (5.20) in the Phase 2 survey.
- In interviews, grantees shared that the **information flow feels one-way** and asked the Foundation to work on **closing the feedback loop in a clear and digestible form**. In particular, they are looking for more:
 - Feedback on proposals and reports.
 - Input on their work and performance against Packard’s strategic goals, as well as performance of entire portfolio against strategy’s goals.
 - Sharing by the Foundation of other grantees’ work.
 - Reflections from the Foundation’s own learning (successes, opportunities, gaps).
- To accomplish these goals, grantees encourage the Foundation to:
 - Establish more opportunities to discuss past proposals and performance against goals.
 - Create more opportunities to learn about their peers.
 - Provide individual guidance about how to interpret silence (e.g., is no feedback good or bad?).
 - Explore other mechanisms for sharing out information other than posts on the website.
- Importantly, grantees view these recommended behaviors as a **catalyst for “two-way” conversations**, as mentioned in the Engagement Standard.
- These suggested behaviors also indicate that grantees **expect the use of information and data to have a direct benefit on their work or their organizations**. Since this sentiment is missing from the Standard as is, some grantees felt it would be more appropriate to change the language from “...transparent about how and why it is used” to “... grantees see how and why it’s used.”



“The Foundation...have been very thorough and thoughtful in trying to get as much information about our organization and our programs and the ways that we’ve grown, and the challenges we’ve had over time and trying to support [us] depending on the ebb and flow of where we are in the world and in our evolution.”



“A lack of response from a funder leaves us hanging without clarity and with lingering (high) internal pressure to get clarity one way or another.”

Source: Phase 2 Survey and Grantee Interviews.

STANDARD #5: RESPONSIVENESS

This Standard was slightly streamlined in language, but concepts remained consistent between Phase 1 and Phase 2 of the project. Even so, there were **some differences in reactions between phases**.

Importance and Interpretation

- One continuing theme between the two phases was the idea that **responsiveness is core to respect**. In Phase 1, grantees perceived this Standard to be **foundational** and a **signal of trust and respect** toward grantees. Interestingly, although Responsiveness was not often chosen in Phase 2 as the Standard that most stood out or was difficult to provide a rating for, responsiveness was frequently discussed in the context of demonstrating respect for grantees.
- Importantly, grantees shared that both the speed and the format of response from Foundation staff is important to them, and their **experiences have been mixed**.
 - Phase 2 survey data indicates this could be **related to grantees' role**. When asked about Foundation staff's performance on providing "timely responses to my questions," Development Directors provided the highest average rating (6.8), and Project Directors provided the lowest average rating (6.0).
 - In addition, perceptions of responsiveness could be **contingent on the type of engagement grantees are seeking**. During interviews, a few grantees noted a difference in responsiveness to formal conversations (e.g., specific questions) and responsiveness to informal conversations (e.g., acknowledging an email highlighting a new research release).

Clarity and Behaviors

- A difference between the two phases was around the definition of "**timely**." While **Phase 1 respondents welcomed more specificity** to mirror the current GES, grantees in Phase 2 rarely brought up this request. When prompted, grantees indicated that this **Standard was clear** to them.
- When asked about their agreement for the statement, "I feel that Foundation staff provide timely responses to my questions," grantees provided an **average rating of 6.32** (on a 1-7 Likert scale), the **fourth highest rating** across all concepts. During the interviews, grantees reported experiencing:
 - Responsiveness to emails and questions quickly (often within a couple of days).
 - Thoughtful follow-up to questions.
 - Flexibility by Foundation staff to set up meetings upon request.



"...We understand how many emails foundation staff must receive either as initial inquiries or from existing grantees. However, a quick timely response to our questions, goes a long way toward making us feel respected and a valuable part of the community."

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #6: ENGAGEMENT

This Standard did not exist in Phase 1 of the project. As a result of grantees' feedback, it was created for Phase 2. Like the Standard for Respect, grantees welcomed this addition, with 15 percent of grantees (the second largest proportion) choosing this Standard as the most important in determining their overall rating for the extent to which the Foundation was living up to the GES.

Importance and Interpretation

- As discussed earlier in the introduction of the report, grantees who self-selected to participate in the interviews may be more likely to have unusually open and transparent relationships with Foundation staff.
- Therefore, perhaps not surprisingly, nearly all grantees who were interviewed **feel positively about their relationships** with their Foundation contacts. Still, grantees **recognized that current positive relationships could change** (e.g., contact changes). Aside from their relationship with their program officer, they have limited personal connections to others at the Foundation more broadly.
- Survey responses indicate that the Foundation's performance against "I have enough opportunities to connect with my primary contacts" could be improved, receiving the **fifth lowest average rating** across all concepts.
 - Again, Project Directors provided ratings that are particularly low, compared to grantees in other roles.
- When thinking about "opportunities to connect" overall, grantees focused on **clarity about points of contact and accessibility of staff**. "Connect" in and of itself did not imply deep engagement from grantees' perspectives.
- When asked specifically about the trademarks of "**meaningful**" conversation, grantees most frequently described their **relationship with their Foundation** contacts and how that relationship **enhances their work**. For example, one grantee shared the importance of their program officer's understanding of their work and field, which allows for dialogue and knowledge sharing, and ultimately, partnership.
 - **Site visits** are perceived to be one of the **most effective** methods of engagement, but grantees also expressed appreciation for lower-touch engagements, such as **connections to other resources and/or funders** through forwarded emails from relevant partners or invitations to events.

Source: Phase 1 and Phase 2 Surveys and Grantee Interviews.

STANDARD #6: ENGAGEMENT — BEHAVIORS

Clarity and Behaviors

- This distinction between “connect” and “meaningful” in Phase 2 interviews mirrors a theme from Phase 1 feedback, where grantees delineated between two kinds of communications that are both crucial to a successful partnership. Across both phases, grantees divided their communications with the Foundation into two broad categories:
 - Basic conversations about grant management and how they work with the Foundation
 - Higher-level conversations about strategy and feedback on grant progress
- As a result, grantees recommended a **two-pronged approach** to living up to this Standard — setting general **guidelines** for engagement and focusing on **two-way conversations** — through the following behaviors:
 - Have discussions early in a relationship/grant about **how and when funder-grantee conversations** would be most helpful and **mutually beneficial**.
 - Set expectations with grantees about the **kinds of information** Packard primary contacts will need and/or want, so grantees can pass it along accordingly without prompting.
 - Establish **multiple points of contacts**, whether with Program Associates or other operational staff.
 - Schedule discussions about shared work and focus on the **how and why of strategic approaches**.
 - Given some grantees’ expectations that Packard should be using its bird’s eye view to connect them to others, create more **space for group dialogue among grantees**.
 - Ensure a balance of both evaluative and analytical conversations throughout the grant.
- Additionally, a few grantees suggested amending this Standard to include a piece about the **depth and outcome of the engagement**. These few grantees suggested that the Standard language include:
 - Reaching a “shared resolution” (not necessarily the same conclusion).
 - “Analyzing” or “dialogue” (beyond back-and-forth listening and speaking) to encompass sense of in-depth conversations with each party sharing opinions and perspectives.



“Appreciate greater effort for more communication....as well as clear channels of communications with...grants officers or managers, as opposed to traditionally a more digital communication.... It’s comforting to have a person to speak to and to facilitate a longer-term relationship more intimately between the organization and the Foundation.”

Source: Phase 1 Survey and Grantee interviews.

PROCESS OF MEASUREMENT – FEEDBACK MECHANISM AND CONFIDENTIALITY

In addition to asking about the importance, clarity, and associated behaviors of each Standard, CEP also asked a series of questions about the process of measurements of the GES.

- **Surveys preferred.** When it comes to how they preferred to provide feedback on Packard’s performance against the GES, the majority of grantees selected a **survey**. They acknowledged the ability for surveys to **reach more grantees** (especially given the Foundation’s capacity), and a couple of grantees specifically valued the possibility to see aggregate results across all grantees.
- **Follow-up with interviews.** Still, about **a quarter of grantees** recognized the **inability for surveys to capture specific** details, context, and nuance. They suggested offering the option to engage in a deeper way (e.g., a phone call) as a follow-up. Standalone 1-on-1 conversations with primary contacts were also mentioned as an option, so grantees could be direct in their feedback.
- **Program Officers send survey.** Most grantees wanted the feedback mechanism to **come by email through their program officer**. From their perspective, this act signals buy-in from the staff who often have the strongest responsibility for the Foundation’s performance against these Standards.
- **Mixed opinions on confidentiality.** Importantly, the majority of grantees first answered the question about confidentiality with the caveat that they currently experience high levels of transparency in their relationships with Packard staff. That said, **about exactly half of grantees felt comfortable sharing feedback directly** with the Foundation while the **other half felt more comfortable sharing feedback through a 3rd party**.
 - For those who chose to provide feedback directly to the Foundation, they indicated that it would be best practice to route responses to a team other than Program.

Source: Grantee interviews.

PROCESS OF MEASUREMENT — FEEDBACK FREQUENCY AND CADENCE

- **Yearly frequency.** When it comes to the **frequency of opportunities to provide feedback**, grantees provided a wide range, from every quarter to every three years, with **two-thirds settling on a one-year cycle**. Importantly, grantees emphasized that the **feedback points must be spaced out** enough to allow for multiple interactions with the Foundation.
 - A few grantees mentioned that the frequency could also be dependent on grant duration, with opportunities once or twice over the grant lifetime.
 - Additionally, a couple of grantees entertained the idea of shorter surveys between full surveys but noted that the Foundation would need to find the balance between opportunity and obligation.
- Nearly all grantees suggested **aligning opportunities for feedback with the grant life cycle**, as opposed to the calendar year. They also wanted alignment between feedback opportunities and other natural **break points in the grant cycle**, even advocating that they have the **same deadlines** where possible.
 - The three grantees who would prefer a calendar year cycle were considering their internal capacity to provide feedback (e.g., busy at year's end with fundraising) and their unique funding circumstances (e.g., consistently having multiple, overlapping grants).
- Still, grantees had **differing opinions on the points in the grant cycle** when they would be best-positioned to provide feedback on performance against the GES.
 - About **two-thirds of grantees selected the grant midpoint**, which would allow enough time to make any changes to behavior (on both sides) for the remainder of the grant. A few grantees urged caution with this approach, as constructive feedback could disrupt existing relationships.
 - Another **third of grantees preferred to provide feedback at the end of a grant cycle** as a reflection exercise for the next proposal and/or grant, but recognized that they may be less motivated to respond because their grant has ended.

Source: Grantee interviews.

APPENDIX A: PHASE 1 SURVEY

Grantee Experience Standards Concepts Survey

Please respond online by August 28, 2019.

Your response is very important and will help the Packard Foundation continue to improve its work with grantees.

CEP Confidentiality Policy

The survey will be submitted through the Center for Effective Philanthropy (CEP), who has surveyed more than 80,000 grantees of over 300 foundations and always treats responses as **completely confidential**. In line with the Packard Foundation's request for the survey, CEP will:

- Ensure survey responses are **completely anonymous**.
- Provide the Packard Foundation directly with **all** responses, which **will include** any self-identifying information that you choose to provide in open ended questions.

All responses collected will be shared with the Packard Foundation for their use in revising these standards.

If you have any questions about the Grantee Experience Standards or the survey, please reach out to Meredith Blair Pearlman (MBlairPearlman@packard.org) or Alice Mei at CEP (AliceM@cep.org).

Statement from the Packard Foundation on Updating the Grantee Experience Standards

The Packard Foundation is updating our Grantee Experience Standards (GES) to launch in December 2019. Our intent is that these standards are resonant, important, and meaningful to you. In February, we asked for your feedback on how we can improve both grantee interactions and these standards. We greatly appreciated the insight from everyone who participated and took your input, along with feedback shared through Packard Foundation's biennial Grantee Perception Report (GPR) to revise and update these standards. To ensure the proposed revised standards best reflect you, your organizations, and your expectations, we would appreciate candid grantee feedback via this short 10-minute survey.

GES History and Purpose

The purpose of the Grantee Experience Standards is to establish clear expectations and measures for ongoing Foundation accountability, helping create a positive partnership experience between grantees and the Foundation.

APPENDIX A: PHASE 1 SURVEY

Originally drafted in 2007, the GES were developed in response to feedback from grantees that suggested the Packard Foundation could do more to create a consistently excellent level of partnership with grantees. To address that feedback, the original GES laid out criteria designed specifically to guide staff's communication and interactions with grantees. Over a decade later, we believe changes in our work, our organization, and our world make it important to revisit these standards to ensure they continue to guide and improve our work.

After you read through the revised GES, the survey will ask you to answer several questions about their content and clarity.

Revised Grantee Experience Standards (GES)

We ensure effective partnerships between grantees and the Foundation by establishing clear expectations and holding ourselves accountable to them. Our commitment is to respect grantee expertise, value their time and attention, and approach funder-grantee power dynamics with humility and openness.

1. **REQUIREMENTS & PROCESSES.** Grantees feel they understand the Foundation's grant requirements and processes. They know who their primary contacts are, have opportunities to connect, and are notified in a timely manner if their contacts change.
 2. **STRATEGY.** Grantees feel they understand how their work is part of the Foundation's program strategy, how that strategy evolves over time, and how to provide their input.
 3. **FEEDBACK.** Grantees feel that the Foundation staff are thoughtful about collecting only the information, data, and feedback needed and share with grantees how it was used.
 4. **RESPONSE.** Grantees feel the Foundation staff are responsive, providing timely answers to grantee questions.
-

1. Overall, do the GES resonate with you?

- Yes
- No

2. Is there one Standard that you think is more important than the others?

- Yes
- No

3. Which Standard do you feel is most important?

- Standard 1: Requirements & Processes
- Standard 2: Strategy
- Standard 3: Feedback
- Standard 4: Response

APPENDIX A: PHASE 1 SURVEY

4. Please explain why you think [Selected Standard] is more important than others:

5. Is there one Standard that you think is less important than the others?

- Yes
- No

6. Which Standard do you feel is least important?

- Standard 1: Requirements & Processes
- Standard 2: Strategy
- Standard 3: Feedback
- Standard 4: Response

7. Please explain why you think [Selected Standard] is less important than others:

8. Are any of the GES unclear? *(Please check all that apply.)*

- Standard 1: Requirements & Processes
- Standard 2: Strategy
- Standard 3: Feedback
- Standard 4: Response

9. Please explain why you feel [Selected Standard(s)] is unclear:

10. What's missing, if anything, from the GES that the Packard Foundation should consider including?

APPENDIX A: PHASE 2 SURVEY (VERSION 2)

Grantee Experience Standards Concepts Survey

Please respond online by September 30, 2019.

Your feedback will be used by the Packard Foundation to shape the Grantee Experience Standards, which will be published later this year. Your response is very important and will help the Packard Foundation continue to improve the way it works in partnership with grantees.

CEP Confidentiality Policy

The survey will be submitted through the Center for Effective Philanthropy (CEP), who has surveyed more than 80,000 grantees of over 300 foundations and always treats responses as **completely confidential**. CEP will ensure survey responses are **completely anonymous**.

All responses collected will be shared with the Packard Foundation for their use in revising these standards. Any identifying characteristics will be removed from the response shared with the Foundation.

If you have any questions about the Grantee Experience Standards or the survey, please reach out to Meredith Blair Pearlman (MBlairPearlman@packard.org) or Alice Mei at CEP (AliceM@cep.org).

Statement from Packard Foundation on the Grantee Experience Standards

As shared by the Packard Foundation [earlier this year](#), the Foundation is updating its [Grantee Experience Standards](#) to ensure they continue to resonate with the Foundation's grantee partners. These standards lay out expectations to guide the Foundation staff's communication and interactions with grantees.

To ensure these Standards are meaningful to grantees, the Packard Foundation has engaged the Center for Effective Philanthropy (CEP) to solicit grantee feedback in two phases. Phase 1 launched in early August. Foundation staff incorporated Phase 1 grantee feedback into revised GES which are reflected in this Phase 2 survey.

It is likely that more than one member of your organization has been contacted to provide feedback for this survey or the Phase 1 survey. We opted to survey multiple staff from all current or recently closed grantee organizations to hear from organizations at different stages of the grant cycle. We weighed the risk of this potentially burdensome request with a genuine desire to be inclusive—and we hope you do not feel obligated to participate or provide multiple responses from your organization. Thank you to everyone who has already provided feedback, we are grateful for your time and candid feedback.

As you respond to this survey, please keep in mind a recent grant from the David and Lucile Packard Foundation (referred to as "Packard Foundation" and "the Foundation"). Choose a grant you know well.

APPENDIX A: PHASE 2 SURVEY (VERSION 2)

Revised Grantee Experience Standards (GES)

The Packard Foundation is committed to establishing and maintaining effective relationships with our grantees. We strive to deliver on the following Grantee Experience Standards (GES) and continually monitor our efforts to meet them.

1. **RESPECT.** Grantees feel the Foundation staff values grantee expertise and time, and approaches funder-grantee power dynamics with humility and openness.
2. **PROCESS.** Grantees feel they understand the Foundation’s grant requirements and processes.
3. **STRATEGY.** Grantees feel they understand how their work connects to the Foundation’s strategy and how that strategy evolves over time.
4. **INFORMATION.** Grantees feel Foundation staff are thoughtful about asking for and sharing information, data, and feedback, and are transparent about how and why it is used.
5. **RESPONSIVE.** Grantees feel Foundation staff provide timely responses to grantee questions.
6. **ENGAGEMENT.** Grantees feel they have opportunities to connect with Foundation staff and engage in meaningful two-way conversations about our shared work.

1. Please rate the extent to which you agree or disagree with the following statements:

	Strongly disagree		Neither agree nor disagree			Strongly agree		Don't know/N/A
I feel Foundation staff value my expertise.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel Foundation staff value my time.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel Foundation staff approach our interactions with humility.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel Foundation staff approach our interactions with openness.	1	2	3	4	5	6	7	<input type="checkbox"/>
I have a clear understanding of the pre-grant approval process and requirements (e.g. proposal application).	1	2	3	4	5	6	7	<input type="checkbox"/>
I have a clear understanding of the post-grant award process and requirements (e.g., reporting and grant assessment).	1	2	3	4	5	6	7	<input type="checkbox"/>

APPENDIX A: PHASE 2 SURVEY (VERSION 2)

I understand how my work connects to the Foundation's strategy.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel well-informed about the changes to the Foundation's strategy.	1	2	3	4	5	6	7	<input type="checkbox"/>
I understand how changes to the Foundation's strategy might impact my work.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel that the Foundation is thoughtful about collecting the information, data, and feedback it really needs.	1	2	3	4	5	6	7	<input type="checkbox"/>
I understand how collected information, data, and feedback is used.	1	2	3	4	5	6	7	<input type="checkbox"/>

2. Please rate the extent to which you agree or disagree with the following statements:

	Strongly disagree	Neither agree nor disagree					Strongly agree	Don't know/N/A
I have enough opportunities to connect with my primary contact(s).	1	2	3	4	5	6	7	<input type="checkbox"/>
The conversations I have with my primary contact(s) include a meaningful back-and-forth of listening and speaking.	1	2	3	4	5	6	7	<input type="checkbox"/>
I am notified in a timely manner when my primary contact(s) changes.	1	2	3	4	5	6	7	<input type="checkbox"/>
I feel that Foundation staff provide timely responses to my questions.	1	2	3	4	5	6	7	<input type="checkbox"/>

2. Overall, to what extent is Packard Foundation living up to the refreshed GES?



3. Please rank the Standards in order of importance in determining your overall rating.

- Standard 1: Respect
- Standard 2: Process
- Standard 3: Strategy
- Standard 4: Information
- Standard 5: Responsive
- Standard 6: Engagement

APPENDIX A: PHASE 2 SURVEY (VERSION 2)

4. CEP and Packard Foundation will be conducting brief interviews with a smaller selection of grantees to learn more about how grantees interpret the concepts embedded in the Packard Foundation's revised GES.

Would you be willing to participate in any interview with CEP or Packard Foundation staff about your responses?

If you opt into an interview, CEP will share your name and email address with Packard Foundation to facilitate scheduling. Only CEP will see your responses.

- Yes
- No

Demographic Questions – *These questions are optional.*

5. What is your position?

- Executive Director/CEO
- Other Senior Management
- Project Director
- Development Director
- Volunteer

APPENDIX B: INTERVIEW GUIDE

Interview Topics and Questions Related to Refreshed GES | CEP/Packard Interviews of Packard Foundation Grantees

TOPIC 1: INTRODUCTION AND OVERALL EXPERIENCE: 5 MINUTES

Intro: Thank you for making time to speak with me today. We appreciate that you filled out the Grantee Experience Standards feedback survey and are looking forward to hearing more about your perspective. The purpose of this interview today is to help deepen our understanding of how grantees interpret Packard’s revised standards, which we’ll call the GES, and how to best measure how Packard upholds those standards.

Please know that the information you share with us in this interview will only be seen by CEP and a small team of three working on this project at the Packard Foundation. We appreciate your honesty and candor. To ensure accuracy in our analysis, we will record this interview, but will not share the recording outside this working team. In the final report, we will not attribute any quotes directly to you. You may choose to stop the interview at any point or decline to answer a particular question.

In the interest of time, there may be moments where I ask to move us along to ensure that we have a chance to cover a variety of topics. [\[If/when multiple people on the interview: “We encourage your full participation, but, given our time, I also know that there won’t be an opportunity for each of you to share a response to each question. We will do our best to allow folks to jump in, time allowing.”\]](#)

Do you have any questions about this interview or about how we’ll use what we hear from you?

We’re going to start the recording now, so you’ll hear a message that indicates that.

- **Intros:** Let’s start with a quick round of introductions. Can you each give us a very quick introduction of your name, your role, and how long you’ve worked with Packard?
- **Overall experience:** To get us started, in a sentence or two, how would you sum up your reaction to the refreshed GES?

[\[Question seeks to understand overall resonance, emotional response, sense of surprise/change, etc.\]](#)

TOPIC 2: MEANING OF STANDARDS: 25 MINUTES

[Allow Grantees to Choose Standards to Focus on] – Next, I want to spend some time talking through a couple of the Standards the concepts within those Standards.

First “Loop” through Core Interview Questions: Most Important Standard

[Direct interviewee to look at list of Standards]

- Think back to taking the survey when we asked you to rate the concepts within each of these Standards. When you look at this list of Standards, which most stood out to you? Why?
- **Meaning:**
 - Let’s step through each of the concepts that are part of this Standard. What are you thinking about as you think about these concepts?

APPENDIX B: INTERVIEW GUIDE

- Refer interviewee to Standards. Prompt with each concept in the Standard chosen.
- If present in Standard, ensure specific, extra prompting on words that were raised as unclear from original survey
 - “Feedback” – How do grantees interpret feedback (distinction between data, information and feedback; two-way feedback?) What is “meaningful?”
 - “Connect” – Does the standard imply a connection to others outside of Packard (e.g., other grantees, to future opportunities?)
 - “Responsive” - Does the Standard imply something beyond timeliness
- Did anything about this Standard or the concepts in it feel unclear to you? What?
- In thinking about this Standard specifically, was there anything missing or that felt incomplete? In other words, is there something you think is related to this Standard that you’d have expected Packard to include?

[Questions seek to generate specificity and clarity about each concept within Standard in a way that will be useful to Packard understanding the Standard and explaining to Staff.]

- **Behaviors:** You may recall in the survey that we asked you to rate the extent to which you believe Packard Foundation is living up to the GES overall.
[Still looking the same Standard and concepts as above]
 - What does Packard do *now* to most effectively demonstrate commitment to the Standard?
 - If there was one thing Packard could do to more completely demonstrate a commitment to this Standard, what would you suggest?
 - Prompts for “future”: Could you give me an example of what it would look like for a program officer or other Packard staff member to effectively live up to this Standard and/or concepts?
 - What would it look like for Packard as an organization to live up to this Standard and/or concepts?

[Questions seek to generate specific actions that could potentially be measured/assessed and that can be focused on in development of staff. These also seek to distinguish the way Packard’s people vs. Packard as an organization demonstrate the Standard. That latter distinction may still need work.]

Second “Loop”.

[Direct interviewee to look again at list of Standards]

- Was there a Standard that you found it difficult to provide a rating for? Why?
 - Step through questions of “Meaning” and “Behaviors” again for this Standard
- [If answer to “difficulty” is “no,” ask grantee to choose Standard that felt least relevant to them and step through questions of “Meaning” and “Behaviors.”]

[Questions seek to generate specific articulation of why some standards feel less clear or relevant.]

APPENDIX B: INTERVIEW GUIDE

TOPIC 3: PROCESS OF GES MEASUREMENTS: 5-7 MINUTES

Now I'd like to spend a few minutes talking with you about how Packard could measure their commitment, specifically the frequency and points in time at which they'd ask you how they're doing.

- **Frequency:** In part, Packard intends to measure the ways in which it upholds the Standards and is exploring various ways to solicit feedback from grantees.
 - How would you like to provide this feedback?
 - How often would you like to have the opportunity to provide feedback?
- **Cadence:** At what points during the lifecycle of a grant do you think you'd have the most useful perspective on the way Packard is living up to these Standards?
 - Why did you choose those points in your grant?
 - [If needed] Are there specific events that the feedback survey should be aligned with?
 - [If needed] Is it more important for the timing to be aligned with your position in the grant lifetime, in the calendar year, or something else?

[Questions seek to establish how often and at what points grantees feel the survey would be relevant.]

- **Confidentiality:** How comfortable would you feel being candid and honest if the feedback was sent directly to the Packard Foundation rather than to a 3rd party?
 - Would it matter who at Packard requested and saw the feedback?
 - *Answer to question about "who would see the response":* Measurement would only work if you could be candid in your feedback. Only a small internal team at Packard would see your response connected to your name – never your program officer.

[Questions seeks to establish any challenges associated with non-anonymous surveys.]

TOPIC 4: ACCOUNTABILITY AND COMMUNICATIONS ABOUT STANDARDS: 5-7 MINUTES

Lastly, we want to talk about how the GES affect your perceptions of the Packard Foundation overall.

- **Awareness of Past:** Before this refresh of the Standards, Packard had been including a previous iteration of the Standards in all of its grant agreements and on its website.
 - Were you aware of the GES and any ways in which Packard Foundation staff was using the GES to inform its work?
- **Future reporting:** How would you like to hear back from the Foundation on its GES measurement/assessment results?

[Question hopes to elicit information about where GES is most resonant for grantees in order to guide efforts to make new GES relevant, visible, and meaningful.]

- **Meaningful:** Do these refreshed GES affect your perceptions of Packard FounConserdation?
 - How?

[Question may be redundant of first "overall" question, and implied response may be too socially desirable.]

APPENDIX B: INTERVIEW GUIDE

- *[If extra time]* **Suggestion:** What could Packard Foundation do to make the GES feel most meaningful to you?

[Open suggestion should create beginning of action plan for full roll-out of GES.]

Thank You for participating in this project and for your insights and collaboration! To reiterate, the information you've shared with us in this interview is confidential. We appreciate your honesty and candor, thank you!

ABOUT THE CENTER FOR EFFECTIVE PHILANTHROPY (CEP)

MISSION: To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness — and, as a result, their intended impact.

VISION: We seek a world in which pressing social needs are more effectively addressed. We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

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ABOUT THE DAVID AND LUCILE PACKARD FOUNDATION

The Packard Foundation is a family foundation guided by the enduring business philosophy and personal values of Lucile and David, who helped found one of the world's leading technology companies. Their approach to business and community participation has guided our philanthropy for over 55 years. We work on the issues our founders cared about most: improving the lives of children, enabling the creative pursuit of science, advancing reproductive health, and conserving and restoring the Earth's natural systems, both in the U.S. and around the world. We invest in effective organizations and leaders, collaborate with them to identify strategic solutions, and support them over time to reach our common goals. For more information, please visit www.packard.org.

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